

ANNUAL REPORT FY 2023

SURGE

A Global Umbrella Partnership
for Sustainable Urban and
Regional Development



SURGE
Sustainable Urban and
Regional Development



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SURGE

A Global Umbrella Partnership for Sustainable Urban and Regional Development

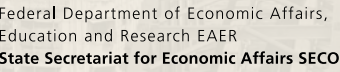
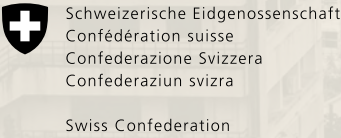


Table of Contents

Accronyms and Abbreviations	II
Foreword	III
Executive Summary	IV
Chapter 1: About SURGE	1
Chapter 2: Results Framework	5
Chapter 3: Global Programs	15
Urban Analytics and Technical Assistance Program	17
City Planning Labs	21
Chapter 4: Regional Programs	26
Europe and Central Asia Cities and Climate Change Program	27
Chapter 5: Associated Country Programs	31
Bolivia Urban Resilience Technical Assistance Program	33
Strengthening Urban Cadasters for Urban Governance in Peru	38
Green, Livable, Resilient Cities in Serbia	43
Urban Multidonor Trust Fund for South Africa	48
Chapter 6: Communications, Knowledge Management, and Synergies	53
Chapter 7: Financial Overview	57
Chapter 8: Looking Ahead	61
Appendices	66

Acronyms and Abbreviations

ACED	Agglomeration Centers Economic Development	LSG	Local self governments
AFD	Agence Française de Développement	LTFS	Long-Term Financial Strategies
ASA	Advisory Service and Analytics	LVC	Land Value Capture
C&CC	Cities and Climate Change	MATSF	Ministère de l'Aménagement du Territoire et des Services Fonciers (Madagascar)
CAP	Climate Action Plans	MCTI	Ministry of Construction, Transport, and Infrastructure
CBP	Capacity Building Program	MDTF	Multidonor trust fund
CCDR	Climate Change and Development Report	MEF	Ministry of Economy and Finance
CGI	Collaborative Governance Index	MEPyD	Ministry of Planning and Economic Development
CIDMS	Cities, Infrastructure Delivery, and Management System	MID	Ministries of Interior and Decentralization
COFOPRI	Comisión de Formalización de la Propiedad Informal (Peru)	MML	Metropolitan Municipality of Lima
CPL	City Planning Lab	MOLIT	Ministry of Land, Infrastructure, and Transport
CRP	City Resilience Program	MPD	Ministry of Development Planning
CSP	Cities Support Programme	MPI	Ministry of Planning and Investment
DHSUD	Department of Human Settlements and Urban Development	MSCIUDP	Medium-Sized Cities Integrated Urban Development Project
DRM	Disaster Risk Management	MSDI	Municipal Spatial Data Infrastructure
ECA	Europe and Central Asia	MTR	Mid-Term Review
EMILIMA	Metropolitan Real Estate Enterprise	MTRS	Metropolitan Title Reform Support
EPR	Extended producer responsibility	MVCS	Ministry of Housing
EWS	Early warning system	NUFRP	National Urban Flood Resilience Program
GAM	Greater Amman Municipality	NUGIP	Nepal Urban Governance and Infrastructure Project
GAMLP	Autonomous Municipal Government of La Paz	NUP	National Urban Policy
GAMSCS	Autonomous Municipal Government of Santa Cruz de la Sierra	OSR	Own-source revenues
GDP	Gross domestic product	PNDE	Pour la Décentralisation Emergente
GHG	Greenhouse gas	RAS	Reimbursable Advisory Services
GLRC	Green, Liveable, Resilient Cities	SCS	Santa Cruz de la Sierra
GPSC	Global Platform for Sustainable Cities	SECO	State Secretariat for Economic Affairs (Switzerland)
GPURL	Urban, Disaster Risk Management, Resilience, and Land Global Practice	SENVH	Secrétariat d'Etat en charge des Nouvelles Villes et de l'Habitat (Madagascar)
GRID	Green, Resilient, and Inclusive Urban Development	SER	Southeast Region
GSCP	Global Smart City Partnership Program	SICA	Sistema de la Integración Centroamericana
ICL	Instituto Catastral de Lima	SKER	Southeast Key Economic Region
IDSUN	Indonesia Sustainable Urbanization	SNDB	Subnational Doing Business
IFC	International Finance Corporation	SUDS	Sustainable Urban Development Strateg
IMP	Metropolitan Institute of Planning	SUDS	Sustainable Urban Development Strategy
IPF	Investment project financing	SURGE	Sustainable Urban and Regional Development
LADM	Land Administration Domain Model	SWM	Solid waste management
LIID	Local Infrastructure and Institutional Development	TDD	Technical Deep Dive
LP	La Paz	UA&TA	Urban Analytics and Technical Assistance
LSDP	Lagos Strategic Development Plan	VMVU	Vice Ministry of Housing and Urban Planning

Foreword

Urban areas have the inherent potential to substantially reduce extreme poverty and improve the quality of life of their inhabitants. In many countries, cities serve as the primary engines of national economic growth and development, accounting for 55 percent of the gross domestic product (GDP) in developing nations and up to 85 percent in developed ones. While the increasing concentration of people and activities can enhance productivity and competitiveness, many cities grapple with challenges stemming from restricted resources and capacities. These limitations often hinder their ability to plan for sustainable and inclusive urban development, finance critical projects, and operate the resultant systems and infrastructures.

Cities are also among the largest emissions producers and in many cases vulnerable to the effects of climate change—from urban floods to urban heat. Yet, they also hold tremendous potential for climate mitigation and low carbon development, for example by making buildings greener, decarbonizing transit systems, and embracing the circular economy to improve waste management. Multipurpose parks and green public spaces can act as buffers during extreme rainfall events while reducing temperatures during heat waves—making cities more resilient and livable.

The World Bank’s Sustainable Urban and Regional Development (SURGE) Umbrella Program is committed to supporting governments in proactively planning and managing urban growth and development. Its primary objective is to leverage the benefits of agglomeration while mitigating potential negative social, economic, and environmental outcomes. During its three years of operation, SURGE has been instrumental in assisting governments and local authorities in addressing challenges arising from rapid urbanization and unequal regional development processes. This has been achieved through the reinforcement of financial and institutional instruments and capacities, improvement of spatial planning systems, provision of city-level data and analytics to guide urban policy and investment planning, and advancement of government capabilities in resilience to climate change and disasters, as well as sustainable, climate smart, and low carbon development.

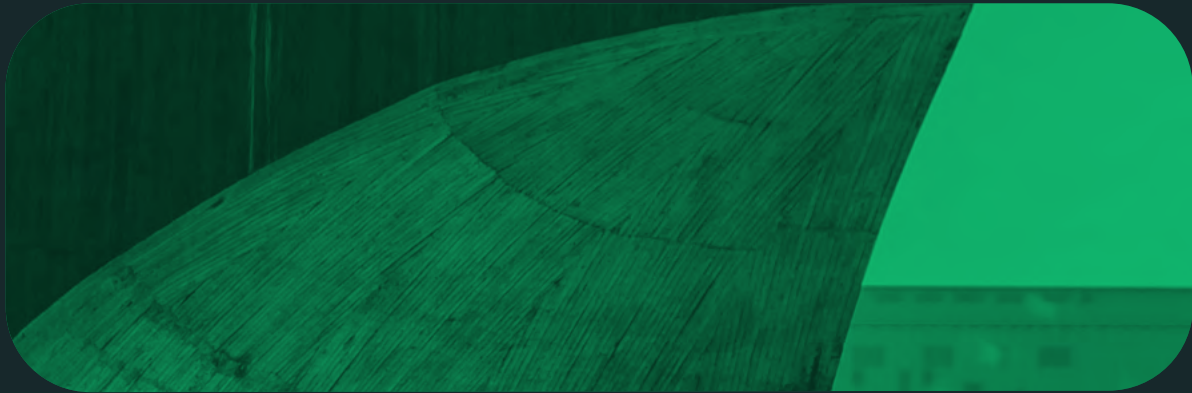
As of June 2023, SURGE has expanded its results to 64 cities in 16 countries across 6 regions. The activities undertaken in FY23 mark considerable progress, encompassing the delivery of various analytical works and the provision of technical assistance to local and national governments. These initiatives aimed to promote sustainable and inclusive urban development, with tangible impacts on government policies, strategies, plans, and regulations. The ripple effect extends to supporting cities and regions, influencing investments in green, resilient, and inclusive projects that positively affect city dwellers globally.

Since its establishment in 2020, SURGE has received support from its founding partner Switzerland’s State Secretariat for Economic Affairs (SECO). Now, we are pleased to welcome two new development partners who joined in FY23: Austria’s Ministry of Finance, and Republic of Korea’s Ministry of Land, Infrastructure, and Transport (MOLIT)—with discussions under way with potential additional partners.

I am honored to present this report on the progress and results SURGE has achieved in its third full year of operation, magnifying urban growth opportunities. We express our gratitude to our partners for their unwavering support, contributing to the growth of the program and amplifying its impact on urban development. Looking ahead, SURGE is eager to continue working toward supporting governments as they consolidate efforts to build livable, inclusive, competitive, low carbon, and resilient cities and regions.



Bernice Van Bronkhorst
GLOBAL DIRECTOR
Urban, Disaster Risk Management, Resilience
and Land Global Practice



Executive Summary



This annual report highlights the progress and results that the Sustainable Urban and Regional Development (SURGE) Umbrella Program achieved during its financial year of July 2022–June 2023 (FY23). The report presents the cumulative results achieved by SURGE from its inception to the end of FY23, as well as an overview of the activities executed, the achievements and next steps of its six trust funds. It concludes with a financial overview and expected priorities for FY24. The Sustainable Urban and Regional Development (SURGE) Umbrella Program was established by the World Bank in 2020 as a collaboration instrument for working with partners on building inclusive, resilient, and sustainable cities in developing countries.

Aiming to address the serious challenges in urban and regional development, the SURGE Umbrella Program was established by the World Bank in 2020 as a collaboration instrument for working with partners on building inclusive, resilient, and sustainable cities in developing countries. To achieve its objective, the Umbrella Program current works across four of its five thematic pillars: City Management, Governance, and Finance (pillar 1), Territorial and Spatial Development (pillar 2), Sustainable and Climate-Smart Cities (pillar 3), Urban Poverty and Housing (pillar 4 – no active portfolio), and Urban and Regional Resilience (pillar 5).

SURGE currently comprises six trust funds, featuring a global Anchor Trust Fund and five associated country trust funds. The global Anchor Trust Fund consists of three global programs and one regional program: the global Urban Analytics and Technical Assistance (UA&TA) program, the global City Planning Labs (CPL) program, the global Smart City Partnership Program (GSCP), and the Europe and Central Asia (ECA) Cities and Climate Change (C&CC) program. Additionally, five associated country trust funds are being implemented in Bolivia, Peru, Serbia, South Africa, and Indonesia.

During its three years of implementation, the SURGE Umbrella Program has been instrumental in assisting national and local governments in tackling the challenges stemming from rapid urbanization and regional disparities. As of FY23, SURGE has achieved results in 64 cities in 16 countries. SURGE made significant progress in executing its global UA&TA program and four country-level programs, resulting in substantial achievements that have had tangible impacts on government policies, strategies, plans, regulations, and investments. Furthermore, SURGE has diversified its portfolio by approving three new programs at the global, regional, and country levels. Twelve World Bank projects amounting to \$2.6 billion in total project costs were informed through SURGE activities – of which 7 projects (US\$1.9 billion) under preparation. Additionally, the program has strengthened its partnerships by deepening its collaboration with its founding donor, the Switzerland's State Secretariat for Economic Affairs (SECO), and by embracing two new partners: Austria's Ministry of Finance (BMF) and the Ministry of Land, Infrastructure, and Transport (MOLIT) of the Republic of Korea. This expansion underscores SURGE's commitment to advancing its mission and fostering collaborations for effective urban development initiatives.

During FY23, new contributions from SECO, BMF, and MOLIT increased the total SURGE budget from US\$35.0 million to US\$51.0 million. During its lifetime, across the SURGE trust funds, US\$29.5 million of the total US\$51.0 million budget has been approved for activities, and US\$17.0

million has been disbursed or committed – 58 percent of the approvals. In FY23, approvals increased by US\$10.8 million and disbursements and commitments grew US\$6.1 million.

Global Programs

Through its multidonor Anchor Trust Fund, SURGE is currently implementing three global programs that aim to promote sustainable urban and regional development worldwide. As the GSCP only developed preparational activities during FY23, the SURGE FY23 Annual Report does not include reporting on GSCP progress and results. Key achievements of the two global programs in FY23 are described below.

Urban Analytics and Technical Assistance Program

The UA&TA program aims to diagnose key urban challenges, guide policy decisions, and promote sustainable urbanization. By June 2023, the program has assisted 15 cities across six regions, and produced three in-depth studies, as part of the global and regional activities.

During the reporting period, the nine initial city engagements¹ completed phase one, focusing on urban analytics development, and continued with phase two, offering technical assistance for investment prioritization. Activities in Romania and Uzbekistan concluded in FY23, while the remaining seven will finish phase two in FY24. At the end of 2022, program funds were reallocated to support six new projects in Bangladesh, Central America, Dominican Republic, India, Jordan, and Pakistan. Progress was made in Central America, Dominican Republic, and Pakistan during FY23, while activities in Bangladesh, India, and Jordan will start in early FY24.

The city engagements' achievements are aligned with a structured "Value Chain" Logical Framework, involving three phases: planning, financing, and operation. In FY23, planning accomplishments included, among others,

¹ Nine engagements were initially approved, and implementation started at the end of 2019. These city engagements are executed in Angola, Madagascar, Nigeria, Philippines, Vietnam, Romania, Uzbekistan, Costa Rica and Nepal.

urbanization reviews and urban diagnostics in Angola, Costa Rica, Madagascar, Nigeria, and Pakistan; institutional mechanisms for improved governance in Vietnam; inputs for the Romanian National Urban Policy (NUP); a methodology for local investment prioritization in Uzbekistan; and support for developing the regulatory framework of the Law on Territorial Planning, Land Use, and Human Settlements in the Dominican Republic. Regarding the finance phase, activities helped mobilize funds from World Bank projects or other sources in Angola, Costa Rica, Guatemala, Madagascar, Nepal, Nigeria, and Uzbekistan. Capacity building activities were also carried out in the Philippines and Vietnam for investment plan implementation. Finally, activities in Costa Rica, Uzbekistan, and Vietnam enhanced capacities for municipal asset management systems' implementation in the operation stage.

In terms of global and regional activities, in FY23, two in-depth studies were finished. Within the Mobilizing Finance through Anticipating the Economic Impact of Urban Infrastructure activity, three reports were published. These reports aim to enhance the understanding of how urban infrastructure development can trigger broader economic growth and support local economic development. Additionally, the Vibrant Cities report, an urban economic and spatial diagnostic study was completed. The report uses global economic research and analysis to generate innovative insights on the factors that contribute to the vibrancy of cities, with particular emphasis on Amman, Cairo, and Casablanca.

City Planning Labs Program

The global CPL program seeks to enable cities and regions in developing countries to foster sustainable, inclusive economic development by enhancing data foundations for evidence-based urban management and investments. The CPL program was launched internally in May 2022. During FY23, the program finalized the city selection criteria, initiated the mapping of synergies with SURGE programs, and worked on the transformation of CPL offerings from a regional to global scope. Six grant fund requests were processed for the following cities: Pune, India; Amman, Jordan; Da Nang, Vietnam; Greater Namangan, Uzbekistan; Itahari, Nepal; and one city to be defined in Kenya. The work under these initial grants will be related to developing assessments, analytics, and plans for establishing data ecosystems, as well as providing support to implement Municipal Spatial Data Infrastructure (MSDI) systems. Implementation commenced at the end of FY23. Consequently, it is still too early to report on the country's activities, and they will be included in next year's Annual Report.



Regional Programs

Through its multidonor Anchor Trust Fund, SURGE is financing a regional program in the Europe and Central Asia (ECA) region.



ECA Cities and Climate Change Program

The ECA C&CC Program, implemented in partnership with Austria's Ministry of Finance, provides technical assistance and capacity building to support countries in their efforts to prepare bankable projects and facilitate their successful implementation. Its first component supports client countries and cities in translating urban climate change objectives into city-level investments. In February 2023, eight countries² working towards, preparing, or implementing World Bank lending projects focusing on city-level climate challenges were selected for the program's initial phase. These countries will receive technical assistance for project preparation and implementation. In FY24, a second call for proposals will be initiated. Regarding knowledge sharing, an inaugural Technical Deep Dive and Program Launch Event, hosted in Vienna, facilitated the exchange of innovative solutions for urban climate change challenges, leveraging insights from Austria's expertise. A subsequent knowledge-sharing event was also organized as part of the 75-year Partnership Event between the World Bank and the Austrian government. During FY24, the program will continue implementing the eight country engagements from the initial cohort.

