



Technical Assistance Report

PUBLIC

Project Number: 56090-001
Knowledge and Support Technical Assistance (KSTA)
June 2023

India: Strengthening Transit-Oriented Development for Urban Transformation in Indian Cities

This document is being disclosed to the public in accordance with ADB's Access to Information Policy.

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 2 June 2023)

Currency unit	–	Indian rupee/s (₹)
₹1.00	=	\$0.01
\$1.00	=	₹82.28

ABBREVIATIONS

ADB	–	Asian Development Bank
MOHUA	–	Ministry of Housing and Urban Affairs
OP	–	operational priority
TA	–	technical assistance
TOD	–	transit-oriented development
UDD	–	Urban Development Department

NOTE

- (i) The fiscal year (FY) of the Government of India and its agencies ends on 31 March. “FY” before a calendar year denotes the year in which the fiscal year ends, e.g., FY2023 ends on 31 March 2023.
- (ii) In this report, “\$” refers to United States dollars.

Vice-President	Shixin Chen, Operations 1
Director General	Kenichi Yokoyama, South Asia Department (SARD)
Deputy Director General	Cindy Malvicini, SARD
Director	Norio Saito, Urban Development and Water Division (SAUW), SARD
Team leaders	Saugata Dasgupta, Senior Project Management Specialist, India Resident Mission (INRM), SARD Tomoo Ueda, Principal Urban Development Specialist, SAUW, SARD
Team members	Sanjay Divakar Joshi, Principal Urban Development Specialist, SAUW, SARD Rodellyn Manalac, Operations Assistant, SAUW, SARD Sharad Saxena, Principal Transport Specialist, Transport and Communication Division (SATC), SARD ^a Mihir Sorti, Senior Project Officer (Transport), INRM, SARD

^a Outposted to the India Resident Mission.

In preparing any country program or strategy, financing any project, or by making any designation of or reference to a particular territory or geographic area in this document, the Asian Development Bank does not intend to make any judgments as to the legal or other status of any territory or area.

CONTENTS

	Page
KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	1
III. THE TECHNICAL ASSISTANCE	3
A. Impact and Outcome	3
B. Outputs, Methods, and Activities	4
C. Cost and Financing	6
D. Implementation Arrangements	6
IV. THE PRESIDENT'S DECISION	7
APPENDIXES	
1. Design and Monitoring Framework	8
2. Cost Estimates and Financing Plan	10
3. List of Linked Documents	11

KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 56090-001	
Project Name	Strengthening Transit-Oriented Development for Urban Transformation in Indian Cities	Department/Division	SARD/SAUW
Nature of Activity Modality	Research and Development Regular	Executing Agency	Ministry of Housing and Urban Affairs
Country	India		
2. Sector		ADB Financing (\$ million)	
Subsector(s)		Total	0.000
3. Operational Priorities		Climate Change Information	
<input checked="" type="checkbox"/>	OP2: Accelerating progress in gender equality	GHG Reductions (tons per annum)	0
<input checked="" type="checkbox"/>	OP3: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability	Climate Change impact on the Project	Low
<input checked="" type="checkbox"/>	OP4: Making cities more livable	ADB Financing	
<input checked="" type="checkbox"/>	OP6: Strengthening governance and institutional capacity	Adaptation (\$ million)	0.000
		Mitigation (\$ million)	0.000
		Cofinancing	
		Adaptation (\$ million)	0.300
		Mitigation (\$ million)	1.050
Sustainable Development Goals		Gender	
SDG 11.1, 11.a, 11.b		Some gender elements (SGE)	<input checked="" type="checkbox"/>
SDG 13.a		Poverty Targeting	
		General Intervention on Poverty	<input checked="" type="checkbox"/>
4. Risk Categorization		Complex	
5. Safeguard Categorization		Safeguard Policy Statement does not apply	
6. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.000	
None		0.000	
Cofinancing		2.500	
Urban Resilience Trust Fund (Full ADB Administration)		2.500	
Counterpart		0.000	
None		0.000	
Total		2.500	
Currency of Financing: US Dollar			