Its first component supports client countries and cities in translating urban climate change objectives into city-level investments.

² Albania, Armenia, Bosnia and Herzegovina, Kazakhstan, Tajikistan, Turkey, Ukraine, and Uzbekistan.

Country Programs

The SURGE Umbrella Program supports five country programs—in Bolivia, Peru, Serbia, South Africa, and most recently Indonesia—implemented through associated trust funds. Progress and key achievements of the countries' programs are described below.



Urban Resilience Technical Assistance Program in Bolivia

The Bolivia MDTF focuses on enhancing capacities for resilient infrastructure, public spaces, and urban mobility in Santa Cruz de la Sierra (SCS) and La Paz.

In FY23, several key activities were undertaken under Component 1 in SCS, including strengthening the regulatory framework for disaster risk management (DRM), developing tools for DRM, implementing tactical urbanism interventions, creating risk maps, and reviewing the neighborhood upgrading program. In addition, the Draft Municipal Law for a Local System for Risk Reduction, Emergency Response, and Climate Adaptation (SIMPATEDAC) was technically reviewed, providing a solid foundation for its establishment. In La Paz, a geohazard risk diagnostic and a DRM plan were developed, alongside the development of an early warning system (EWS). Additionally, the program analyzed La Paz's citizen engagement framework for its neighborhood upgrading program.

Under Component 2, which aims to mobilize financing for urban resilience, Climate Action Plans have progressed in both SCS and La Paz, facilitating dialogue on climate-centric projects. The program also reviewed municipal finances for urban resilience, diagnosing tributary and cadastral instruments and creating a microsimulation model for municipal tax revenues.

The third component seeks to strengthen the capacity of the government of Bolivia to apply tools and mechanisms for urban resilience. In FY23, the program collaborated with the Vice Ministry of Housing and Urban Planning (VMVU) and the Ministry of Development Planning (MPD) to establish an Urban Development Fund as part of the National Integrated Development Cities Policy. This support has generated interest from VMVU in extending the Urban Resilience Project to other municipalities, including El Alto, Riberalta, Sacaba, Santa Cruz, Sucre, Tiquipaya, Trinidad, and Warnes. The program is exploring potential approaches for this expansion, such as the Urban Resilience Project

2 (URP2) or creating an Urban Development Fund through a Financial Intermediary. The Technical Assistance on the Urban Development Fund is expected to play a crucial role in preparing for URP2.



Improving Urban Planning and Cadasters in Peru

The Peru MDTF has continued supporting the government of Peru. Through its first component, the MDTF has actively supported the modernization of Peru's urban land administration system in FY23. This involved capacity building and collaboration with key stakeholders at both the national and subnational levels. Two major achievements were reached: the issuance of a regulation mandating the use of the Land Administration Domain Model (LADM) standard for urban cadasters in Peru and the approval of simplified cadastral forms aligned with the LADM-Peru-Urban Model. These milestones are expected to enhance geospatial information management, improve cadastral management, and facilitate urban planning for sustainable development.

The second component focuses on strengthening the capacity of the Ministry of Housing, Construction and Sanitation's (MVCS) as the leading agency for urban cadasters. Through the MDTF, recommendations for distributing regulatory functions and organizational arrangements have been provided to support the MVCS in fulfilling its role effectively. The MDTF will continue to offer technical assistance in the design of legal and administrative instruments and capacity-building strategies.

The third component involves enhancing the capacity of the MVCS and select municipalities to design and deliver land value capture (LVC) instruments. This includes simplifying building valuation methodologies, supporting the design of the National Urban Observatory, and drafting regulatory instruments to apply the Sustainable Urban Development Law. Despite government instability and some challenges, the MDTF's technical assistance has been instrumental in informing reform efforts, and it will continue to provide support.

Through its first component, the MDTF has actively supported the modernization of Peru's urban land administration system in FY23.



Green, Livable, Resilient Cities in Serbia Program

The Green, Livable, Resilient Cities (GLRC) program aims to strengthen the capacity of both national and local governments in Serbia to enhance urban sustainability through technical assistance and analytical work. In FY23, the program achieved significant progress.

In its first component, the program focused on strengthening the capacity of selected local self governments (LSGs) for strategic urban planning and resilience. In FY23, city-level assessments were conducted for 10 secondary and medium-sized cities, identifying strengths, weaknesses, and needs in strategic planning, urban development, climate resilience, and service provision. The program also conducted a Legal Framework Analysis, highlighting shortcomings in LSGs' implementation of national legal obligations related to local planning. Building on the assessment results, the GLRC initiated a capacity building program (CBP) offering training to LSGs officials, with an emphasis on strategic planning and governance for green and resilient urban development. Capacity-building workshops and city-to-city dialogues were organized to share knowledge and best practices.

At the national level, the program supported policymakers in implementing the Sustainable Urban Development and Resilience (SUDS) agenda. Key achievements included the completion of the Sustainable Cities Serbia Report, which compiles the results from a series of technical work. The report offers a comprehensive assessment of Serbian urbanization, emphasizing sustainability and climate resilience challenges, and providing a framework for supporting local-level green transitions. The analytical work informed discussions with national officials and partners, influencing the SUDS strategy revision and the preparation of the Local Infrastructure and Institutional Development (LIID) project. Additionally, sector-specific analyses on solid waste management led to the completion of the Waste Management Situation Analysis Report, which identifies obstacles and recommends actions to enhance waste management. In terms of knowledge sharing, the program conducted high-level national workshops and a study visit to Croatia.

Key achievements included the completion of the Sustainable Cities Serbia Report, which compiles the results from a series of technical work.



Urban Multidonor Trust Fund for South Africa

The Second Urban Multidonor Trust Fund (MDTF) for South Africa aims to enhance the capacity of eight metropolitan areas to promote an integrated urban transformation. Its first component focuses on building a sustainable urban financing framework. By June 2023, long-term financial strategies were developed for six metropolitan municipalities. The program also supported the formulation of three chapters of the Intergovernmental Fiscal Review, and is progressing in the development of the Cities, Infrastructure Delivery, and Management System (CIDMS). Capacity building activities focused on transversal management (TM) and change management (CM), including the completion of a TM and CM manual, and the development of an Executive Leadership Program, which brought together mayors, city managers, and other senior leadership in the eight metros.

Recognizing the essential role cities play in the national climate change response, the second component focuses on integrating climate resilience and sustainability within metropolitan planning, and financing. In FY23, key accomplishments for this component encompass the development of water business turnaround strategies in the municipalities of Buffalo City, eThekwi-ni, Mangaung, and Nelson Mandela Bay, the update and approval of two guidelines for infrastructure delivery and asset management systems, the development of the conceptual framework for the piloting phase of the CIDMS climate response module, and the conduction of Climate Resilient Capital Investment Planning workshops.

The third component focuses on expediting the implementation of Sub-national Doing Business (SNDB) reforms to create a conducive business environment in metro areas. As of June 2023, some metros made progress in SNDB reforms, while challenges persist due to budget and capacity constraints. The program has emphasized performance data collection and has developed a monitoring and evaluation system. Additionally, the Metropolitan Title Reform Support (MTRS) program has been initiated, focusing on property registration and low-income housing titling in multiple metros, building on the eThekwi-ni experience of multi-departmental approaches.

By June 2023, long-term financial strategies were developed for six metropolitan municipalities.



The Indonesia Sustainable Urbanization Phase II (IDSUN-II) MDFT

The IDSUN-II aims to support Indonesian cities in making informed decisions, adopting multi-sectoral approaches, and finding financial solutions for urban challenges. The program uses a multidimensional approach to address urban challenges, covering multiple sectoral aspects, including city planning, water, transportation, disaster resilience, and financial solutions. The IDSUN-II will influence numerous World Bank lending operations and pipeline projects, affecting over U\$1.8 billion in public investments. Preparations for IDSUN-II began in FY23, with implementation set for FY24, and a U\$23,000 allocation for preparatory tasks.



Results

The progress of these achievements is being tracked by monitoring a set of results indicators through SURGE's results framework which comprises 42 indicators, aggregating results under overarching program indicators, while also monitoring results at the level of individual pillars. Expected results have been on track to be achieved, activities are progressing as planned, and the overall development objective is on track to be met. The detailed results are described in Chapter 2.

Looking Ahead

In FY24, SURGE will remain dedicated to delivering tangible impacts, empowering cities and regions in developing countries to foster sustainable and inclusive economic development. The program's strategy hinges on two core aspects. Firstly, addressing the complex challenges cities face, capitalizing on agglomeration benefits while mitigating potential adverse effects. SURGE will advance ongoing activities, realizing results, and initiating new initiatives in additional countries. Secondly, the program will expand and enhance partnerships, broadening its portfolio and influence. It will strengthen current relationships and actively seek new partnerships to extend its reach and impact.

FY24 will mark important milestones. The global UA&TA program is concluding, finalizing the implementation of its 15 city engagements, and focusing efforts on dissemination activities. With the closure of this program, SURGE will continue discussions with SECO about funds replenishment for a new global program. These discussions will be based on the results of the first third-party mid-term evaluation of the SURGE umbrella program, which will include the global UA&TA program as well as the Bolivia, Peru and Serbia country programs, and will be finalized during FY24. The global CPL program will execute its six initial grants and will identify new participating cities, while the global GSCP program will issue an open call to select countries that will receive technical support for smart city strategic planning and the design of smart technology solutions investments. The regional ECA C&CC program will be active in executing activities in selected countries and identifying new ones. Conversations with Austria's Ministry of Finance will consider potential replenishment.

The five associated country programs will concentrate their FY24 efforts on the following:

- The Bolivia Urban Resilience Technical Assistance Program will enhance municipal institutional capacity in SCS and La Paz. This includes improving disaster risk management, flood risk capabilities, implementing urbanism projects, and revitalizing SCS's City Center. The program will also work on diversifying municipal finance tools for urban resilience and will support the national government in structuring an Urban Development Fund.
- The program in Peru will continue assisting the government in adopting the LADM, developing the national cadastral information technology system, and expanding building valuation methods. Capacity building will extend to other government bodies, promoting data in-

teroperability. The program will also create an information repository linked to the National Urban Observatory and support the Metropolitan Municipality of Lima in urban operations.

- The GLRC program will enhance Serbia's local and national government capacity for sustainable urban development and economic recovery. At the local level, the program will complete a comparative analysis for 10 cities and strengthen capital investment planning through the capacity building program. At the national level, GLRC will disseminate analytical reports from FY23 and assist with municipal solid waste management investments.
- The South Africa MDTF will complete the CIDMS development, launch a climate resilience pilot in three cities, enhance transversal/change management through masterclasses, and support eThekweni's disaster risk management improvements. Successful sub-projects on waste management, water resilience, and river management will be brought to scale. Economic development efforts will focus on the SNDB Institutionalization Plan.
- The Indonesia program will continue supporting pilot cities (Balikpapan, Denpasar, and Semarang) through analytic studies, facilitate financing for infrastructure projects, and provide diagnostics for the National Urban Flood Resilience Program. The program will also assist in gender-inclusive flood resilience planning and develop an urban transport platform for large cities in Indonesia.

Further discussions with SECO will explore support for new country programs, possibly in ECA, like Tajikistan and Uzbekistan. SURGE is also expecting to welcome two new partners to the Umbrella Program in early FY24: the government of Denmark and the Korea Research Institute on Human Settlements (KRIHS).

FY24 will mark important milestones. The global UA&TA program is concluding, finalizing the implementation of its 15 city engagements, and focusing efforts on dissemination activities.

SURGE at-a-glance

SURGE:
Sustainable Urban and
Regional Development

4 Activity Lines



Knowledge Creation
and Innovation



Capacity Building
and Training



Supporting Finance
Mobilization



Stakeholder
Collaboration and
Knowledge Sharing

1 Global Anchor Trust Fund

3
Global
Programs

1
Regional
Program

5 Associated Country Trust Funds

South
Africa

Peru

Bolivia

Indonesia

Serbia

US\$51
million budget

Tracking results
through
42 indicators

5 Thematic Pillars



City
Management,
Governance,
and Financing



Territorial
and Spatial
Development



Sustainable and
Climate-Smart
Cities



Urban
Poverty and
Housing



Urban and
Regional
Resilience

64 cities
in 16 developing
countries benefited from
SURGE support for:

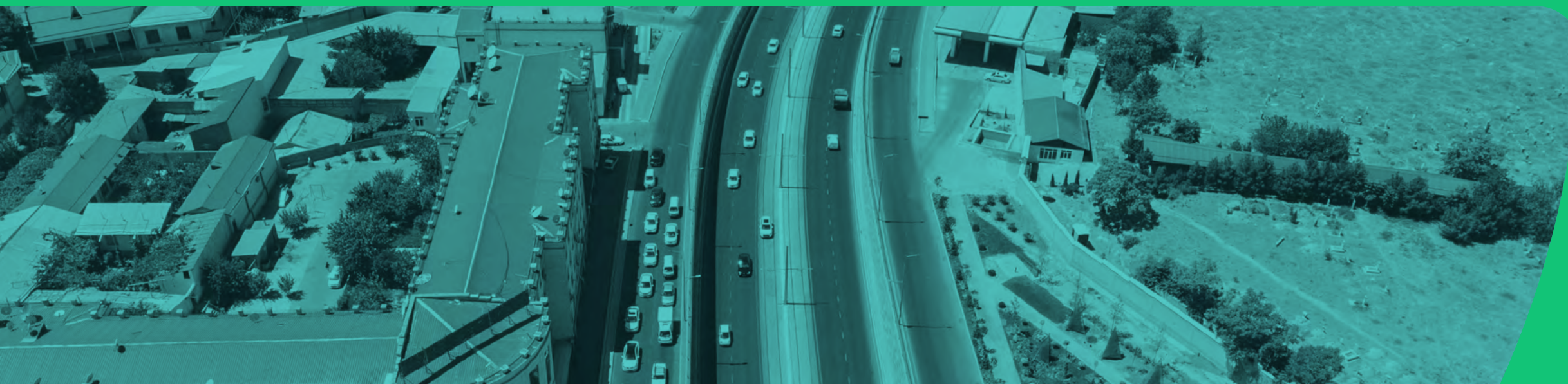
3886
people
participated in SURGE
events from SURGE
support:

US \$2.6
billion
in twelve World Bank
investment projects (of
which US \$1.9 billion
in 7 pipeline projects)
informed on:

Sustainable
and inclusive
regional
and urban
development



Chapter 1: About SURGE



Urbanization is the defining feature of our world today and one of the most important development issues of the 21st century. By 2050, two thirds of the world's population will live in urban areas, with the bulk of this shift expected to occur in developing countries of Africa, South Asia, and East Asia. While cities can alleviate poverty, resources and capacity limitations in developing countries hinder effective urban planning.



This leads to uncoordinated expansion, causing severe social, environmental, and economic issues, exacerbating vulnerability to climate change and disasters. To harness urbanization's benefits and avert adverse outcomes, governments in developing countries must proactively plan and manage urban growth.

Considering these challenges, the World Bank established the global Sustainable Urban and Regional Development (SURGE) Umbrella Program in 2020 as its central collaboration instrument for working with partners on building inclusive, resilient, and sustainable cities in developing countries.

SURGE is a Global Umbrella Program that aims to enable cities and regions in developing countries to function as drivers of sustainable and inclusive economic development. To achieve this objective, it supports governments and local authorities to address challenges stemming from rapid urbanization and unequal regional development processes and to consolidate efforts to build livable, inclusive, competitive, low carbon, and resilient cities and regions. It is housed within the World Bank's Urban, Disaster Risk Management, Resilience, and Land Global Practice (GPURL).

As a multi-donor umbrella trust fund, SURGE is supported by multiple donors. Its founding donor is the Switzerland's Swiss State Secretariat for Economic Affairs (SECO). In FY23, two new donors joined the fund: Austria's Ministry of Finance (BMF) and Republic of Korea's Ministry of Land, Infrastructure, and Transport (MOLIT).

During FY23, new contributions from SECO, BMF and MOLIT increased the total SURGE budget from US\$35 million to US\$51 million. The new contribution from SECO is related to IDSUN-2 (see box 2), while BMF and MOLIT directed their contributions towards supporting urban climate mitigation and adaptation investments in ECA and smart city development, respectively.

SURGE supports four types of activities across five thematic pillars (see Figure 1). The program's activities support governments of developing countries at different levels in strengthening and prioritizing their investment portfolios, through knowledge creation, capacity building, and stakeholder collaboration. The program also facilitates the mobilization of additional resources. These activities are reflected in SURGE's five pillars, which are aligned with the GPURL Urban Strategy and the associated five Global Solutions Groups (GSGs) that have proven effective vehicles to channel operational and technical support to Bank teams and clients. While each pillar has its own thematic focus, all five pillars are closely interlinked and are complementary, aiming to collectively achieve the development objective of the SURGE Umbrella Program.