I. INTRODUCTION

1. The knowledge and support technical assistance (TA) will support India to strengthen the capacity of government agencies to plan and implement sustainable urban growth strategies based on transit-oriented development (TOD) principles, using town-planning schemes and/or other mechanisms.¹ The TA will focus on (i) building institutional capacities of government agencies at all levels—national, state, and city; and (ii) creation of outcome-oriented policy frameworks at the state and city levels; to deliver compact, sustainable, inclusive, and integrated solutions to channel growth and agglomeration-induced productivity, enhance land value creation and capture, to expand the municipal revenue base; and make Indian cities more livable, resilient, competitive and transform them into engines of growth. In addition, the TA will support formulating a national communication strategy to promote TOD as a growth strategy for cities with mass transit corridors and enable urban transformation.

2. The TA project aligns with four operational priorities (OPs) of the Asian Development Bank Strategy 2030—accelerating progress in gender equality (OP2); tackling climate change, building climate and disaster resilience (OP3); making cities more livable (OP4); and strengthening governance and institutional capacity (OP6).² It aligns with ADB’s country partnership strategy for India, 2023–2027 by focusing on capacity development to systematically manage urban agglomeration, make cities more livable and achieve development outcomes.³

II. ISSUES

3. **Rapid urbanization in India.** About 34.5% of India’s population lived in urban areas as of 2022, accounting to 60% of the country’s gross domestic product.^{4,5} Demographic models suggest that India’s urban population is increasing by about 2% annually since 2017 and is expected to be 50% of the total population by 2050.⁶ Given the key role that urbanization has played in economic development internationally through several channels collectively known as “agglomeration economies,” the current urbanization presents an unprecedented opportunity for India to contribute towards its aspiration to become a \$40 trillion economy by 2047 and create productive and well-paying jobs for its young population.⁷ To realize this potential, urbanization needs to be managed in an integrated manner to channel growth, catalyze strategic renewal, and enhance competitiveness.

4. **City growth and ensuing urban challenges.** The economic potential of a city and its livability is closely linked to its planning and how the process integrates land development and economic policies. India’s current urban development processes and planning tools are not keeping pace with the demands of rapid urbanization and economic growth aspiration. To accommodate a growing urban population, most cities have expanded outward in an unregulated

¹ India’s national TOD policy states, “TOD integrates land use and transport planning and aims to develop planned sustainable urban growth centers, having walkable and livable communes with high-density mixed land use and access to open green and public spaces.” Source: Government of India, Ministry of Urban Development. 2017. *National Transit Oriented Development (TOD) Policy*. Delhi.

² ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

³ ADB. 2023. *Country Partnership Strategy: India, 2023–2027—Catalyze Robust, Climate-Resilient, and Inclusive Growth*. Manila. The TA first appeared in the business opportunities section of ADB’s website on 18 October 2022.

⁴ In India, urban areas are defined as having (i) a minimum population of 5,000 with at least 75% male main workers engaged in non-agricultural pursuits, and (ii) a population density of at least 400 per square kilometer. [Census India](#).

⁵ Government of India, Ministry of Health and Family Welfare. 2019. Report of the Technical Group on Population Projections.

⁶ United Nations Department of Economic and Social Affairs. 2018. *World Urbanization Prospects*. New York.

⁷ Government of India, Ministry of Finance. 2021. *Union Budget 2021–2022 Speech*. Delhi.

manner without development controls or the provision of adequate infrastructure, amenities, or services. Concurrently, city centers have been deteriorating because of lack of urban renewal and timely infrastructure, and public transport augmentation owing to a failure to invest in strategic integrated urban planning. The sprawling, unplanned nature of urbanization results in increased consumption of energy, land, and soil.⁸ These factors, combined with outdated planning laws and building control norms, (i) constrain the supply of planned and serviced land for development, leading to issues such as acute housing shortages, traffic congestion, high land prices, deteriorating infrastructure, and environmental degradation; and (ii) hinder sustainable growth.⁹ As a result, Indian cities suffer from inequitable distribution of resources, low economic productivity, poor quality of life, depletion of natural resources, and increased pollution and climate- and health-related hazards and risks.¹⁰