SURGE supports four types of activities, accross five thematic pillars

FIGURE 1: SURGE ACTIVITY LINES AND PILLARS

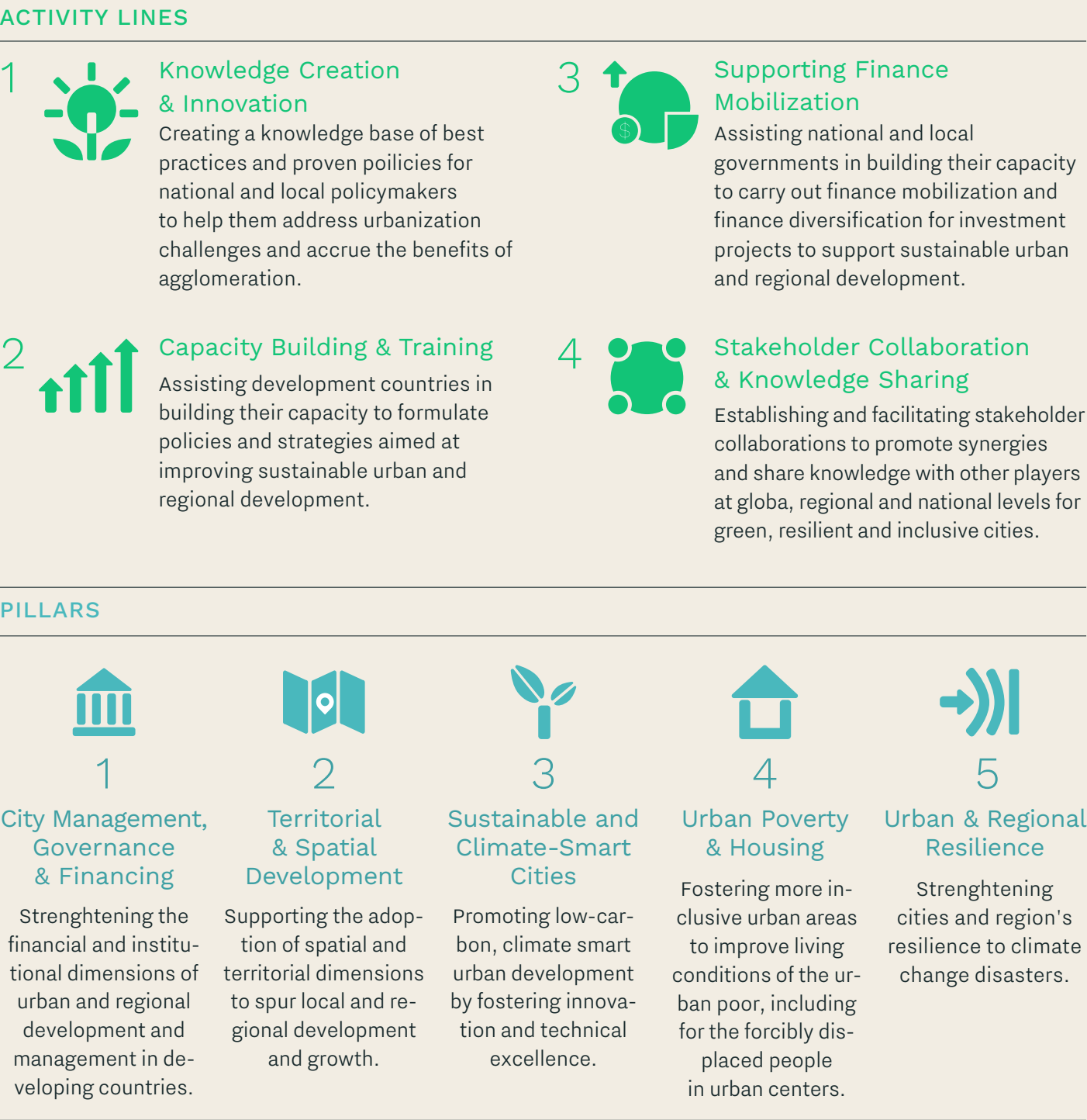
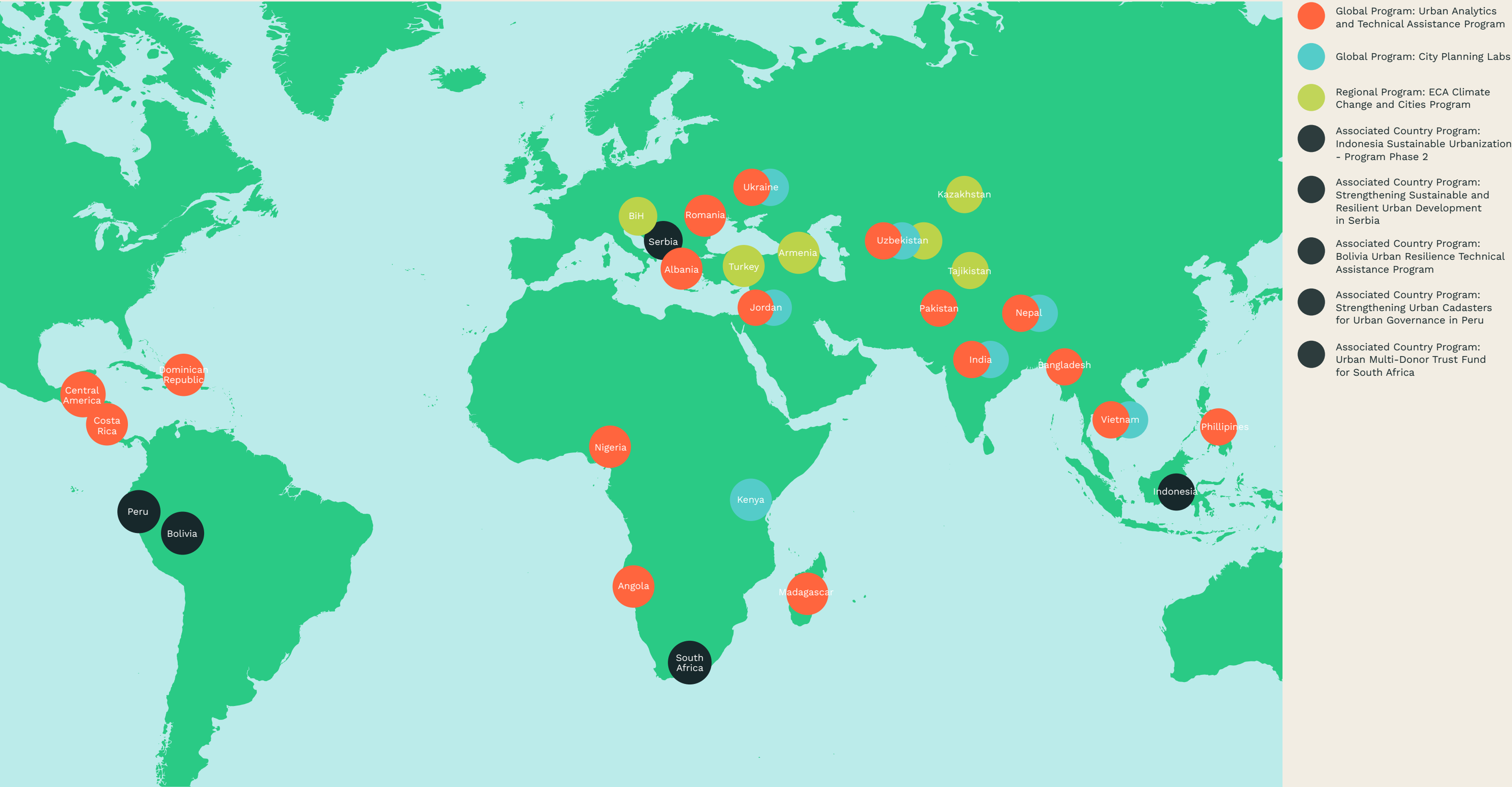


FIGURE 3 | COUNTRIES WHERE SURGE IS FINANCING ACTIVITIES



Chapter 2: Results Framework



The SURGE program tracks progress toward achieving its development objective by monitoring a set of results indicators. The program's results framework comprises 42 indicators, aggregating results under overarching program indicators, while also monitoring results at the level of individual pillars. The program also has internal reporting mechanisms, including internal review to ensure depth, quality, and indicator scoring consistency among the various activities and programs, and an indicator tracking database to facilitate results monitoring and reporting.

This chapter presents the cumulative results achieved by SURGE from inception to the end of FY23, June 30, 2023, via its Urban Analytics and Technical Assistance global program, the global CPL program, the regional ECA C&CC program (all three under the anchor multidonor development trust fund), global CPL program, regional ECA C&CC program, and four associated country programs.⁴ The first section of the SURGE Results Framework measures six overarching program indicators for all global and country programs. The second section is organized by each of the five pillars. Each pillar has an outcome indicator, intermediate outcome indicators, and output indicators. The indicators are part of a logical framework with SURGE-funded outputs contributing to intermediate outcomes, which are expected to contribute to the pillar outcome indicator. Next, results are aggregated program-wide in the program indicators. Performance ratings for pillar indicators are visualized using a simple traffic light image, with green indicating the program is on track, orange partially on track, and red not on track.

The South Africa program was set up before the umbrella was established and will only report on the program indicators as part of the SURGE Results Framework, alongside separate reporting on its legacy country-level results framework.



Chapter 2: Results Framework

⁴ The four associated country programs are Improving Urban Planning and Cadasters in Peru; Strengthening Sustainable and Resilient Urban Development Program in Serbia; Urban Multi-Donor Trust Fund in South Africa; and Urban Resilience Technical Assistance Program in Bolivia.

PROGRAM RESULTS

PROGRAM INDICATOR 1

64 cities

benefited from SURGE support for implementing or formulating sustainable and inclusive urban or regional economic development strategies, policies, projects, plans, procedures, or regulations (one of which was a fragile and conflict-affected situation).

A total of 64 cities in Angola, Bolivia, Costa Rica, Arab Republic of Egypt, Jordan, Madagascar, Morocco, Nigeria, Nepal, Peru, Philippines, Romania, Serbia, South Africa, Uzbekistan, and Vietnam and have benefited from SURGE activities.

HIGHLIGHT: VIETNAM

Eight provinces of the Southeast Key Economic Region (SKER) have received support for the improving regional integration and coordination of local government to unlock its growth potential and increase investments in infrastructure and service delivery.

PROGRAM INDICATOR 2

3,886 participants

in events on sustainable and inclusive regional or urban economic development. Of the 3886 participants for which gender data was available, 1069 were women.

Over 3,500 people attended events contributing to sustainable and inclusive urban development. Key stakeholders have attended these events, including national and subnational representatives, nongovernmental organizations, international lecturers, city planners, private sector representatives, development partners, and civil society. Many events facilitated peer-to-peer knowledge exchanges, while others entailed multiday training sessions or one-off workshops. Most events helped enhance participants' understanding of today's urban challenges and aimed to spur action toward sustainable urban development. High-level meetings and launch events were also held during FY23.

HIGHLIGHT: BOLIVIA

Socialization workshops in tactical urbanism had the participation of 46 women (out of 91 participants) and validation workshops had the participation of 27 women (out of 69 participants). These women's voices and feedback have been fully reflected in conceptual designs of tactical urbanism investments.

PROGRAM INDICATOR 3

37 strategies, policies, plans, procedures, or regulations

were influenced or informed by SURGE support to cities or regions.

Influencing the formulation or implementation of strategies, policies, plans, procedures, or regulations, facilitates sustainable development of cities, as it supports the enabling environment for city development, also needed for successful project prioritization, preparation, implementation, and operation. Through SURGE, a total of 37 such cases can be reported as of June 2023. Examples include reviewing and advising the development of the Draft Leskovac Local Development Plan in Serbia; supporting the implementation of the Lagos Strategic Development Plan (LSDP); and providing inputs for the development of transport investment plans in Amman and Cairo, among others. Beyond their formulation, SURGE activities focus on supporting governments on implementation of these strategies, policies, and plans through technical assistance and capacity building.

HIGHLIGHT: DOMINICAN REPUBLIC

Capacity building activities through SURGE supported the development of the regulations of the Law on Territorial Planning, Land Use, and Human Settlements that was adopted by the government in December 2022 (Law 368-22).

PROGRAM INDICATOR 4

US\$5.0 million additional financing

was mobilized for sustainable and inclusive regional or urban development (all public).

SURGE has helped mobilize additional financing to advance sustainable and inclusive urban development in Bolivia, Nigeria, and South Africa.

HIGHLIGHT: BOLIVIA

The SURGE activities supported the municipality of El Alto to get funding through the World Bank City Climate Finance Gap Fund (Gap Fund) for the design of their envisioned bicycle network.

PROGRAM INDICATOR 5

US\$2.6 billion World Bank investment projects

were influenced through SURGE support to cities or regions, with a total value of US\$2.6 billion for 12 projects (including US\$1.9 billion for 7 pipeline projects).

World Bank financing for these projects amounted to US\$2.2 billion, complemented by US\$0.4 billion from other sources such country financing and donor co-financing. SURGE’s global, regional, and country programs influence, through analytical work and technical assistance, the preparation, design, and implementation of World Bank investment projects. As of 2023, SURGE’s activities have provided inputs for the design of 7 projects in Serbia, Angola, Costa Rica, Guatemala, Madagascar, and Jordan and have supported the implementation of 5 projects in Angola, Bolivia, Peru, Nepal, and Uzbekistan.

HIGHLIGHT: COSTA RICA

In Costa Rica, the Costa Rica Climate Resilient Recovery and Territorial Development Project was approved and will implement a territorial approach that prioritizes reconstruction activities in the most vulnerable regions in the country. Such vulnerability is often compounded by unplanned urbanization patterns driving people to settle in high-risk areas. These patterns were studied and described as part of the urbanization review, which, informed the design of the operation.

PROGRAM INDICATOR 6

24 municipalities/ cities

improved participatory planning processes, including with a focus on gender (none yet in fragile and conflict-affected situations).

The involvement of local communities in urban designs and implementing gender-inclusive planning is key for making cities more livable. SURGE therefore aims to support the implementation of participatory planning processes to make cities work for everyone. Since inception, 24 municipalities have strengthened their participatory and gender-inclusive planning capacity.

HIGHLIGHT: COSTA RICA

The GLRC program held a series of workshops related to Public Participation and Gender Responsible Urban Planning. These workshops showcased best practices and provided tools about citizen participation and involvement of interested parties/groups in urban development planning processes and included the development of practical exercises related to public spaces’ gender audit. As a result, representatives from eight municipalities raised their awareness and improved their capacities related to participatory planning processes.

RESULTS PER PILLAR



RESULTS FOR PILLAR 1:

City Management, Governance, and Financing

Building capable, resilient, sustainable, inclusive, and accountable institutions is critical for sustainable growth. Cities with strong institutions are more resilient, are better able to facilitate private sector growth, reduce poverty, deliver valuable services, address climate change, earn the confidence of citizens, and avoid conflict and fragility. In developing countries, city resources are often extremely limited and financial capacities, systems, and frameworks are frequently weak, fractured, and constraining. Institutional capacity also often needs significant enhancement to allow cities to plan and operate infrastructure, execute development projects, and regulate the built and local economic environments.

Under Pillar 1, SURGE aims to strengthen the financial and institutional dimensions of urban development and management toward more effective and efficient cities and regions. The program is achieving this by supporting clients and cities to expand access to finance from multiple sources, manage and spend their financial resources appropriately, strengthen their institutional systems and organizational capacities to plan urban development, and manage their infrastructure systems and built environments effectively. As of FY23, only the country associated programs in Peru and Bolivia have reported results associated with Pillar 1 indicators.

The cumulative and program-wide results related to Pillar 1, achieved through SURGE-funded activities through the end of FY23, are shown in Table 1. The Peru and Bolivia country programs offer examples of SURGE-funded activities that have contributed to stronger city management, governance, and financing through knowledge products and training events. As of FY23, four cities in Peru (Chiclayo, Lambayeque, Lima, and Piura) strengthened financial and institutional dimensions of urban development and management (*Outcome Indicator 1*). The program accomplished this through providing technical assistance to support the Ministry of Housing, Construction and Sanitation (MVCS) in the formal approval of legal instruments to simplify the valuation methodology and the urban cadastral surveyance form. The goal is to facilitate the generation of cadastral information, which will

strengthen local governments’ capacity to generate revenue. These reforms are having a direct impact on the four Peruvian cities.

During FY23, the programs in Bolivia and Peru have contributed to improved systems, policies, instruments, or strategies, resulting in increased municipal own-source revenues (OSR) (*Intermediate Outcome Indicator B.1*). In Bolivia, implementation of the recommendations derived from the diagnostic of the tax collection systems and the compatibilization of data with cadasters systems in the municipality of La Paz is expected to result in improved tax collection through a progressive scheme. Additionally, the Bolivia program supported the Vice Ministry of Housing and Urban Planning (VMVU) and the Ministry of Development Planning (MPD) to structure an Urban Development Fund that will provide financial and technical resources to municipal governments for conducting resilient urban development.