5. Existing national planning framework. Urban planning legislation in India is governed by the Town and Country Planning Act (1960, amended in 1985). Although it has enabled a standardized approach to town-planning across states and cities, urban plans and development schemes prepared under the act are narrowly focused on land use planning and development, with little attention given to social inclusion, climate resilience, economic development, or enabling agglomeration-induced productivity. Comprehensive planning and development of cities are further hindered by (i) a lack of coordination and alignment among planning, development, and implementing agencies (including their mandate, jurisdiction, and enforcement powers); (ii) limited budgetary allocations; and (iii) a lack of capacity among state planning authorities to address emerging needs. These constraints also impede private sector participation and citizen engagement in urban planning, development, and essential urban service delivery. Overall, urban planning in India has not evolved commensurate with its growth aspiration and pace of urbanization.¹¹

6. Need for a paradigm change in urban planning. The government recognizes that, for India's urban centers to realize their economic and job-generating potential while simultaneously becoming more livable, the current approach to urbanization must be reformed. The goals of the government in this regard are to (i) change how cities and towns are planned, developed, and managed; (ii) introduce policy changes to leverage the benefits of ongoing public transport augmentation initiatives; (iii) initiate institutional reforms and comprehensive capacity-building programs to strengthen the capacities of line agencies in integrated urban planning, including TOD-based schemes; (iv) explore how to better synchronize urban and economic planning; and (v) accordingly, make the urbanization process more resilient. In this context—and building on national transport policies (i.e., the National Urban Transport Policy, 2006 and National TOD Policy, 2017); national programs (i.e., the Atal Mission for Rejuvenation and Urban Transformation and Smart City Mission);¹² and the recommendations of the National Institution for Transforming India Aayog, India's apex public policy think tank—the government has initiated a series of initiatives to strengthen India's urban planning capacity technically, organizationally,

⁸ R. Kaur and P. Pandey. 2021. Air Pollution, Climate Change, and Human Health in Indian Cities: A Brief Review. *Climate Change and Cities. Volume 3*. Delhi; and Organisation for Economic Co-operation and Development. 2018. *Rethinking Urban Sprawl: Moving Towards Sustainable Cities*. Paris. OECD Publishing.

⁹ Five of the most economically productive metropolitan areas and/or cities of India (Ahmedabad, Bangalore, Chennai, Delhi, and Mumbai) rank low, in Global Livability Index, ranging from 140 to 146 among the 173 cities. Source: Economist Intelligence Unit. 2022. *Global Livability Index 2022*. London.

¹⁰ Boston Consulting Group. 2018. *Unlocking Cities: The Impact of Ridesharing Across India*. Boston. Congestion is estimated to cost the four largest Indian cities—Bangalore, Delhi, Kolkata, and Mumbai—\$22 billion per year.

¹¹ Government of India, National Institution for Transforming India Aayog. 2021. *Reforms in Urban Planning Capacity in India*. Delhi.

¹² Government of India launched Atal Mission for Rejuvenation and Urban Transformation and Smart City Mission programs in 2015.

and institutionally (footnote 10). These initiatives include (i) forming a “high-powered expert committee” to recommend urban planning reforms; (ii) upgrading five existing public institutions, which are being selected through an open competition and based on merit and technical competency, as centers of excellence for India-specific innovation and creation and dissemination of knowledge in urban planning and design; (iii) providing targeted capacity-building support for states and cities with mass transit systems to integrate TOD as a growth strategy in the planning process, and operationalize TOD schemes through town-planning schemes and other mechanism, and modernize building bylaws to enable compact urban development; and (iv) incentivize states to leverage financial support under the Atal Mission for Rejuvenation and Urban Transformation and/or any ongoing mass transit projects to formulate and implement urban planning reform actions.

7. TOD as a key growth and planning strategy based on compact city principles. TOD has garnered significant traction from India’s decision-makers. TOD entails (i) increasing economic productivity through strategic renewal and agglomeration effects along mass transit corridors; (ii) creating walkable, safe, vibrant, and inclusive built environments that enhance livability; (iii) leveraging land use to augment domestic resources; (iv) more efficient financing; and (v) reducing greenhouse gas emissions and implementing sustainable natural resource management to ensure environment-friendly and climate-responsive¹³ urban development.¹⁴ However, as TOD is an emerging concept in India, there is a high skill gap and low awareness about its benefits. In addition, the existing statutory and regulatory framework does not align with the principles of compact cities and TOD. To address these challenges, the government, in the national budget of FY2022–2023, announced a comprehensive capacity-building program to (i) support states to plan, operationalize, and manage TOD-based urban development through town-planning schemes or other mechanisms; and (ii) obtain “buy-in” from key stakeholders to facilitate the envisaged urban transformation and requested ADB TA support, drawing on lessons from its engagement in the Bangalore Metro Rail Project, the Delhi–Meerut Regional Rapid Transit System Investment Project and similar initiatives in the region.¹⁵