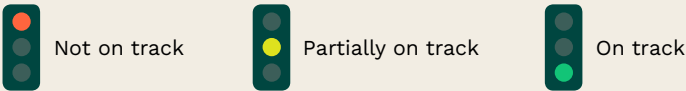
In Peru, the program has worked closely with municipalities to help improve revenues by organizing meetings and workshops to promote land value capture (LVC) instruments that are being included in the Sustainable Urban Development Law and urban cadasters. In this context, the ministry published a Ministerial Resolution that approved a chart that contains the disaggregated values of buildings according to the new simplified methodology of building valuation. The ministry also approved a Directorial Resolution that establishes a simplified urban cadastral survey form for the collection of cadastral information in the field for the 22 municipalities of the project.

For these instruments to be approved, the program delivered knowledge, planning products, and training and knowledge-sharing events (*Output Indicators B.1.1 and B.1.2*) to help improve municipal revenues. The SURGE-financed activity in Bolivia completed a diagnostic of the cadaster and tax registry of the municipality of La Paz, which will provide a path to increase the tax base and revenue. The program also completed the implementation plan for the Urban Development Fund. In parallel, capacity-building workshops helped municipalities improve their revenues by diversifying financing for climate action plans.

In Peru, the program continued providing analysis for the simplification of the valuation methodology. It also informed the regulation process of the Urban Sustainable Development Law regarding land management instruments. In terms of capacity building, SURGE-provided technical assistance focused on preparing the ground for supporting MVCS in the preparation of the regulations for public land operators under the Sustainable Urban Development Law through workshops. Capacity-building activities will contribute to strengthening city management and institutions (*Output Indicator C.1.2*).

TABLE 1: STATUS OF THE SURGE PILLAR 1 INDICATORS

INDICATORS PILLAR 1: CITY MANAGEMENT, GOVERNANCE & FINANCING		AS OF FY 22	AS OF FY 23	TARGET	PERFORMANCE
OUTCOME INDICATOR 1 Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)		Too early	4	4	
INTERMEDIATE OUTCOME INDICATOR B.1 Systems, policies, instruments, or strategies that contribute to increased municipal own-source revenues are introduced/improved/adopted (# of systems, policies, instruments, or strategies)		1	5	6	
OUTPUTS	B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products)	2	6	7	
	B.1.2 Training and knowledge-sharing events that contribute to improving municipal revenue (# of events)	6	15	7	
INTERMEDIATE OUTCOME INDICATOR C.1 Cities have strengthened institutions and improved management capacities (# of cities)		Too early	0	2	
OUTPUTS	C.1.1 Knowledge and planning products delivered that help cities strengthen their institutions and management capacities (# of products)	0	0	1	
	C.1.2 Training and knowledge-sharing events that contribute to strengthening city management and institutions (# of events)	2	2	3	





RESULTS FOR PILLAR 2:

Territorial and Spatial Development

The spatial dimension of inclusive growth has gained in importance in recent years since economic geography offers a critical lens through which to view the Jobs and Economic Transformation Agenda. This is why territorial development is key in reducing territorial gaps and contributes to promoting economic activity in cities. Through SURGE Pillar 2, the program aims to ensure the adoption of the spatial and territorial dimensions as an organizing element in World Bank operations to spur local and regional development and growth. This will assist subnational regions through advice and investment support to revive places left behind by market forces, as well as to assist with spatial development strategies to stimulate jobs and growth in particular locations. The UA&TA program and the Peru country program are specifically contributing to enhanced territorial and spatial development.

As of FY23, SURGE activities have stimulated equitable regional and local development in more than 20 cities (*Outcome Indicator 2*). The cumulative and program-wide results related to Pillar 2, achieved through SURGE-funded activities through the end of FY23, are shown in Table 2. Examples of SURGE-funded activities that have contributed to these results are:

- In Peru, the Ministry of Housing (MVCS), COFOPRI (*Comisión de Formalización de la Propiedad Informal*), Ministry of Finance (MEF), Metropolitan Municipality of Lima (MML), and ICL (Instituto Catastral de Lima) improved their spatial development planning systems and capacities (*Intermediate Indicator E.1*). This was possible through the delivered knowledge and planning products (*Output Indicator E.1.1*) including dissemination material for Land Administration Domain Model (LADM)-Peru profile and the proposal for institutional and organizational strengthening of the MVCS as the leading agency on urban cadaster matters. Training and knowledge-sharing events (*Output Indicator E.1.2*) on the conceptualization of the LADM-Peru profile and capacity-building activities on urban cadaster-related functions took place.
- The urbanization reviews and urban analytics delivered through the UA&TA program contributed to initiating and improving laws, policies, procedures, or plans related to urban/regional development based upon spatial data and analytics (*Intermediate Outcome Indicator F.1*).

For example, through the SURGE-supported Angola Country Climate and Development Report, options were provided to adapt to a fast-warming and decarbonizing world and adopt measures for more diversified and climate resilient development. In Costa Rica SURGE-financed activities contributed to the reform of the regulatory framework and instruments for municipal urban planning (*planes reguladores*) that are the basis for identifying and promoting urban public investments in the country.

- The U&A technical assistance program contributed to completing knowledge and planning products, development of tools containing urban data and key emerging urbanization topics, and diagnostics and analytics, all of which were shared with government officials (*Output Indicator F.1.1*). During this reporting period, Angola, Costa Rica, Nigeria, and Madagascar completed urbanization reviews and have reviewed them with their government counterparts. Additionally, the global Vibrant Cities Report was completed. The Advisory Service and Analytics (ASA) provides new evidence, analysis, and policy insights to advance Green, Resilient, and Inclusive Urban Development (GRID) in the Middle East and North Africa Region and beyond.
- Other analytical urban products reported under (*Output Indicator F.1.1*) include a policy note in Guatemala and Honduras that proposes a typology of urban areas in Central America based on economic dynamism, disaster risk exposure, and living standards. The note was developed in consultation with national and local government counterparts and intends to build a foundation for further policy dialogue in the countries and inform further development of operational programs.
- Many training and knowledge-sharing activities were organized as part of SURGE-financed activities (*Output Indicator F.1.2*). These included multiple consultations to disseminate the outputs and share with key actors in Costa Rica, Uzbekistan, and Vietnam. More specifically, a technical deep dive on cities and climate change and a Coastal Resilience Workshop knowledge-sharing event for government officials was held in Nigeria to enhance flood preparedness in Lagos.

As of FY23, SURGE activities have stimulated equitable regional and local development in more than 20 cities.

Published urbanization reviews and analytical pieces have been downloaded 5,351 times (*Output Indicator F.1.3*). These include urbanization reviews from Costa Rica, Romania, Uzbekistan, and other reports including the global Pancakes to Pyramids and infrastructure economic impact reports.⁵ This number is expected to grow as activities finalize and publish their pending reports.

Finally, the U&A technical assistance contributed to improved or new data systems, platforms, portals, or tools in Uzbekistan and Vietnam (*Intermediate Outcome Indicator F.2*). In Uzbekistan, the SURGE-funded activity developed a tool to identify the needs of local community groups categorized by predominate livelihoods in the city of Kagan. This will be replicated in other cities. In Vietnam, the deployment of a Collaborative Governance Index (CGI) was completed. This activity developed a 40-indicator CGI to engage a broad set of stakeholders in an analysis for main drivers of economic and investment inefficiency, higher costs, and waning competitiveness of the KSER region. The activity also developed a Capital Investment Planning Framework and Methodology for investment prioritization at a regional scale. This tool helped to translate previous diagnostic work into practical measures designed to identify financing needs for capital investments of a suitable regional scale with higher economic return. These outputs are reported under *Output Indicator F.2.1*.

⁵ The SURGE-funded activity related to economic impacts of urban infrastructure produced three reports: Assessing Wider Socioeconomic Impacts of Urban Infrastructure Ex-Ante Guidance Paper, Mobilizing Finance Through Anticipating Economic Impact of Urban Infrastructure—Case Studies, and Hedonic Pricing Approach for Urban Infrastructure: A Project Economic Analysis Guidance Note.

TABLE 2: STATUS OF THE SURGE PILLAR 2 INDICATORS

INDICATORS PILLAR 2: TERRITORIAL & SPATIAL DEVELOPMENT		AS OF FY 22	AS OF FY 23	TARGET	PERFORMANCE
OUTCOME INDICATOR 2 Cities/regions which spurred equitable regional and local development (# of cities/regions)		Too early	25	25	
INTERMEDIATE OUTCOME INDICATOR E.1 Government entities with improved spatial development planning systems and capacities (# of entities) (Peru Target: 12)		5	5	12	
OUTPUTS	E.1.1 Knowledge and planning products delivered that contribute to better spatial development planning systems and capacities (# of products) (Peru target: 8)	3	5	8	
	E.1.2 Training and knowledge-sharing events that contribute to improved spatial development planning systems and capacities (# of events). (Peru target: 5)	3	5	5	
INTERMEDIATE OUTCOME INDICATOR F.1 Laws, policies, procedures, or plans (incl. investment plans, spatial plans, sector plans, action plans, etc.) related to urban/regional development are initiated and/or improved based upon (spatial) data and analytics (# of laws, policies, procedures, or plans)		11	26	20	
OUTPUTS	F.1.1 Knowledge and planning products, and tools containing urban data and key urbanization topics, diagnostics and/or analytics are produced and shared with government officials (# of products)	18	34	52	
	F.1.2 Training and knowledge sharing events that help stakeholders collaborate and/or improve the use of urban data and analytics for urban policy making and investment planning (# of events)	25	46	43	
	F.1.3 Downloads of SURGE supported official outputs related to improved city-level data and analytics (# of downloads)	3774	5351	6300	
Intermediate Outcome Indicator F.2 Improved/New data systems, platforms, portals, or tools used by cities/metros (# of systems, platforms, portals, or tools)		1	3	9	
OUTPUTS	F.2.1 Planning and data products/tools developed, piloted, and/or improved that help carry out evidence-driven urban planning and management (# of products/tools)	2	5	6	





RESULTS FOR PILLAR 3:

Sustainable and Climate Smart Cities

Cities concentrate global climate risk and hold the key to successfully limiting global warming through bold local actions. Rising global temperature is causing sea levels to rise and increases in the frequency and intensity of extreme weather events, such as floods, droughts, and storms, significantly constrain the ability of cities to provide basic services, maintain infrastructure, and guarantee people's livelihoods. At the same time, cities have an enormous role in reducing global emissions and moving toward low carbon, more sustainable development. While all SURGE-supported activities engage on the topic of climate change in one way or another, the Bolivia, Serbia, and ECA C&CC programs are specifically contributing to low carbon and sustainable city development.

The cumulative and program-wide results related to Pillar 3 achieved through SURGE-funded activities through the end of FY23 are shown in Table 3. In Serbia, 10 cities (Kragujevac, Kraljevo, Leskovac, Niš, Novi Pazar, Novi Sad, Šabac, Sombor, Užice, and Zrenjanin) have increased their focus on low carbon and sustainable development (*Outcome Indicator 3*). In Bolivia, technical assistance activities are supporting Santa Cruz and La Paz to understand climate-related risks, measure their sources and amount of greenhouse gas (GHG) emissions, and identify key mitigation actions, which will be an important step to advance low carbon and sustainable development at the local level. These cities will be reported once the activities are completed in FY24. Country-level activities under the ECA C&CC programs only recently started implementation, and outcomes will be reported in the next reporting period. Through the many outputs delivered and capacity building activities, both the Ministry of Construction, Transport, and Infrastructure; and the Ministry of Environmental Protection in Serbia strengthened their capabilities related to sustainable, climate smart, and low carbon development (*Outcome Indicator G.1*).

SURGE-financed activities delivered five knowledge and planning products related to sustainable, climate smart, and low carbon develop-

ment (*Output Indicator G.1.1*) as of FY23. During this period, the program in Bolivia completed a vulnerability analysis on the Climate Action Plans for Santa Cruz and La Paz. The Serbia program completed the final report for the Green, Livable, and Resilient Cities; the Serbia Sustainable Cities Report; and the Legal and Policy Framework Analysis, which contributed to the implementation of the Sustainable Urban Development Strategy (SUDS) and its Action Plan.

During FY23, a series of training and knowledge-sharing events related to sustainable, climate smart and low carbon development (*Output indicator G.1.2*) took place. In Bolivia for example, the SURGE country program organized knowledge-sharing and training sessions as part of the formulation of the Municipal Climate Action Plans for La Paz and Santa Cruz. Serbia held multiple events, including high-level technical workshops with representatives of the national government, association of towns and municipalities, donors, and expert team. Additionally, training events in geographic information systems databases, gender-responsible planning and design of public space, mobility for green urban development planning cycling network, and energy and urban planning were held.

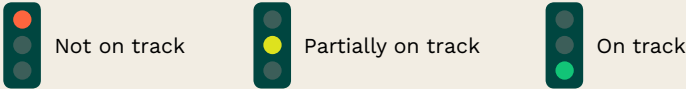
Even though the ECA C&CC program only recently began implementation, a Technical Deep Dive and Program Launch Event was held. The event consisted of a four-day program of presentations, discussions, and site visits to share cutting-edge solutions from the City of Vienna, other selected Austrian cities, and the Austrian government, as well as the private sector. The event focused on how to advance the cities and climate agenda across the region. It covered topics such as low carbon and climate resilient urban planning, urban regeneration, and the built environment, and the municipal waste sector.

Finally, in Serbia, eight government entities improved their knowledge and capacity on sustainable solid waste management practice including the Ministry of Environmental Protection, the Serbian Environmental Protection Agency, and six local governments part of the Green, Livable, and Resilient Cities (GLRC) program (Kragujevac, Kraljevo, Niš, Novi Pazar, Sombor, and Užice). This was achieved through a SURGE-financed note on solid waste management presented to Serbia's Ministry of Environmental Protection. The note was informed by the review of national strategies and laws related to solid waste management, recycling, Extended Producer Responsibility (EPR), and more. It also built upon an in-depth analysis of the recently adopted Serbian National Waste Management Program and its relation to operationalizing the EU Waste Framework Directive.

In Serbia, 10 cities have increased their focus on low carbon and sustainable development.

TABLE 3: STATUS OF THE SURGE PILLAR 3 INDICATORS

INDICATORS PILLAR 3: SUSTAINABLE AND CLIMATE SMART CITIES		AS OF FY 22	AS OF FY 23	TARGET	PERFORMANCE
OUTCOME INDICATOR 3 Cities/regions with increased focus (awareness) on low carbon and sustainable development (# of cities/regions)		Too early	10	17	
INTERMEDIATE OUTCOME INDICATOR G.1 Government institutions have strengthened their capabilities related to sustainable, climate-smart, and low carbon development (# of institutions)		Too early	2	17	
OUTPUTS	G.1.1 Knowledge and planning products delivered related to sustainable, climate smart, and low carbon development (# products)	0	5	7	
	G.1.2 Training and knowledge-sharing events that contribute to sustainable, climate smart, and low carbon development (# events)	2	15	12	
INTERMEDIATE OUTCOME INDICATOR I.1 Governance entities improved their knowledge/capacity on sustainable solid waste management practices (# of entities)		1	8	6	
OUTPUTS	I.1.1 Knowledge and planning products delivered that promote/inform the sustainable management of solid waste (# of products)	1	1	1	
	I.1.2 Training and knowledge-sharing events that contribute to sustainable management of solid waste (# of events)	0	3	5	



RESULTS FOR PILLAR 5:
Urban and Regional Resilience

Urbanization is associated with rapid economic growth, especially in low- and middle-income countries. That growth leads to a higher concentration of people, assets, and economic activity in urban environments. But a city's success does not necessarily lead to greater resilience. Many rapidly growing cities are highly exposed to natural hazards, climate risks, as well as the effects of more chronic risks such as fires, pollution, and related chronic health issues, and have neither the infrastructure and services nor the risk-informed planning and land use management measures in place to safeguard all their inhabitants, assets, and economic activities. Under SURGE Pillar 5, the program helps cities strengthen their resilience to climate change and disasters. The programs in Bolivia and Serbia have a specific focus on strengthening urban resilience and therefore report on the SURGE Pillar 5 indicators. The cumulative results for Pillar 5 are shown in Table 4.

Serbia has already strengthened resilience to climate change and disaster (*Outcome Indicator 5*) in 10 cities including Kragujevac, Kraljevo, Leskovac, Niš, Novi Pazar, Novi Sad, Šabac, Sombor, Užice, and Zrenjanin. This was made possible through SURGE-funded activities including the completion of city-level assessments and capacity-building activities to enhance local capacities in strategic planning for green and resilient urban development.