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The TA is aligned with the following impact: knowledge, skills, and human capital in new urban planning tools enhanced.¹⁶ The TA will have the following outcome: capacity-building of government agencies to plan and implement sustainable and resilient urban growth strategies, policies, and projects based on TOD principles strengthened.¹⁷

¹³ TOD master plan will also explore nature-based solutions as part of the blue and green corridor concept. TOD-based urban development will reduce the carbon footprint by enabling a mobility shift to low-carbon and public transport-based modes. Vertical and compact development will also result in a decreased consumption of energy, land, and soil compared to horizontal development.

¹⁴ For example, TOD projects in Japan have tackled flooding risk by investing in underground flood protection reservoirs and upgrading area-based drainage systems under a large-scale land readjustment scheme.

¹⁵ Government of India, Ministry of Finance. 2022. *Union Budget 2022–2023 Speech*. Delhi; ADB. 2020. [Report and Recommendation of the President to the Board of Directors: Proposed Loan and Technical Assistance Grant to India for the Bengaluru Metro Rail Project](#). Manila; and ADB. 2020. [Report and Recommendation of the President to the Board of Directors: Proposed Loan India for the Delhi–Meerut Regional Rapid Transit System Investment Project](#). Manila.

¹⁶ Government of India, Ministry of Finance. 2022. *Union Budget Speech 2022–2023*. New Delhi.

¹⁷ The design and monitoring framework is in Appendix 1.

B. Outputs, Methods, and Activities

9. The major outputs and activities are summarized in Table 1. The TA will have three main outputs: (i) capacity-building programs and model TOD-based plans and implementation frameworks developed; (ii) model policy and institutional framework for successful planning, implementation, and operationalization of TOD-based growth strategies and schemes prepared; and (iii) community awareness and sensitization programs on compact and climate-resilient urban development implemented.

Table 1: Summary of Major Outputs and Activities

Major Outputs	Key Activities with Milestones
<p>1. Capacity-building programs and model TOD-based plans and implementation frameworks developed</p>	<p>This output will strengthen the capacity of government agencies to prepare TOD-based urban development plans and implementation frameworks. The specific activities under the output are as follows:</p> <p>1A. Capacity-building</p> <ul style="list-style-type: none"> (i) Carry out institutional capacity diagnostics across states and a needs assessment of identified agencies to plan, operationalize, and manage TOD-based growth strategies and schemes; prepare a capacity-building framework; develop toolkits (including digital); and prepare and/or update available training material for various aspects of TOD, land value capture and town-planning schemes. (ii) Identify partner training institutes at the regional level and assess their capacities and training needs; accordingly, ‘train the trainers’ by preparing and organizing a combined training program for all partner institutes. (iii) Organize demonstration training programs in the two pilot states, with the participation of all partner training institutes as observers; and support MOHUA to oversee the rollout of the training program in other states by partner institutes. (iv) Track training outcomes and suggest improvements for future training programs. <p>1B. TOD zone plan preparation</p> <ul style="list-style-type: none"> (i) Undertake existing situation assessment for a priority metro corridor from the two pilot states (selected based on a multicriteria analysis under output 2) to establish TOD zone typologies and identify two TOD zones, based on their readiness, for detailed planning.^a (ii) For each priority zone (a) prepare a detailed TOD zone plan, comprehensive implementation framework, and investment plan, develop counter-scenarios (i.e., non-TOD) including factors such as emission reduction and resource efficiency improvement potential; and (b) recommend appropriate TOD-based development control regulations and a financial strategy to help leverage land strategically to meet the investment needs of the zone and attract private sector investment. (iii) Establish a customized approach and methodology for planning, designing, and implementing future TOD schemes, for the priority metro corridor and the city. (iv) Support relevant agencies at the city and/or state level to institutionalize TOD zone plan preparation and approvals. (v) Prepare a model framework for TOD zone plan preparation for MOHUA. <p>1C. Support the establishment of a TOD cell in MOHUA</p> <p>Support the TA secretariat to oversee and monitor the TA activities and collect and maintain data and information of all TOD initiatives in the country.</p>
<p>2. Model policy and institutional framework for successful planning,</p>	<p>This output will support government agencies to develop and enact policies and regulatory frameworks to implement TOD-based growth strategies. The specific activities under the output are as follows:</p>