During FY23, new improved regulations, policies, or planning instruments contributed to cities' resilience to climate change and disasters (*Output Indicator O.1*). In Bolivia, the activities informed, through technical recommendations, the planned stabilization works for the area affected by the 2019 landslide in Kantutani (La Paz) that is financed by the Bolivia Urban Resilience Project. In addition, the program informed Santa Cruz's Law to establish a Municipal System for Risk Reduction, Emergency Response and Cli-

In Bolivia, the program developed recommendations to improve the methodologies and resilience standards for the supervision of public works and to strengthen and expand Municipal Flood Early Warning Systems for the Santa Cruz and La Paz.

mate Adaptation “SIMPATEDAC.” In Serbia, the grant contributed with advice and comments on how to better incorporate aspects of green and resilient planning to the Draft Leskovac Local Development Plan.

Noteworthy progress was made in the number of knowledge and planning products delivered that strengthen cities’ focus on climate resilience in regulations, policies, or planning instruments (*Output Indicator O.1.1*). In Bolivia, the program developed recommendations to improve the methodologies and resilience standards for the supervision of public works and to strengthen and expand Municipal Flood Early Warning Systems for the Santa Cruz and La Paz. It also provided recommendations to establish an Urban Development Fund. In Serbia, the program held multiple training and knowledge-sharing events to raise awareness of cities about resilience and to strengthen capacities on how to incorporate resilience in infrastructure planning and sector strategies (*Output Indicator O.1.2*).

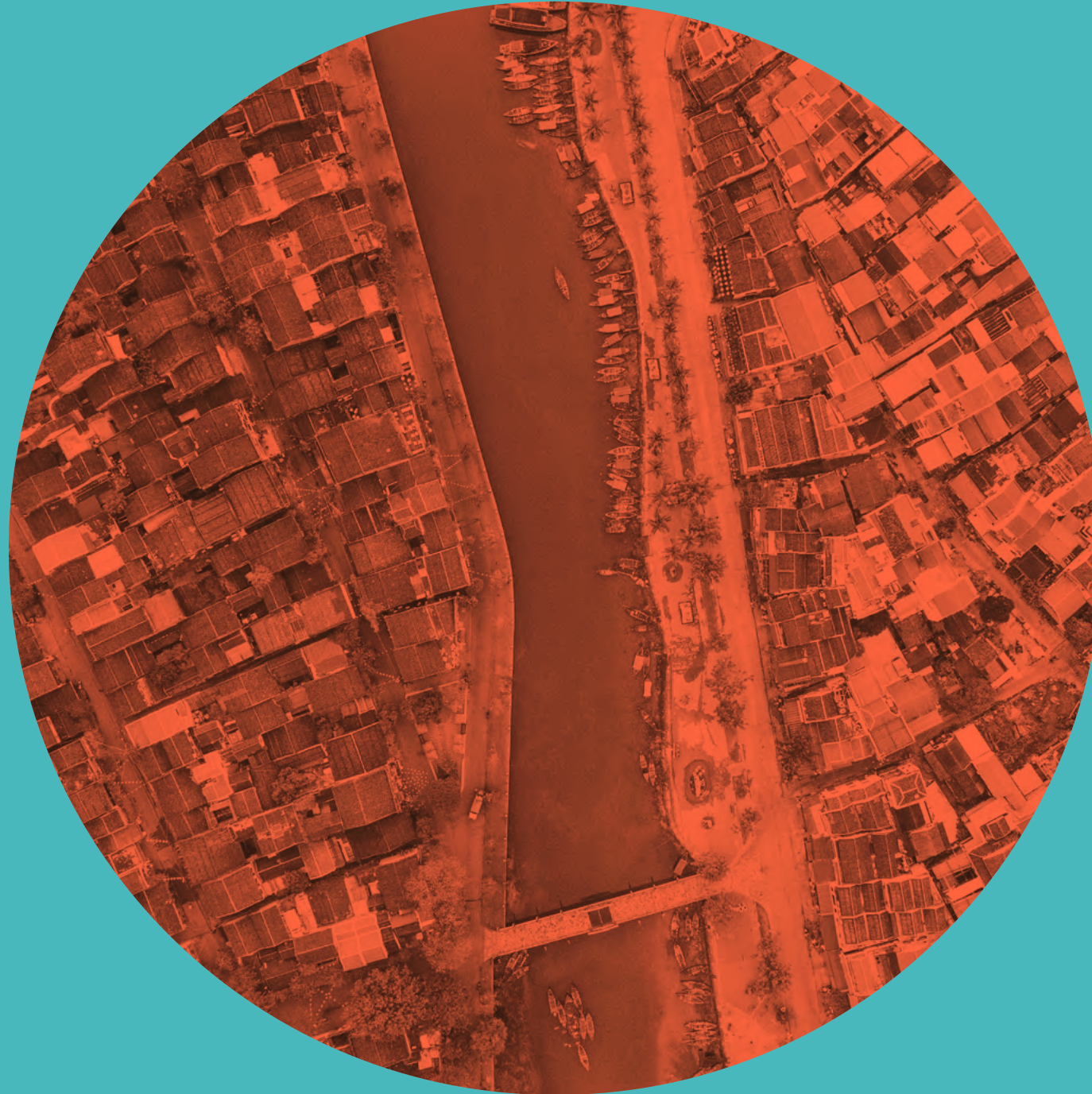
Work in Bolivia and Serbia has led to government entities with enhanced capability to plan, finance, and manage resilient urban infrastructure (Intermediate Outcome Indicator P.1). In Bolivia, ongoing program activities are strengthening the capacity of the municipal governments of Santa Cruz and La Paz and the VMVU/MPD. In Serbia, the LSGs of Kragujevac, Leskovac, Niš, Novi Pazar, Novi Sad, Sombor, Užice, and Zrenjanin enhanced their capacity to plan, prioritize, and budget for green capital investment projects because of their participation in the workshops on prioritization, planning, and budgeting of green capital investment projects reported under (*Output Indicator P.1.2*).



TABLE 4: STATUS OF THE SURGE PILLAR 5 INDICATORS

INDICATORS PILLAR 5: URBAN & REGIONAL RESILIENCE		AS OF FY 22	AS OF FY 23	TARGET	PERFORMANCE
OUTCOME INDICATOR 5 Cities/regions with strengthened (awareness raised) resilience to climate change and disasters (# of cities/regions)		Too early	10	7	
INTERMEDIATE OUTCOME INDICATOR O.1 New/improved regulations, policies, or planning instruments that contribute to cities’ resilience to climate change and disasters (# of regulations, policies, or planning instruments)		2	5	9	
OUTPUTS	O.1.1 Knowledge and planning products delivered that strengthen cities’ focus on climate resilience in regulations, policies, or planning instruments (# of products, of which include a focus on gender)	5	11	24	
	O.1.2 Training and knowledge-sharing events that help participants improve/introduce regulations, policies, or planning instruments that contribute to cities’ resilience (# of events)	0	14	10	
INTERMEDIATE OUTCOME INDICATOR P.1 Government entities with enhanced capability to plan/finance/manage resilient urban infrastructure (# of government entities)		2	11	6	
OUTPUTS	P.1.1 Knowledge and planning products that help strengthen cities’ capabilities to plan/finance/manage resilient infrastructure (# of products)	1	3	6	
	P.1.2 Training and knowledge-sharing events that strengthen cities’ capacity to plan/finance/manage resilient infrastructure (# of events)	1	5	4	





Chapter 3: Global Programs

Through its multidonor Anchor Trust Fund, SURGE is currently implementing three global programs that aim to promote sustainable urban and regional development worldwide. These programs are: the Urban Analytics and Technical Assistance (UA&TA) program, the global City Planning Lab (CPL), and the Global Smart City Partnership Program (GSCP). This chapter presents the achievements and results of these programs in fiscal year 2023. However, the achievements only pertain to the UA&TA program and the global CPL. Results are reported only for the UA&TA program, as CPL has not achieved concrete results yet. During FY23, the GPSC only developed preparational activities for its third phase, which is financed through SURGE (see Box 1).

BOX 1

The Global Smart City Partnership Program (GSCP)

The Global Smart City Partnership Program (GSCP) was launched in February 2018 by the World Bank in partnership with the Ministry of Land, Infrastructure, and Transport (MOLIT) of the Republic of Korea. The program aims to introduce and mainstream smart city approaches and solutions in World Bank Group engagement and investments by breaking sectoral silos and facilitating and integrating an innovative approach to urban development across sectors. The first two phases were funded by the Korean MOLIT through Externally Funded Outputs and cofinancing from the Korea-World Bank Partnership Facility, thus not through SURGE.

Over the five years since its inception, GSCP Phase 1 (GSCP1, 2018–2021) and GSCP Phase 2 (GSCP2, 2021–2023) provided demand-driven technical advisory services to various World Bank Group teams and clients on smart city good practices and solutions, generating valuable insights about key challenges and opportunities of smart cities in developing countries. The third phase was launched in June 2023, through MOLIT's contribution to SURGE, and will continue for three years (2023–2026). This new phase, in partnership with MOLIT, builds on five years of solid program implementation and proposes a more structured and refined approach to supporting World Bank Group teams and clients in planning for and advancing smart city ambitions.

GSCP Phase 3 (GSCP3) will support World Bank Group teams and clients in leveraging smart city strategic planning for integrated urban management and improving the interoperability and sustainability of smart systems. This objective will be achieved through the execution of three components. Component 1 focuses

on providing technical support to World Bank Group teams in their engagements at the national, city, and project level on smart city strategic planning (for example, conducting a rapid smart city readiness and developing an investment action plan), and on investment design, which assesses the broad digital ecosystem for smart systems. Component 2 will identify projects under preparation or implementation that offer an opportunity to build on and strengthen foundational layers of smart cities, including sectoral and cross-sectoral information management systems and capacities. Component 3 will produce knowledge products on key elements and common thematic areas of smart city development and will support knowledge-sharing activities to build relevant smart city institutional and human capacities.

The program results framework follows the SURGE Results Framework and will contribute to Pillar 1, City Management, Governance, and Financing, and Pillar 2: Territorial and Spatial Development. Given that robust data ecosystems are one of the building blocks of smart cities, the program will collaborate closely with the Global City Planning Labs to maximize geographic and thematic synergies as relevant. While implementation of activities under the GSCP3 will start in FY24, preparational tasks started at the end of FY23. Therefore, this SURGE FY23 Annual Report does not include reporting on GSCP progress and results. FY23 disbursements amounted to US\$ 96,000, and commitments (for FY24 contracts) amounted to US\$ 144,000, for a total of \$240,000 – equal to 69 percent of the component allocations. The FY23 allocated program management and administration (PMA) budget is meant for usage in FY24.

3.1 Urban Analytics and Technical Assistance Program

Photo: Envato Elements

OBJECTIVES

To provide diagnostics for identifying key challenges cities face, while also supporting cities' endeavors in pinpointing policy interventions and priority investments for sustainable urbanization.

COMPONENTS

1. Component 1: Urban Analytics
2. Component 2: Technical Assistance
3. Component 3: Global Deep Dive Studies

SURGE RESULTS AREAS



PILLAR 2
Territorial and Spatial
Development

AMOUNT

US\$ 6 million

IMPLEMENTATION PERIOD

November 2019 - December 2023

Overall Context

The objective of the UA&TA program is to provide diagnostics for identifying key challenges cities face, while also supporting cities’ endeavors in pinpointing policy interventions and priority investments for sustainable urbanization. To date, the program has supported 15 city engagements across six regions. It has also supported the implementation of global and regional activities, including the development of three deep dive studies and knowledge activities.

The overall budget for this program is US\$6 million, financed by SECO as part of the legacy Sustainable Urban Development Phase 2 program (SUD-2) that was restructured into the SURGE Umbrella. Through the end of FY22, US\$6 million was allocated to the program’s components and approved for activities under these components, of which US\$4.05 million, 67 percent, was disbursed and committed (see Table 5 below). Looking at FY23 alone, allocations increased by US\$1.44 million due a reallocation exercise in early FY23, FY23 approvals amounted to US\$2.41 million, and FY23 disbursements plus commitments were US\$1.48 million.

This chapter summarizes the UA&TA program’s implemented activities as of June 2023 and the achieved results contributing to Pillar 2: Territorial and Spatial Development.

Achievements of City Engagements

The fifteen city engagements are aligned with a structured “**Value Chain**” **Logical Framework**⁶. This framework involves a broadly sequential process in three phases: planning, financing and operation. Following this logic, to achieve sustainable urban development, cities need to start with effective planning that is facilitated by analytical activities aimed at prioritizing objectives and investments (planning). Subsequently, cities need to equip themselves to finance prioritized investments through strategies that optimize cost-efficiency, which may involve cost reduction, revenue increase, and the attraction of external funding (finance). Finally, cities’ capacities are enhanced to facilitate implementation and management of investments (operation). This model considers capacity building a cross-cutting activity, fundamental to both planning and operation phases.

The SURGE-supported activities and results reported in this section are aligned with the value chain logical framework. For each city engagement, the report indicates where the achievements fall on the continuum of the value chain, that is, if activities are aligned to the planning, finance, or operation phase. Additionally, any IBRD/IDA investment project financing (IPF) or other relevant sources are delineated, emphasizing the linkages and synergies between the external funding support and SURGE contributions. If there is an ongoing IBRD/IDA IPF, the report assesses whether the SURGE-funded activity is supporting the implementation process, especially focusing on soft support.

As of June 2023, the UA&TA program portfolio consists of 15 city engagements. Nine engagements were initially approved, and implementation started at the end of 2019. These engagements consisted of two phases. The first phase involves the development of urban analytics to identify critical urban challenges and opportunities, while the second phase offers technical assistance to support investment prioritization and implementation. All of these engagements have completed the implementation of their first phase. Two activities completed their second phase during FY23, two received additional funding through a reallocation process and are still ongoing, while the remaining five will complete the Phase II implementation

TABLE 5: FINANCIAL OVERVIEW OF THE GLOBAL UA&TA PROGRAM

(IN M USD)	OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED + COMMITTED	
				(m USD)	% of allocation
Component 1 - Urban Analytics	1.32	3.66	1.03	1.03	72%
Component 2 - Technical Assistance	3.78		2.63	1.61	
Component 1/2- New activities after reallocation		1.44	1.44	0.63	44%
Component 3 - Technical Deep Dives	0.50	0.50	0.50	0.50	100%
PMA	0.40	0.40	0.40	0.28	69%
TOTAL	6.00	6.00	6.00	4.05	67%

⁶ The Value Chain approach was included in the original proposal on the Urban Analytics & Technical Assistance program from September 2019, then called the Sustainable Urban Development Phase 2 program, funded by SECO – which was restructured into the SURGE Umbrella Program in 2020. The UA&TA city engagements are aligned with this framework, and as such aligned with SECO’s recently updated Urban Development approach.

in FY24. At the end of 2022, the UA&TA program reallocated from dropped activities as additional funding to finance six new activities in Bangladesh, Central America, Dominican Republic, India, Jordan, and Pakistan. Central America’s activity completed its execution by June 2023, while the other five are still under implementation. The program also reallocated additional funding for the implementation of the second phase of two original engagements, Nigeria, and Vietnam (see Table 6).

Aligned with the value chain logical framework, the 15 city engagements have implemented planning activities, including, among others, the development of urbanization reviews, the formulation of action plans, the provision of inputs to policies and regulations, and capacity-building activities to improve planning skills. Twelve engagements have executed activities related to finance, such as mobilizing funds from World Bank projects, and capacity-building activities to implement investment plans. Finally, three engagements have contributed to the operation stage, by providing analytical inputs for the implementation of World Bank projects and improving capacities to implement municipal asset management systems⁷. A detailed status update on each city engagement, following the value chain logical framework, is presented in Appendix B, organized by region.

Global and Regional Activities

Beyond city-level activities, SURGE also supports global technical deep dive reports to help develop solutions to urbanization challenges worldwide (Component 3 of the Urban Analytics and Technical Assistance program). By working with universities and thought-leading firms, SURGE’s global activities provide developing countries and partners access to advanced approaches in sustainable urban development. These research and analysis activities enhance the global understanding of urbanization and help create tools and policy frameworks for decision makers globally.

During FY23, SURGE’s global work has helped understand the drivers of city growth and offered insights on how to anticipate the economic impacts of urban infrastructure. Two in-depth studies were finished. Within the Mobilizing Finance through Anticipating the Economic Impact of Urban

⁷ The engagements contributing to the operation stage include those in Vietnam, Uzbekistan, and Costa Rica. Appendix B provides details about the analytical inputs and contributions of these three engagements to the Operation stage: Vietnam engagement (page 74), Uzbekistan engagement (page 76), and Costa Rica engagement (page 77).

TABLE 6: UA&TA CITY ENGAGEMENTS STATUS AND ALIGNMENT WITH THE LOGICAL FRAMEWORK

REGION	COUNTRY	INITIAL ENGAGEMENTS (started at the end of 2020)	ADDITIONAL ENGAGEMENTS (started at the end of 2022)	PHASE I STATUS	PHASE II STATUS	VALUE CHAIN LOGICAL FRAMEWORK ALIGNMENT		
						Planning	Finance	Operation
Africa	Angola	X		Closed	Ongoing	X	X	
	Madagascar	X		Closed	Closed	X	X	
	Nigeria	X	X	Closed	Closed	X	X	
East Asia and the Pacific	Philippines	X		Closed	Ongoing	X	X	
	Vietnam	X	X	Closed	Ongoing	X	X	X
Europe and Central Asia	Romania	X		Closed	Closed	X	X	
	Uzbekistan	X		Closed	Closed	X	X	X
Latin America and the Caribbean	Costa Rica	X		Closed	Ongoing	X	X	X
	Guatemala and Honduras		X	Closed	N/A	X	X	
	Dominican Republic		X	N/A	Ongoing	X	X	
Middle Eastern and North Africa	Jordan		X	Ongoing		X	X	
South Asia	Bangladesh		X	Ongoing		X		
	India		X	N/A	Ongoing	X	X	
	Nepal	X		Closed	Ongoing	X	X	
	Pakistan		X	Ongoing		X		

Infrastructure activity, three reports that aim to enhance the understanding of how urban infrastructure development can trigger broader economic growth and support local economic development, were published. Additionally, the Vibrant Cities report, an urban economic and spatial diagnostic study was completed. The report utilizes global economic research and analysis to generate innovative insights on the factors that contribute to the vibrancy of cities, with particular emphasis on Amman, Cairo, and Casablanca. A detailed status update on each global and regional activity is presented in Appendix C.

Risks and Mitigation Efforts

Political changes and elections have affected SURGE-supported activities in some countries. In Honduras, the urban project earmarked for SURGE support was canceled due to shifts in government priorities. Despite challenges, the World Bank remains committed and plans to leverage insights from analytical work to advance dialogue. In Angola, the replacement of the Secretary of State for Housing and Urbanism in May 2023 led to delays in Phase 2 technical assistance for the housing sector. To expedite engagement, the country management unit contacted the Minister of Public Works, Housing, and Urbanism, relaunching the effort in August 2023. Consequently, the timeline for Phase 2 delivery is now compressed. Similarly, the Surat engagement faced delays due to changes in Surat Municipal Corporation leadership and state general assembly elections, resulting in a three-month hiatus. The updating of the Tapi River Redevelopment Project Master Plan, a key Phase I activity, will commence at the start of FY24, facilitated by a consultant already familiar with TRRP, thus saving time.

Data collection posed a risk for the development of certain SURGE-supported activities. In Lagos, accessing crucial data from some Lagos State Government agencies proved challenging. However, the formation of a taskforce dedicated to policy and investment coordination across sectors improved the data collection process. In the Philippines, the cities of Bacolod and Baguio faced delays in gathering required documents for housing finance and project assessments, sourced from various departments and organizations within their cities. Additionally, the SURGE team could not fulfill Iloilo city's request to review waste-to-energy facilities proposals due to the city legal office's reluctance to share them externally.

Coordination issues among stakeholders caused delays in some SURGE-supported activities. In the Dominican Republic, workshops were delayed due to the highly participatory process of developing the law's

regulatory framework, requiring agreement and availability from multiple institutional actors in a multilevel decision-making process. The consultancy firm leading the process ensured high participation levels and counterpart commitment to agreed deadlines. Similarly, the Vietnam engagement faced potential delays in developing analytical tools due to extensive consultations with multiple stakeholders. To address this risk, the World Bank established regular communication mechanisms with key stakeholders to provide updates on progress and expected timelines.

Results Monitoring

Within the SURGE Results Framework, the results achieved by the UA&TA program are measured through SURGE's pillar 2 results indicators, as well as through overarching SURGE program indicators. The UA&TA program is progressing well and is on track to achieve its targets, with many of them already accomplished. Appendix D of this Annual Report offers a numerical status update of results achieved by this program as part of the SURGE Umbrella Program.

Next Steps

In FY24, the UA&TA program will conclude the implementation of its fifteen city engagements. Of the original nine engagements, the five with ongoing activities will complete the execution of their second phase by disseminating analytical outputs and implementing capacity-building activities. Among the six additional engagements, activities in Bangladesh, India, and Jordan will commence in early FY24 and are expected to conclude by the year's end. The remaining three engagements will focus on disseminating the developed analytical work. Regarding global activities, the emphasis will be on disseminating the findings of the Vibrant Cities and Mobilizing Finance Development deep-dive studies. As the UA&TA program approaches its conclusion, the first external mid-term review of the SURGE Umbrella program, scheduled for FY24, will assess the program's performance and outcomes. These results will guide SECO's decision on supporting further activities through a new funding window and inform the scope of a potential new contribution.

3.2 City Planning Labs

Photo: John O. Nolan, Unsplash

Chapter 3: Global Programs Under the SURGE Umbrella

OBJECTIVES

To support the strengthening of data ecosystems for evidence-driven decision-making for urban management and investments that contribute to the creation of livable, inclusive, and resilient cities. The grant will support the preparatory activities for the implementation of Global City Planning Labs (CPL).

COMPONENTS

1. Component 1: Assessments, analytics, and plans for establishing data ecosystems in cities
2. Component 2: Systemic support to the implementation of Municipal Spatial Data Infrastructure (MSDI) opportunities and actions
3. Component 3: Incremental innovation and R&D
4. Component 4: Knowledge sharing and dissemination

SURGE RESULTS AREAS



PILLAR 2

Territorial and Spatial Development

AMOUNT

US\$ 5.26 million

IMPLEMENTATION PERIOD

December 2022–December 2026

Overall Context

As part of the multidonor Anchor Trust Fund, SURGE is supporting the Global City Planning Labs (CPL) program that aims to enable cities and regions in developing countries to drive sustainable and inclusive economic development. It will work with cities to support the strengthening of data foundations for evidence-driven decision-making for more efficient urban management and investments. In partnership with SECO , CPL Global builds on the three successful city pilots in Indonesia, testing of the approaches independently by teams beyond Indonesia, and further develops and scales the CPL approach and series of tools to serve cities worldwide. The program consists of four components that map to the building of partnerships with municipalities.

The overall budget for this global program is US\$5.26 million. Through the end of FY23, close to US\$2.16 million was allocated and approved across the program’s components, of which US\$0.19 million, 9 percent, was disbursed and committed (see financial overview in Table 7). Given that the country activities under the program started implementation in late FY23, SURGE expects the disbursement and commitments to grow exponentially in FY24.

TABLE 7: FY23 FINANCIAL OVERVIEW OF THE GLOBAL CPL PROGRAM

(IN M USD)	OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED + COMMITTED	
				(m USD)	% of allocation
Component 1 - Assessments, analytics and plans for establishing data ecosystems in cities	1.01	1.85	1.85	0.10	5%
Component 2 - Systemic support to the implementation of MSDI opportunities and actions	1.52				
Component 3 - Incremental innovation and R&D	1.22	0.10	0.10	0.04	36%
Component 4 - Knowledge sharing and dissemination	1.19	0.05	0.05	0.04	71%
PMA	0.32	0.16	0.16	0.02	9%
TOTAL	5.26	2.16	2.16	0.19	9%

Achievements

Following a soft launch of CPL in May 2022, the program finalized city selection criteria, initiated the mapping of synergies with SURGE programs, and worked on the transformation of CPL offerings from a regional to global scope. This process helped establish strategic decisions on city selection and approaches for maximizing global impact.

A formal dissemination event took place in December 2022, attracting over 50 participants from the World Bank teams worldwide. Within two weeks, 12 teams submitted Expressions of Interest (some requesting support for multiple cities withing countries), and additional team leads reached out i for information on future rounds. The responses highlighted a wide variety of locations and challenges.

After reviewing the submissions against the selection criteria and following one-on-one meetings to engage with each project team, the country teams revised their proposals to accommodate CPL core team advice, accompanied by a process of client engagement to ensure a demand-driven approach and alignment with country and city strategies supported by the World Bank. Each country team was also asked to take their proposal through a process of country management and Global Practice Manager approval to ensure that the planned activities complement the country portfolio and would reinforce existing projects and plans. They followed this with a technical peer review process to ensure technical quality, bringing to bear the wider World Bank network of urban specialists and their recommendations on adding value through links to other ongoing activities and lessons learned from global experience. This process was completed with all six processing grant fund requests to SURGE, so that all teams could start work on their activities with CPL core team support, in line with CPL Components 1 and 2 and contributing directly to the achievement of CPL/SURGE program indicators. Implementation started at the end of FY23 and the beginning of FY24, so it is too early to measure results of the country activities under this reporting period, which will be included in next year’s Annual Report. In addition, a seventh country, Ukraine, requested support. Given the unique context of Ukraine, there was a need to further refine the proposal prior to clearance, which was subsequently done and will be reported upon in the next reporting cycle.

The supported activities led by each regional team are presented in Table 8. The summary is based on the funding proposals shared by the regional teams, against with the teams have received funding within the reporting period.

TABLE 8: COMMITTED CPL ACTIVITIES

LOCATION	PROGRAM TITLE AND OBJECTIVES	KEY ACTIVITIES
INDIA, city of Pune (US\$300,000) 12 months	URBAN DATA MANAGEMENT FOR A GREEN, INCLUSIVE AND RESILIENT PUNE The proposed activity aims to strengthen Pune’s current use of data for decision-making by addressing the gaps across three areas: Coordination—streamlining and updating of data from stakeholder agencies; Correlation —ground-truthing and developing data set overlays; Citizen-centric service delivery—use of advanced data analytics to inform decision-making for service delivery. Partnering with Pune Municipal Corporation, requested by the Information Technology Department. In the medium term following this grant, the India team and City of Pune are interested in piloting a capital investment tool with CPL Global.	1. Regulatory frameworks for data access, sharing, and enhanced coordination across stakeholder departments 2. Just-in-time analytics 3. Exploring value-added features such as integrating cadaster maps for taxation, scenario modeling for master planning and policy decisions, and climate smart capital investment planning 4. Municipal Spatial Data Infrastructure (MSDI) roadmap, capacity building, knowledge capture and dissemination
JORDAN, Amman (US\$300,000) 12 months	AMMAN SMART CITY PLATFORM The activity aims to support the Greater Amman Municipality (GAM) in enabling a data-driven approach to urban planning and service delivery, through the World Bank’s City Planning Labs. This will be done through the MSDI. The activity was requested by GAM and is linked to both an ongoing project and analytical work: Jordan Sustainable Cities (P177803) and Smart and Inclusive Urban Mobility (P176451).	1. Comprehensive assessment identifying key gaps across key areas such as data governance; data systems and platforms; and institutions and capacity. 2. Roadmap identifying immediate and long-term key actions, and detailed analysis or pre-feasibility study for selected smart infrastructure components. 3. Spatial layers critical for the SIUM operation and for improving urban-transport planning. 4. Training, workshops and global exchange conducted to build implementation capacity and knowledge exchange.
KENYA, one of Kisumu, Kiambu, Kilifi, Wote cities (US\$400,000) 24 months	STRENGTHENING MUNICIPAL CAPACITY FOR GEOSPATIAL DATA DRIVEN PLANNING AND URBAN MANAGEMENT IN KENYA This activity seeks to build the capacity of selected secondary cities participating in the Kenya Urban Support Program (KUSP2) to develop and use geospatial data to inform urban planning and management.It was requested by State Department of Housing and Urban Development and proposed Municipalities. Final city selection will be determined with the government of Kenya.	1. Assessing Cities’ Capacity for Municipal Spatial Data Infrastructure; 2. Piloting of MSDI in one selected City; 3. City/Municipal Technical Support and Capacity Building for MSDI

LOCATION	PROGRAM TITLE AND OBJECTIVES	KEY ACTIVITIES
NEPAL, Itahari Sub Metropolitan City (US\$175,000) 12 months	DEEPENING DATA- DRIVEN URBAN MANAGEMENT AND LAND USE PLANNING Requested by the Ministry of Urban Development, Sub-Metropolitan City of Itahari, linked to the Nepal Urban Governance and Infrastructure Project (NUGIP). The activity aims to support cities to create a robust spatial data ecosystem and baseline data focusing on MSDI that can be managed by planners to effectively use the spatial and baseline data for land use and urban planning and management. This will include enabling the cities to coordinate with the relevant line ministries, with hands-on training to use the data for informed periodic and annual planning and budgeting processes. A training manual and learning/knowledge product will be developed as an outcome of the intervention, which can be replicated and scaled-up in other cities across Nepal, including NUGIP municipalities.	1. Support for Integrated Municipal Spatial Data Infrastructure and Baseline Data System; 2. Capacity support to use spatial data for land use and urban planning and management; 3. Training and Dissemination workshops and Development of Training Manuals; 4. Enhancing citizen engagement in city planning and budgeting.
UZBEKISTAN, Greater Namangan (US\$300,000) 12 months	SUPPORTING DEVELOPMENT OF MSDI IN GREATER NAMANGAN TO IMPROVE URBAN SERVICES DELIVERY, LAND USE MANAGEMENT AND LAND PRIVATIZATION PRACTICES To support the Ministry of Economy and Finance and Namangan Municipality. Linked to the Medium-Size Cities Integrated Urban Development Project, which enhances livability in targeted medium-sized cities, such as Namangan, improving urban infrastructure, public spaces, and access to services. Uzbekistan has been making progress toward creating a spatial data ecosystem. A law on spatial data was passed recently and land privatization has begun.	1. Development or expansion of existing city strategies and/or plans for evidence-based urban planning; 2. Analysis of regulatory environment, institutional and policy mapping; 3. Development of baseline assessments to identify gaps and opportunities; 4. Development of roadmaps to promote a data ecosystem
VIETNAM, Da Nang (US\$275,000) 12 months	DA NANG DIGITAL TRANSFORMATION The activity aims to accelerate the city’s digital transformation by evaluating and strengthening institutional data governance, as well as co-creating digital applications with departments in priority sectors. It has a sectoral focus on resilient urban management and includes public asset management, construction/ flood risk management, and possibly environmental management. To identify existing data assets the city currently has, how the data is being collected, updated, and shared, what are the existing legal provisions and infrastructure for data collection and sharing, and suggest how data assets could be used to create digital applications for the city. Requested by the Department of Information and Communication Da Nang City People’s Committee. Linked to Da Nang-World Bank Group five working groups. The proposed activities will be cross-fertilized with the on-going Disruptive Technologies for Public Asset	1. Data governance assessment 2. Strategic Visioning and Stakeholder Alignment; 3. Data application development; 4. Knowledge exchange

Following the selection process, the CPL core team broadly mapped partner city capacity needs to the four Municipal Spatial Data Infrastructure pillars—Institutions, People, Data, and Systems—as applicable, and to the four components below. Multiple activities are under way at this point, as follows:

**COMPONENT 1: ASSESSMENTS, ANALYTICS, AND PLANS FOR ESTABLISHING DATA ECOSYSTEMS IN CITIES; and
COMPONENT 2: SYSTEMIC SUPPORT TO THE IMPLEMENTATION OF MSDI OPPORTUNITIES AND ACTIONS**

The work under the initial six grants is being taken forward primarily under these two components, with most activities beginning with assessments based on Municipal Spatial Data Infrastructure (MSDI). A seventh country (Ukraine) will join the cohort by October 2024. As part of the component, specific training and workshops focusing on the use of CPL tools are being developed along with the design of a program of technical support to cities through an implementing partner. The CPL Global core team has engaged closely with all regional teams to orient them in CPL’s data ecosystem approaches and shared materials as relevant.

COMPONENT 3: INCREMENTAL INNOVATION AND R&D

The team has begun exploring how to further develop existing tools, making them more user-friendly and better able to stand alone and be pre-filled with city-level data so that city staff can see how different scenarios would play out. Consultations with other teams that have developed tools or identified needs are also ongoing, to be followed up with sharing sessions to

refine existing tools and develop new ones. Based on discussions with regional World Bank teams, and in discussion with the CPL Global Urban Unit management, CPL Global team has been encouraged by the interest in the development of a “spatially informed capital investment tool,” which will allow spatial plans to be linked with investment prioritization with a medium-term horizon for investments. As planned, this will build on previous pilots in Indonesia. The City of Pune has already expressed interest in the piloting of such a tool and similar interest was also noted from Vietnam.

COMPONENT 4: KNOWLEDGE SHARING AND DISSEMINATION

The team is exploring the possibility of creating a one-stop-shop learning resource under the World Bank Online Learning Courses for World Bank and external users including a hybrid (online plus in-person) MSDI training course to increase awareness of CPL approaches, facilitate knowledge sharing and dissemination, and engage with clients globally. The course will be accessible to World Bank task team leaders, city administrators, and urban practitioners. While the first months of 2023 focused very much on developing city proposals directly with country teams, a series of knowledge-sharing events are being planned, including a hybrid knowledge exchange event on the urban planning tools. Global Practice management has suggested a regional event that brings clients together in-person for peer-to-peer learning in 2024 once the country programs are well established.

Risks and Mitigation Efforts

The initial plan for CPL Global was to start with 2 or 3 countries but based on the demand during the first call for proposals, a decision was made in discussion with SECO to initiate the program in all cities. This is speeding up the implementation pace, which has required certain adjustments.