Major Outputs	Key Activities with Milestones
implementation, and operationalization of TOD-based growth strategies and schemes prepared	<ul style="list-style-type: none"> (i) Examine types of policy environments in states in terms of their approach to city growth, including TOD, land use transport integration, integration of urban and economic planning, and resilient built environment. (ii) For each type, assess existing statutory, regulatory, and institutional frameworks at the state and city levels and identify opportunities, gaps, and conflicts in relation to TOD and compact city growth. (iii) Support MOHUA to select two pilot states, based on a multicriteria assessment including their preparedness for TOD, development impact, ease of implementation, and capacity of state or city agencies. Support pilot states to prepare and/or update (a) an integrated statutory, regulatory, and institutional framework and reform action plan to harmonize conflicts within and across existing policies and strategies at the state level; and (b) statutory plans and regulations of one priority city (in each state) to create conditions for successful implementation of TOD-based growth strategies and schemes (which includes creating resilient built environment, enhancing land values along mass transit corridors, generating capital revenues for the city to meet its long-term investment needs, and leveraging it to attract private sector investment); and recommend appropriate downstream finance mechanisms and innovative financing modalities. (iv) Based on the assessment and learnings from the pilots, recommend a model statutory, regulatory, and administrative framework (at the national level) to enable compact city and climate-resilient growth. (v) Support MOHUA as necessary to institutionalize the recommendations of the model framework.
3. Community awareness and sensitization programs on compact and climate-resilient urban development implemented	<p>The component will support government agencies to obtain buy-in from stakeholders and citizens' group on TOD-based growth strategies through the following activities:</p> <ul style="list-style-type: none"> (i) Assess the perception of relevant agencies (identified across national, state, and city levels) and citizen groups (including civil society organizations) about compact urban development and its benefits. (ii) Identify key areas of messaging for different agencies and groups. (iii) Prepare (a) a communication strategy for MOHUA to obtain buy-in from state line agencies, and (b) a sensitization program framework for states to promote TOD as a growth strategy and enable urban transformation at the required scale. (iv) Prepare and implement a framework for creating an alliance of cities and states championing TOD to enable long-term knowledge sharing. (v) Organize a national-level sensitization program with participation from all states with mass transport system and support two pilot states (selected based on the multicriteria assessment under output 2) to organize state-level sensitization programs. (vi) Support MOHUA to oversee the rollout of the sensitization program in other states.

MOHUA = Ministry of Housing and Urban Affairs, TOD = transit-oriented development.

^a The study area of the corridor is 2 kilometers on either side of the metro alignment.

Source: Asian Development Bank.

10. **ADB's value proposition.** TOD is a new and emerging concept in India and is yet to be implemented at scale. Moreover, the concept is complex and requires new skills to adopt, plan, implement, and coordinate across various levels of the government (e.g. central, state and cities) and agencies. ADB's timely engagement with the government through this TA and experience

from its interventions will help the government to establish a structured approach to develop the required ecosystem to enable the urban transformation at the required scale and achieve the envisioned development strategy.¹⁸ The TA will draw on lessons from international best practices (e.g. TODs in Japan, Republic of Korea, Singapore, and the United Kingdom) and catalyze the much-needed transition towards more sustainable and resilient models of urban management based on integrated urban planning and economic policies to achieve India's growth aspiration and improve the livability of its cities.

C. Cost and Financing

11. The TA financing amount is \$2,500,000, which will be financed on a grant basis by the Urban Resilience Trust Fund under the Urban Financing Partnership Facility and administered by ADB.¹⁹ The key expenditure items are listed in Appendix 2. The government will provide counterpart support to organize the workshops and training, and in the form of counterpart staff, office accommodation, office supplies, logistics and venue for any event, secretarial assistance, domestic transportation, and other in-kind contributions.