The implementation of the program through multiple country teams aims to reinforce the scale out and its sustainability, however any delays in city engagement or local implementation will therefore affect the delivery of CPL results. While the short length (12 months) of all except one country program mitigates this risk, extensions will be available if required. In all cases, however, the CPL team will manage this risk by staying in close contact with teams to ensure timely delivery and to make any adjustments needed along the way. The capacities of clients in different regions may differ, which will also provide important lessons.



Results Monitoring

To measure progress toward achieving the targeted results, several results indicators are being tracked. As explained in chapter 2 of this report, an updated agreement was reached about which SURGE performance indicators will be used to monitor CPL program results. Given the program's focus, the SURGE indicators from Pillar 2 (Territorial and Spatial Development) are best suited to monitor CPL program progress, alongside the overarching SURGE program indicators. The Program is on track and progress will be reported in FY 24.

Next Steps

The start of implementation in six cities in July 2023 is a key milestone, with results anticipated once city-level activities have been completed. The planned knowledge exchange event in 2024 is also a significant milestone. The training in urban planning tools to be initiated by early 2024 is another key milestone. Additional milestones will be documented once technical reporting is initiated via regional teams later in 2023.





Chapter 4: Regional Programs

4.1. ECA Cities and Climate Change Program

Photo: Levon Vardanyan, Unsplash

Chapter 4: Regional Programs

Through its multidonor Anchor Trust Fund, SURGE is financing one regional program in the Europe and Central Asia (ECA) region. The ECA Cities and Climate Change Program started implementation in March 2023. It is aligned with the SURGE Pillar 3 (Sustainable and Climate Smart Cities). This chapter presents the results achieved by this program in fiscal year 2023.

OBJECTIVES

To support the development of high-impact projects to address climate change mitigation and adaptation challenges in cities across the Europe and Central Asia region.

COMPONENTS

1. Providing assistance to client countries in preparing and implementing urban climate mitigation and adaptation investments (US\$4.29 million).
2. Supporting knowledge exchange and generation to inform lending operations on urban climate mitigation and adaptation (US\$0.75 million).

SURGE RESULTS AREAS



PILLAR 3
Sustainable & Climate Smart Cities

AMOUNT

5 million euros (US\$5.36 million)

IMPLEMENTATION PERIOD

March 2023 – February 2027

Overall context

Cities in the ECA region are becoming hazard hotspots. Temperatures have surged by over 2°C in the past 50 years and cities have already experienced and anticipate a further rise in the intensity and frequency of extreme heat, storms, and flood events. To address these challenges, the ECA Cities and Climate Change Program (ECA C&CC Program), developed and implemented in partnership with Austria’s Ministry of Finance, provides technical assistance and capacity building to support countries in their efforts to prepare bankable projects and facilitate their successful implementation. The program started in March 2023 and has since initiated implementation across its two components. Component 1 focuses on providing countries with technical assistance to prepare and implement urban climate mitigation and adaptation investments. Component 2 supports knowledge exchange and generation to inform lending operations on urban climate mitigation and adaptation. The program contributes to outputs and outcomes of Pillar 3 under the SURGE Results Framework (Sustainable and Climate Smart Cities).

The overall budget is US\$5.36 million. Through the end of FY23, about US\$2.70 million was allocated and approved across the program’s components, of which US\$0.34 million, 13 percent, was disbursed and committed (Table 9). Given that the program started implementation in March 2023, after only a few months of preparation, the high allocation and approval rates illustrate a fast-paced program initiation phase.

TABLE 9: FINANCIAL OVERVIEW OF THE ECA C&CC PROGRAM

(IN M USD)	OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED + COMMITTED	
				(m USD)	% of allocation
Component 1 – Technical assistance to support client countries in preparing and implementing urban climate mitigation and adaptation investments	4.29	2.30	2.28*	0.18	8%
Component 2 – Knowledge exchange and generation to inform operational work on urban climate mitigation an adaptation	0.75	0.25	0.25	0.15	59%
Project management and administration	0.32	0.15	0.15	0.01	8%
TOTAL	5.36	2.70	2.68	0.34	13%

*Including pending Ukraine & BiH activities

COMPONENT 1: COUNTRY-LEVEL ACTIVITIES

Through its first component, the program aims to support countries and cities in translating urban climate change mitigation and adaptation objectives into prioritized and no-regret investments at the city level. To achieve this objective, the program provides technical assistance for project preparation, which includes supporting the formulation of targeted investments and pre-feasibility studies, as well as for project implementation by addressing specific capacity limitations. In February 2023, the program selected an initial cohort of eight countries through a call for proposals. The selected countries include Albania, Armenia, Bosnia & Herzegovina, Kazakhstan, Tajikistan, Türkiye, Ukraine, and Uzbekistan. All these countries are currently working on new or existing World Bank lending projects aimed at tackling climate change challenges at the city level. A total budget of US\$2.3 million has been allocated through the ECA C&CC program to these country programs, which will in turn inform lending projects of about US\$ 800 million, of which US\$760 million is financed by the World Bank. As the program started in FY23, the results will be reported in the next fiscal year. Table 10 lists the committed program activities and their associated projects.

TABLE 10: COMMITTED ECA C&CC PROGRAM ACTIVITIES AND THEIR ASSOCIATED PROJECTS

COUNTRY	LENDING PROJECT	ECA C&CC PROGRAM ACTIVITY	BRIEF DESCRIPTION OF THE ECA C&CC ACTIVITY	TOTAL PROJECT AMOUNT (US\$)	PROPOSED GRANT AMOUNT (US\$)
Tajikistan	Dushanbe Sustainable Urban Development Project	Green and Resilient Dushanbe	The grant will integrate climate mitigation and adaptation considerations into the Project’s technical design on solid waste management (SWM). It will also undertake analytics to lead to low-carbon and climate resilient investments in other urban sectors of Dushanbe.	40 million (WB financing)	USD 250,000
	STATUS: Under preparation				
Uzbekistan	Medium-Sized Cities Integrated Urban Development Project (MSCI-UDP)	Support for climate informed implementation of the MSCI-UDP and the preparation of an integrated Solid Waste Management program for Kashkadarya and Surkhandarya regions	The grant will support the ongoing Project in two activities: (i) mainstreaming climate change considerations into local/municipal development plans; and (ii) preparing a new lending project (of about US\$ 220 million) to pilot integrated SWM solutions in Kashkadarya and Surkhandarya regions.	120 million (\$100m WB financing)	USD 300,000
	STATUS: Ongoing				

COUNTRY	LENDING PROJECT	ECA C&CC PROGRAM ACTIVITY	BRIEF DESCRIPTION OF THE ECA C&CC ACTIVITY	TOTAL PROJECT AMOUNT (US\$)	PROPOSED GRANT AMOUNT (US\$)
Kazakhstan	Agglomeration Centers Economic Development (ACED) Project	Promoting Green Development in Kazakhstan's Regions and Cities	The activity aims to inform and support the design of the ACED project by conducting a diagnostic for green and resilient regional development, integrating climate and disaster-related considerations, and increasing awareness and capacity of all three levels of government, on the issue of climate change and mainstreaming green and resilient infrastructure.	N/A	USD 250,000
	STATUS: Dropped ⁸				
Türkiye	Green and Future Cities Project	Low-carbon and resilient development for Turkish cities	The activity support will enable the municipal governments to prepare or enhance their integrated climate action plans, including investment plans, for transition to a carbon neutral development pathway.	434 million (WB financing)	USD 300,000
	STATUS: Under preparation				
Armenia	Tourism and Regional Infrastructure Improvement Project	Enabling Climate-Smart Regional and Local Infrastructure Development	The grant aims to complement and strengthen the climate resilience of the construction and rehabilitation works to be undertaken through the project. It will support the identification and prioritization of green and climate smart investments. It will also build government authorities' knowledge and capacities to apply climate considerations in the selection, design, and implementation of future infrastructure investments.	100 million (US\$80 million WB financing)	USD 325,000
	STATUS: Under preparation				
Albania	Project for Integrated Urban and Tourism Development and its Additional Financing	Climate-smart and resilient urban development in the South of Albania	The grant will focus on providing guidance on how to integrate climate change mitigation and adaptation considerations into the technical designs for urban upgrading in three newly added municipalities. It will also support the strengthening of capacities of local and national-level stakeholders with regard to climate smart urban upgrading and resilience.	106 million (WB financing)	USD 250,000
	STATUS: Ongoing				

⁸ During FY23, this project was in pipeline. However, the project was dropped in early FY24. After the project was dropped, this activity – aiming to support the Government of Kazakhstan in promoting low carbon and resilient development of its regions and cities, and to introduce and mainstream green and resilient infrastructure - was linked to the Regional and Agglomerations Development ASA. This change will be reflected in the next annual report.

COUNTRY	LENDING PROJECT	ECA C&CC PROGRAM ACTIVITY	BRIEF DESCRIPTION OF THE ECA C&CC ACTIVITY	TOTAL PROJECT AMOUNT (US\$)	PROPOSED GRANT AMOUNT (US\$)
Bosnia and Herzegovina	Bosnia Solid Waste Management Project	Building a low carbon, resilient solid waste management system	This activity will support the preparation of the associated Project, by understanding the behaviors and motivations of relevant stakeholders to identify opportunities for creating improved waste management systems. This would entail analyzing current stakeholders’ behaviors, focusing primarily on households, that are preventing a more resilient, and sustainable system, as well as understanding how to implement behavior change recommendations.	Not assigned budget yet	USD 200,000
	STATUS: Under preparation				
Ukraine	Low Carbon and Climate Resilient Reconstruction	Ukraine climate smart housing & urban recovery support ⁹	This activity intends to support the Ukrainian government on the creation of a housing and urban recovery strategy for both short- and long-term goals. It will particularly focus on the development of low carbon and climate resilient reconstruction investment plans, and the identification of their implementation challenges. Additionally, it will assist the national government in building capacity and offering guidance to local governments for aligning their reconstruction and recovery investments with climate change priorities. This grant will be associated with the proposed programmatic ASA for housing and urban recovery.	N/A	USD 400,000
	STATUS: Under discussion				
TOTAL				~ US\$ 800m (US\$ 760m WB financing)	USD 2,275,000

⁹ Due to the uncertain country context, this activity may require adjustments to planned activities.

COMPONENT 2: KNOWLEDGE SHARING

The objective of the second component is to provide both targeted knowledge exchange and knowledge generation to support country governments and inform lending operations related to urban climate mitigation and adaptation, based on practical experiences and best practices from cities that are pioneers in their fields. To facilitate knowledge exchange, this component will connect counterpart countries with experts from various Austrian cities, universities, and companies to share best practices in urban climate change solutions. To generate knowledge, the program will focus on selected challenges, deepening understanding and fostering innovative global and regional solutions. These activities are developed at a regional level.

During fiscal year 2023, the program executed two activities under this component. In May 2023, the inaugural Technical Deep Dive (TDD) and Program Launch Event took place in Vienna. The objective was to launch the ECA C&CC program and to disseminate innovative solutions to crucial urban climate change challenges, leveraging insights from Austria’s expertise. The event involved a four-day program of presentations, discussions, and site visits led by the Austrian national government, the City of Vienna, other Austrian cities, and the private sector. The agenda included topics related to low carbon and climate resilient urban planning, urban regeneration and the built environment, energy efficiency, and municipal waste management. A total of 34 officials from Albania, Bosnia & Herzegovina, Kazakhstan, Tajikistan, Türkiye, and Uzbekistan participated in this event. As a follow-up activity and as part of the 75-year Partnership Event between the World Bank and the government of Austria, a further knowledge exchange was organized with all country delegations connected virtually. The eight country delegations benefiting from support under component one participated in this event.

Risks and Mitigation Efforts

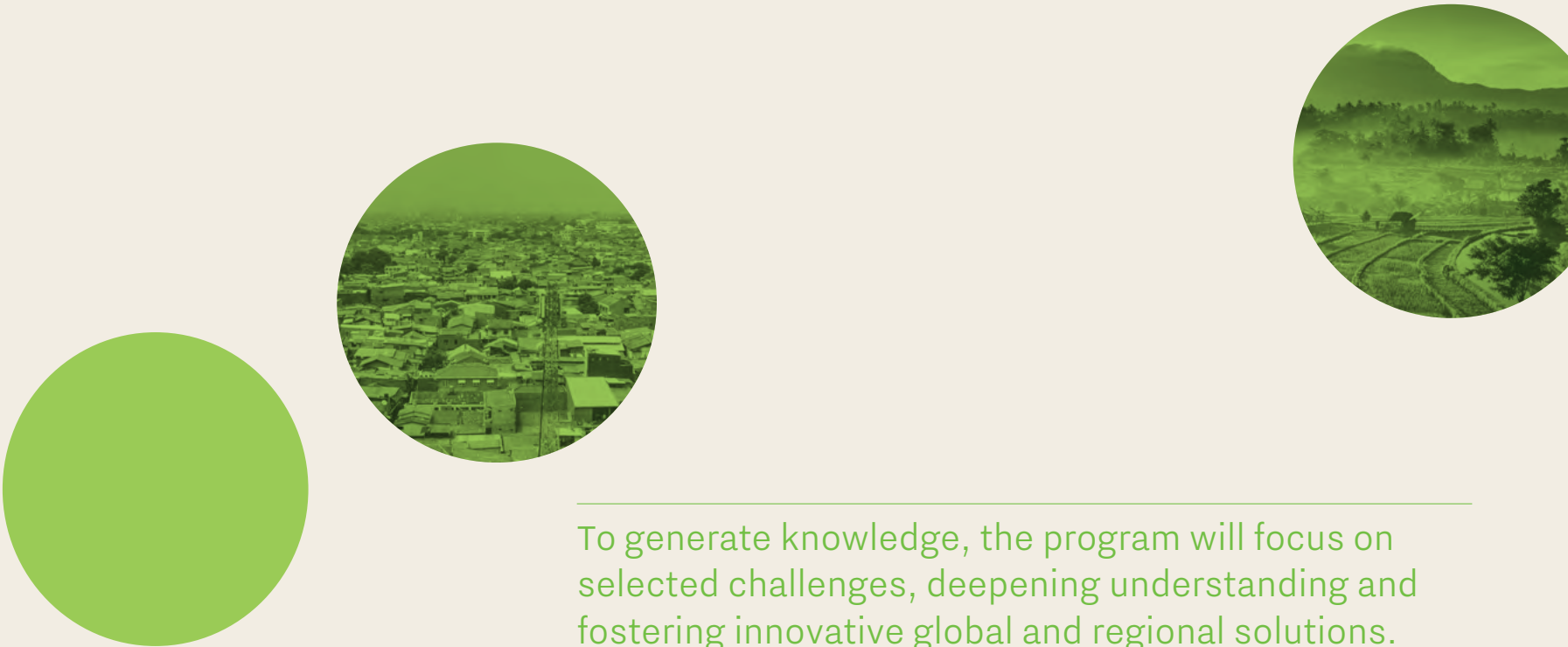
In FY23, the program has not encountered significant risks. Risks remain, however, in particular changing country contexts that may require some updates to the work program of the approved country-level grants. This is particularly evident for Ukraine, which may necessitate readjustment of planned activities. The principal mitigation measure is the continued close monitoring of progress and support to the World Bank teams implementing country-level activities.

Results Monitoring

To measure progress toward achieving the targeted results, several results indicators are being tracked. As explained in chapter 2 of this report, an updated agreement was reached about which SURGE performance indicators will be used to monitor ECA C&CC program results. Given the program’s focus, the SURGE indicators from Pillar 3 (Sustainable and Climate Smart Cities) are best suited to monitor ECA C&CC program progress, alongside the overarching SURGE program indicators. See Appendix E for a numerical status update of results achieved by ECA C&CC as of June 2023, as part of the SURGE Umbrella Program.

Next Steps

During FY24, the program will continue implementing the eight country engagements from the initial cohort. Furthermore, a second call for proposals will be initiated during the second half of CY23. Additionally, a second TDD event, in the form of a reverse mission (a technical deep dive in a selected country, likely Uzbekistan) is scheduled for CY24.



To generate knowledge, the program will focus on selected challenges, deepening understanding and fostering innovative global and regional solutions.



Chapter 5: Associated Country Programs

The SURGE Umbrella Program supports associated country trust funds in five countries, Bolivia, Indonesia, Peru, Serbia, and South Africa. Programs in Bolivia, Peru, Serbia, and South Africa started implementation in 2020 and the program in Indonesia started in 2022. Overall, the six programs are contributing to four of the five SURGE pillars: Pillar 1 (City Management, Governance and Financing), Pillar 2 (Territorial and Spatial Development), Pillar 3 (Sustainable and Climate Smart Cities), and Pillar 5 (Urban and Regional Resilience).

This chapter presents the results achieved by these programs in fiscal year 2023. The programs in Bolivia, Peru, Serbia, and South Africa have made considerable progress, fulfilling almost all their targets, and will continue implementation in FY24. The program in Indonesia, however, only conducted preparational activities, with execution planned to start in FY24 (see Box 2).