D. Implementation Arrangements

12. The TA will be implemented for 3 years. The Ministry of Housing and Urban Affairs (MOHUA) will be the executing and implementing agency. For the pilot initiatives under sub-output 1B and output 2, the relevant state-level planning authority and/or parastatal will be identified as the co-implementing agency. A TA secretariat, headed by the joint secretary of MOHUA, will be established to administer day-to-day TA activities, supported by a TOD cell with three experts provided through the TA support. A steering committee chaired by the secretary of MOHUA will be created to provide overall direction and policy advice. Additionally, a TA working group chaired by the joint secretary of MOHUA, with representatives of the centers of excellence, which are being established by MOHUA, and heads of Urban Development Departments (UDDs) of pilot states will be set up to provide inputs at the operations level for effective delivery of TA outputs and subsequent implementation of TA recommendations. Based on need, heads of UDDs of other relevant states might be invited to join the working group meeting. For the TOD zone plan preparation, as part of output 1B, a TOD committee will be set up in the relevant state, under the chairpersonship of the head, UDD of the state, and with members from all relevant city-level agencies. ADB will evaluate, select, and supervise consultants and will administer the TA with the support of the TA secretariat. Implementation arrangements are summarized in Table 2.

Table 2: Implementation Arrangements

Aspects	Arrangements
Indicative implementation period	July 2023–June 2026
Executing agency	Ministry of Housing and Urban Affairs (MOHUA)
Implementing agency	MOHUA, in association with relevant state Urban Development Departments through the technical assistance (TA) secretariat, will play the principal role in the administration and supervision of the TA, together with the Asian Development Bank (ADB), including implementation oversight, accountability

¹⁸ ADB. 2020. [Report and Recommendation of the President to the Board of Directors: Proposed Loan and Technical Assistance Grant to India for the Bengaluru Metro Rail Project](#). Manila; and ADB. 2020. [Report and Recommendation of the President to the Board of Directors: Proposed Loan India for the Delhi–Meerut Regional Rapid Transit System Investment Project](#). Manila.

¹⁹ Financing partner: the Government of the United Kingdom. The TA will follow the Urban Resilience Trust Fund implementation guidelines (latest January 2023), including eligible items listed in para. 14 on eligible financial activities through investment grants, technical assistance, and direct charges.

Aspects	Arrangements		
	for the outputs, and communication with consultants and stakeholders.		
Consultants	To be selected and engaged by ADB		
Output 1: Component A	Quality- and cost-based selection (QCBS) (90:10)	National, Capacity-building on transit-oriented development (TOD) plans and Framework support	\$600,000
Output 1: Component B	QCBS (90:10)	National, 2 TOD zone planning support	\$600,000
Output 1: Component C	Consultant qualifications selection	National, TOD Cell for MOHUA support	\$200,000
Output 2	Individual Consultant Selection	National, TOD Model Policy and Institutional Support	\$450,000
Output 3	QCBS (90:10)	International individual and National firm for Communication and Awareness Support	\$450,000
Advance contracting	Advance contracting will be used for consultant recruitment.		
Disbursement	Disbursement of TA resources will follow ADB's <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		

Sources: Asian Development Bank and Government of India, National Informatics Centre. 2022. *Consultation on Vision India @2047*. Delhi.

13. **Consulting services.** The TA is estimated to require about 256 person-months of consulting services and resource persons, comprising: (i) three national firms and/or training institutes with an estimated input of 166 person-months, recruited through a simplified technical proposal and quality- and cost-based selection method with a 90:10 quality–cost ratio; (ii) one national firm with an estimated input of 40 person-months, recruited through consultants qualifications selection method, (iii) nine individual national consultants (47 person-months) recruited for output 2 and for overall TA implementation and quality control, and (iv) one individual international of 3 person-months for output 3. ADB will recruit the consultants following ADB Procurement Policy (2017, as amended from time to time) and ADB Procurement Regulations for ADB Borrowers for Goods, Works, Nonconsulting, and Consulting Services (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions. The summary of consulting services requirements is included in the terms of reference for consultants.²⁰

IV. THE PRESIDENT'S DECISION

14. The President, acting under the authority delegated by the Board, has approved the Asian Development Bank administering technical assistance not exceeding the equivalent of \$2,500,000 to India to be financed on a grant basis by the Urban Resilience Trust Fund under the Urban Financing Partnership Facility for Strengthening Transit-Oriented Development for Urban Transformation in Indian Cities, and hereby reports this action to the Board.

²⁰ Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

DESIGN AND MONITORING FRAMEWORK

Impact the TA is aligned with Knowledge, skills, and human capital in new urban planning tools enhanced (Government of India's Union Budget Speech 2022–2023) ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
<p>Outcome</p> <p>Capacity-building of government agencies to plan and implement sustainable and resilient urban growth strategies, policies and projects based on TOD principles strengthened</p>	<p>By 2027, a draft proposal (based on TOD growth strategy including resilient built environment) for a pilot project in at least 1 state developed and identified for future pipeline (OP 6.1) (2023 baseline: 0)</p>	<p>MOHUA Institute of Urban Transport report and MOHUA website</p>	<p>R: Government shifts priorities and resources away from urban climate and disaster resilience because of political factors or external shocks such as the COVID-19 pandemic</p> <p>A: States and cities with mass transit projects will promote TOD under Union State Budget FY2022–2023 and the framework of national policies such as NUTP, NTODP, Metro Rail Policy, and Value Capture Finance Policy</p>
<p>Outputs</p> <p>1. Capacity-building programs and model TOD-based plans and implementation frameworks developed</p> <p>2. Model policy and institutional framework for successful planning, implementation, and operationalization of TOD-based growth</p>	<p>By 2026</p> <p>1a. Guidelines at national level on capacity-building framework, including state level implementation framework for TOD and town-planning schemes finalized (OP4.2.1) (2023 baseline: Not applicable)</p> <p>1b. Training manuals, standard operating procedures, and toolkits on TOD developed (OP 4.2.1) (2023 baseline: Not applicable)</p> <p>1c. At least 500 staff (at least 20% women), from national, state, and related city agencies reported increased knowledge to plan or implement TOD projects including climate-responsive and resilient design (OP 2.3.2) (2023 baseline: 0)</p> <p>1d. Influence zone and investment plan for 2 TOD nodes approved by relevant state (OP 6.2.2) (2023 baseline: Not applicable)</p> <p>2a. Model statutory, regulatory, and administrative framework to enable compact city growth including resilient built environment finalized for 2 states (OP 6.2.2, 3.2.2) (2023 baseline: Not applicable)</p>	<p>1a–b. MOHUA publication of the TOD framework and launch on government website</p> <p>1c. Records of training attendees (disaggregated by gender) and post-training survey results will be included in TA completion report</p> <p>1d. Approval by TOD committee of the relevant state.</p> <p>2a. MOHUA publication and launch on government website</p>	<p>R: Interface between economic planning agencies and urban planning agencies may not be functioning; both need to have common vision and goals on how target city should develop and look</p> <p>A: States and cities with mass transit projects will promote TOD under Union State Budget FY2022–2023</p> <p>R: Sudden and prolonged border closures might impact in person training and workshops and other capacity-building events</p>

strategies and schemes prepared	2b. Reform action plans to harmonize conflicts within the existing policies and plans and create conditions for successful implementation of TOD schemes and creating resilient built environment prepared for two states (OP 6.2.2) (2023 baseline: Not applicable)	2b. TOD reform plans issued in the target states or cities with reference on climate change adaptation elements and at least 1 project based on TOD growth strategy, including resilient built environment, identified for future pipeline	
3. Community awareness and sensitization programs on compact and climate-resilient urban development implemented	3a. Communication strategy to promote compact growth concept prepared and disseminated (OP 6.1.4) (2023 baseline: Not applicable) 3b. Sensitization program (at least 1 at national level and 2 at state level) implemented (OP 6.1.1) (2023 baseline: Not applicable)	3a. MOHUA publication of the TOD framework and launch on government website 3b. A publication (including outcome of sensitization program) on the experience of TOD proliferation prepared	

Key Activities with Milestones

1. Capacity-building programs and model TOD-based plans and implementation frameworks developed

- 1.1 TOD cell created in MOHUA Urban Transport Division (October 2023)
- 1.2 Finalize national guideline on capacity-building program (November 2024)
- 1.3 Publish training manual, standard operating manual, and toolkit on TOD (December 2024)
- 1.4 Conduct the first round of TOD training for state and city officials (March 2025)
- 1.5 Prepare influence zone and project investment plan for 2 notified TOD nodes at 1 pilot city (December 2025)

2. Model policy and institutional framework for successful planning, implementation, and operationalization of TOD-based growth strategies and schemes prepared

- 2.1 Finalize a model statutory, regulatory, and administrative framework to enable compact city growth (December 2024)
- 2.2 Reform action plans to harmonize conflicts within existing policies and plans and create conditions for successful implementation of TOD schemes prepared for 2 states (August 2025)
- 2.3 2 projects based on TOD growth strategy, including resilient built environment identified for future pipeline (2025–2026)

3. Community awareness and sensitization programs on compact and climate-resilient urban development implemented

- 3.1 Prepare communication strategy to promote compact growth concept (July 2024)
- 3.2 Roll out sensitization programs for the national level and 2 state levels (April 2025)
- 3.3. Disaster resilience capacity development initiatives implemented in 2 pilot states (September 2025)

Inputs

Urban Resilience Trust Fund under the Urban Financing Partnership Facility: \$2.5 million. The Asian Development Bank will administer the financing from the Urban Resilience Trust Fund under the Urban Financing Partnership Facility and the TA with the support of the TA secretariat. All TA activities are eligible to be funded by the Urban Resilience Trust Fund.

Note: The government will provide counterpart support to organize the workshops and trainings, and in the form of counterpart staff, office accommodation, office supplies, logistic support and venue for any event, secretarial assistance, domestic transportation, and other in-kind contributions.

A = assumption, COVID-19 = coronavirus disease, MOHUA = Ministry of Housing and Urban Affairs, NTODP = National Transit-Oriented Development Policy, NUTP = National Urban Transport Policy, OP = operational priority, R = risk, TA = technical assistance, TOD = transit-oriented development.

^a Government of India, Ministry of Finance. 2022. *Union Budget Speech 2022–2023*. New Delhi.

Contribution to Strategy 2030 Operational Priorities:

The expected values and methodological details for all OP indicators to which this TA will contribute results are detailed in the Contribution to Strategy 2030 Operational Priorities (accessible from the list of linked documents).

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Urban Resilience Trust Fund under the Urban Financing Partnership Facility^a	
1. Consultants ^b	
a. Remuneration and per diem	
i. International consultants	300
ii. National consultants	1,600
b. Out-of-pocket expenditures	
i. International and local travel	120
ii. Reports and communications ^c	20
iii. Training, seminars, and conferences ^d	250
2. Miscellaneous administration and support costs ^e	10
3. Contingencies	200
Total	2,500

Note: The technical assistance is estimated to cost \$3,100,000, of which contributions from the Urban Resilience Trust Fund under the Urban Financing Partnership Facility are presented in the table above. The government will provide counterpart support to organize the workshops and trainings and in the form of counterpart staff, office accommodation, office supplies, logistic support and venue cost for any events, domestic transportation, and other in-kind contributions. The value of the government contribution is estimated to account for 19% of the total technical assistance cost.

^a Financing partner: the Government of the United Kingdom. Administered by the Asian Development Bank.

^b These include consulting firms, individual consultants, and a pool of national and international experts. Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

^c Includes the cost of printing reports, publications, and other knowledge material to be used during workshops and seminars. Wherever possible, electronic versions of reports and publications will be used, and printing will only be undertaken based on requests of state government counterparts.

^d Includes expenses for trainings, workshops, and consultation meetings—including resource person costs and participants' travel expenses, venue rental, and related facilities.

^e Expenditure under this category would include insurance; software licensing costs, including Office 365 licenses for individual consultants; and other miscellaneous administration expenses.

Source: Asian Development Bank estimates.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/documents/linkedddocs/?id=56090-001-tareport>

1. Terms of Reference for Consultants
2. Contribution to Strategy 2030 Operational Priorities