BOX 2

Indonesia Sustainable Urbanization Phase II (IDSUN-II) MDFT

AMOUNT: US\$ 9.03 million **IMPLEMENTATION PERIOD:** November 2022–December 2027

The Indonesia Sustainable Urbanization Phase II (IDSUN-II) MDFT was established—as an Associated Country Trust Fund Program under the SURGE Umbrella Program—following successful implementation of the Indonesia Sustainable Urbanization Phase I (IDSUN-I). In partnership with SECO and leveraging the best practices from IDSUN-I, IDSUN-II aims to support a set of strategic activities that will enhance the capacity of Indonesian cities to make evidence-based decisions, adopt multisectoral approaches, and identify appropriate financing solutions for sustainable and resilient investments to tackle most pressing urban issues and challenges. After some initial delay, activity preparations started at the end of FY23, and implementation is expected to begin early in FY24. Therefore, this SURGE FY23 Annual Report does not include reporting on IDSUN-II progress and results. FY23 disbursements and commitments amounted to US\$23k – all related to preparational tasks as part of Program Management and Administration (PMA).

To maximize the impact of its interventions in selected geographies, which will include the cities of Balikpapan, Banjarmasin, Manado, and Semarang, IDSUN-II will apply a multidimensional approach to address urban challenges, covering the most relevant cross-cutting and sectoral aspects, including city planning and investments, water, transport, disaster resilience, and financial solutions. The benefit of such integration has been proven in one of the participating cities during the implementation of IDSUN-I, Semarang, the Capital City of Central Java Province. In Semarang, IDSUN-I provided support on strategic planning and the design of sectoral

strategic masterplan development. By combining these cross-cutting activities with sectoral interventions, the city was able to access additional resources for strategic public investments. This included investments in transport and disaster management. The success of this integrated approach in Semarang demonstrates the effectiveness of IDSUN in transforming analytical work into concrete urban development and resilience investments.

Currently, the World Bank has two ongoing lending operations and at least three more operations in the pipeline amounting to public investments of more than US\$1.8 billion that are expected to be informed through IDSUN 2 technical inputs and activities. This is, however, a conservative estimate of the World Bank–SECO partnership's influence, as the design improvements and adoption of global best practices will likely extend to government investments that are not financed by World Bank loans.

To continue its contribution and impact to realize Indonesia's sustainable urban development, IDSUN-II focuses on four out of the five SURGE Pillars (1, 2, 3, and 5) and covers six key components, which include the following:

1. Integrated planning and investments for sustainable and resilient cities
2. Financial solutions
3. Disaster risk management
4. Water supply and sanitation
5. Urban transport
6. Knowledge exchange and just-in-time knowledge products

5.1. Bolivia Urban Resilience Technical Assistance Program

Photo: Steve Allen, Envato

Chapter 5: Associated Country Programs

OBJECTIVES

To improve technical and financial capacity in Bolivian cities to plan and invest in resilient and sustainable urban development.

COMPONENTS

1. Improving capacities for implementing resilient infrastructure, public space, and urban mobility in Bolivian cities
2. Mobilization and diversification of financing for urban resilience
3. Strengthening the capacity of the government to apply tools and mechanisms for urban resilience

SURGE RESULTS AREAS



PILLAR 1
City Management, Governance,
and Financing



PILLAR 3
Sustainable & Climate Smart Cities



PILLAR 5
Urban & Regional Resilience

AMOUNT

US\$4.38 million

IMPLEMENTATION PERIOD

December 2020–January 2025

Overall context

Bolivia’s rapid urbanization, while representing an opportunity to increase economic development, has brought many policy challenges associated with urban sprawl, service provision, pollution, and exposure to natural hazards. Frequent disasters negatively affect the living conditions of people in Bolivia’s cities and often hit the poor the hardest. To reduce the vulnerability to natural hazards and improve living conditions, the Bolivia Urban Resilience Program aims to strengthen the municipal institutional and financial capacity and the national policy environment for resilient urban development. At results level, the program is aiming to contribute to outputs and outcomes of SURGE Pillar 1 (City Management, Governance, and Financing), Pillar 3 (Sustainable and Climate Smart Cities), and Pillar 5 (Urban and Regional Resilience).

The overall budget for this trust fund is US\$4.54 million¹⁰. Through the end of FY23, US\$3.76 million was allocated and approved across the program’s three components, of which US\$3.44 million, 91 percent of the allocations, was disbursed and committed (see financial overview in Table 11). Looking at FY23 alone, allocations and approvals amounted to US\$0.79 million, and disbursements plus commitments to US\$1.43 million. This chapter offers an overview of the program’s activities as of June 2023, and the results achieved.

TABLE 11: FINANCIAL OVERVIEW OF THE BOLIVIA TF PROGRAM

(IN M USD)	OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED + COMMITTED	
				(m USD)	% of allocation
Component 1 – Improving capacities for implementing resilient infrastructure, public space, and urban mobility	2.21	1.87	1.87	1.79	96%
Component 2 – Mobilization and diversification of financing for urban resilience	1.1	0.88	0.88	0.84	95%
Component 3 – Strengthening the capacity of the government of Bolivia on urban resilience	0.95	0.79	0.79	0.67	85%
Project management and administration	0.27	0.22	0.22	0.14	61%
TOTAL	4.54	3.76	3.76	3.44	91%

¹⁰ This includes generated investment income. If the investment income decreases due to financial market fluctuations, the overall budget will also decrease.

Resilient Infrastructure, Public Space, and Urban Mobility in Bolivian Cities

The first component seeks to improve capacities for implementing resilient infrastructure, public space, and urban mobility in Santa Cruz de la Sierra (SCS) and La Paz (LP). During FY23, the program supported the following activities: (a) support to strengthening the regulatory framework for Disaster Risk Management (DRM) in SCS; (b) support to the conceptualization and development of tools for DRM such as early warning systems in SCS; (c) the development of tactical urbanism interventions and a long-term strategy using participatory planning methods to revitalize SCS’s city center; (d) the creation of risk maps in LP; and (e) support to review LP’s Neighborhood Upgrading program and citizen engagement manuals. These activities were part of the approved annual plan.

Santa Cruz

To support SCS to plan and build effective institutional DRM systems, technical reviews were completed and provided recommendations to the Draft Municipal Law of a Local System for Risk Reduction, Emergency Response and Climate Adaptation (SIMPATEDAC), which was prepared by the Municipal Secretariat for Public Safety and was approved by the Autonomous Municipal Government of Santa Cruz de la Sierra (GAMSCS). This technical review provided a solid legal foundation to establish and operationalize the SIMPATEDAC and incorporate risk management and climate adaptation best practices. The technical assistance successfully engaged key stakeholders through several workshops with key actors including Public Works, Public Safety, and Municipal Secretariat for Environmental Management to help them understand the scope of SIMPATEDAC and strengthen institutional coordination to operationalize this new law. Moreover, the guidelines for developing the DRM Master Plan integrating inputs from stakeholders and aligning them with the structure of the SIMPATEDAC, were updated. The guidelines for the DRM Master Plan also served as a key input to inform the scope of activities under the Bolivia Urban Resilience Project (P165861), which may include supporting the preparation of the DRM Master Plan for the city and designing an institutional structure and coordination mechanisms for risk identification, risk reduction, and emergency preparedness response.

Additionally, to strengthen SCS capacity to understand and manage flood risks, an inception report including needs assessment, diagnostics on early warning system (EWS) investment options, and preliminary flood risk maps was completed and served the municipality to improve its understanding of their flood risks. This report was instrumental in the decision of maintaining the EWS activities under the Bolivia Urban Resilience Project (P165861).

The technical assistance on the tactical urbanism in SCS to jump start the revitalization of the City Center is under implementation and the conceptual designs for the five interventions are finalized. In parallel, the design of a Comprehensive Strategy for the Transformation of the City Center is under way. The strategy will include a series of proposed interventions for which the municipality will consider prioritizing some to be implemented in the short-term. These outputs are meant to be key catalysts for the revitalization of the City Center.

La Paz

To assess the institutional capacity for DRM in LP a geohazard risk diagnostic was completed and complemented with capacity-building workshops and discussions. Based on this diagnostic and the workshops, the Autonomous Municipal Government of La Paz (GAMLP) has developed its three-year DRM plan with three priorities: (a) DRM institutional capacity building; (b) update of risk maps; and (c) development of EWS. The program outputs will inform resilient infrastructure investments under the Bolivia Urban Resilience Project (P165861) including the Kantutani stabilization work and

neighborhood upgrading. In addition, GAMLP is developing the predesign for an EWS, which includes the assessment of threat situations, system design requirements, as well as activities in the communication and dissemination and response components, which will require alert protocols and community preparedness and response plans. Additionally, cross-cutting aspects, such as the implementation plan, capacity development, and hardware and software requirements, have been addressed. The technical assistance outputs will help the municipality make informed decisions.

To support LP's citizen engagement framework for its neighborhood upgrading program, an analysis of the former GAMLP's Barrios de Verdad Program was started. Important progress has been made in the design of the proposed new Barrios de Mil Colores Program with the delivery of a methodological guide that includes recommendations to: (a) improve the selection process for beneficiary areas that incorporate the territorial urban planning approach and resilience; (b) processes to carry out more inclusive and participatory planning approach; and (c) a sustainable operations and maintenance model. Additionally, the municipality is applying the aforementioned methodology to evaluate and formulate conceptual participatory infrastructure designs for three neighborhood upgrading initiatives. This has provided an opportunity to engage the community and improve, with direct community inputs, the neighborhood upgrading activities financed under the Bolivia Urban Resilience Project (P165861) as well as leaving a new model to design integrated urban upgrading interventions in La Paz.

During FY24, in SCS the program will prepare technical recommendations to inform the operationalization of the SIMPATDAC and organize capacity-building workshops to strengthen GAMSCS's institutional coordination for DRM. Additionally, topographic surveys will be completed to refine flood risk maps in SCS. To continue the urban improvement program in LP, the draft manual with the new approach will be delivered as well as the support to finalize the designs of up to three new interventions.

Mobilization and Diversification of Financing for Urban Resilience

Activities under Component 2 include support to develop the country's first Municipal Climate Action Plans, identify green financing instruments for their implementation, and support the review of municipal finances for urban resilience.



During FY23, the program continued to support SCS and LP, with the technical assistance for the development of their Municipal Climate Action Plans (CAPs), which will include the identification of potential sources of financing for identified priority actions (“green financing”). The key milestones included: (a) support the municipalities’ technical staff to finalize the elaboration of the Climate Risk Vulnerability Assessments and the mitigation baseline studies (GHG inventory and Business-As-Usual Scenario); (b) conduct the second on-site workshop, to present the results of the baseline studies and start the prioritization of the mitigation and adaptation actions; (c) assist the municipalities’ staff on the prioritization and planning of the mitigation and adaptation actions, including the definition of short, medium and long-term ambitious targets (under development); and (d) assist the municipalities in identifying financing alternatives for the CAPs actions (under development). The CAPs are facilitating the client’s dialogue on a new generation of city climate-centric projects. The outputs of this engagement allow municipalities seek financing from the World Bank, government, or other donors, and inform the current discussion of expanding the urban resilience project with additional financing for participating municipalities, as well as other municipalities facing similar climate-related challenges.

To support LP on the review of municipal finances for urban resilience, the program implemented a diagnostic of its tributary and cadastral instruments and processes by reviewing the regulations and methodology used for the cadastral processes and the valuation of the properties/lots. This resulted in a comprehensive diagnosis of the administration of the property tax and guidance on an action plan for its improvement and strengthening.

Moreover, the development of a microsimulation model for municipal tax revenues that provides a tool to assess the potential effect of changes in municipal tax rates in the overall revenue collection to inform tax policy decisions by the municipal government was created. The diagnostic results will be validated with the MTA and Finance Secretariat. These outputs will inform future tax policy decisions.

During FY24, the municipalities will continue to work on: (a) planning the prioritized actions and the definition of ambitious targets based on the 2050 carbon neutrality commitments of both municipalities; (b) the financing strategy; (c) the governance structures and monitoring and evaluation system required for the CAP implementation; and (d) developing the final CAP document to be approved by the municipalities. Additionally, the program will advance with the action plan proposed under the five key areas identified in the diagnostic, including the implementation of the pilot ca-

daster in one area of LP. To conclude the support to the Municipal Tax Administration Agency the program will support staff training on how to operate, update, and adjust the microsimulation model.

Strengthening the Capacity of the Government of Bolivia to Apply Tools and Mechanisms for Urban Resilience

The third component of the program seeks to strengthen the capacity of the government of Bolivia to apply tools and mechanisms for urban resilience. The activity will deliver capacity building, deployment of planning tools and technical analysis in the field of DRM, urban and territorial development, and financial mechanisms for urban resilience. During FY23, the program supported the Vice Ministry of Housing and Urban Planning (VMVU) and the Ministry of Development Planning (MPD) to structure and Urban Development Fund for the National Integrated Development Cities Policy. Activities included (a) providing the municipalities with best practices and regional examples on Urban Development Funds, and (b) completing a diagnostic report summarizing the findings and recommendations for preliminary organizational structure and institutional arrangements, financial model, and next steps for the establishment of the fund. A virtual technical knowledge exchange session with Brazil (Urban Development Fund), Colombia (Findeter—Municipal Development Fund), and Georgia (Municipal Development Fund) was organized as an opportunity to learn from experiences abroad.

Activities under Component 2, aligned with SURGE Pillars 1, 3, and 5, include support to develop the country’s first Municipal Climate Action Plans, identify green financing instruments for their implementation, and support the review of municipal finances for urban resilience.

This support has led the VMVU to express interest in expanding the Urban Resilience Project to other municipalities (a list of eight municipalities has been presented, including El Alto, Riberalta, Sacaba, Santa Cruz, Sucre, Tiquipaya, Trinidad, and Warnes) and shared a list of potential investments in each municipality. The team is looking into potential alternatives to design the follow-up engagement, Urban Resilience Project 2 (URP 2), a programmatic approach or through the structuring of an Urban Development Fund using a financial intermediary). In this context, the technical assistance on the Urban Development Fund could be instrumental for the preparation of the URP 2.

During FY24, the activities will focus on: (a) developing instruments to guide and manage risks at the national level; (b) develop territorial planning guidelines to advance the mandate of the national law (777 from 2016) and support municipalities in develop their own territorial and risk planning instruments.

Risks and Mitigation Efforts

The main implementation challenge continues to be the weak institutional capacity and coordination mechanisms of the GAMSCS and GAML P given the interdisciplinary approach and intersectoral coordination needed for a comprehensive DRM. Moreover, the lack of baseline information, studies, and data given the political tensions between the regional department and municipal government presents challenges that could delay implementation or compromise the quality of results. In addition, strong counterpart support is required for collecting comprehensive data, reviewing the methodology of existing risk maps, and updating maps. To mitigate these risks and ensure implementation and continuity of activities, the task team will: (a) conduct capacity-building workshops to enhance communication among key secretariats and help confirm the institutional structure for the DRM agenda; (b) maintain a close dialogue with all key

The main implementation challenge continues to be the weak institutional capacity and coordination mechanisms of the GAMSCS and GAML P given the interdisciplinary approach and intersectoral coordination needed for a comprehensive DRM.

stakeholders to facilitate data sharing and use available global data and models to complement the missing local data to strengthen the robustness of the analysis; and (c) continue to work with key focal points and technical staff from GAMSCS and GAML P to facilitate the technical assistance implementation and ensure the municipality’s commitment throughout the technical assistance.

Results Monitoring

Within the SURGE Results Framework, the results achieved in Bolivia are measured through pillars 1, 2, and 5 results indicators, as well as through overarching SURGE program indicators. The Program is progressing well and is on track to achieve its targets. Appendix F offers a numerical status update of results achieved by this program as part of the SURGE Umbrella Program.



5.2. Strengthening Urban Cadasters for Urban Governance in Peru

Photo: Dan Gold, Unsplash

Chapter 5: Associated Country Programs

OBJECTIVES

Strengthen national and municipal government's capacity to improve their territorial management and financial and institutional urban governance by leveraging urban cadasters and related urban management instruments in Peru.

COMPONENTS

1. Designing technical groundwork for the adoption of the Land Administration Domain Model
2. Assessing the capacity of municipalities and relevant agencies and enhancing and expanding capacity-building activities
3. Strengthening local capacity for the use of cadastral information and Land Value Capture instruments.

SURGE RESULTS AREAS



PILLAR 1
City Management, Governance,
and Financing



PILLAR 2
Territorial and Spatial
Development

AMOUNT

US\$5.43 million

IMPLEMENTATION PERIOD

December 2020–April 2026

Overall context

The Peruvian government has recognized the need for adequate cadastral information at the national level. Peru does not possess a functional, integrated national system that aggregates all municipal level cadaster data. This hinders the integration of real estate information, which translates into an undetermined fiscal value of properties and an underestimation of municipal property tax collection capacity. To help municipalities in Peru strengthen their municipal finances, since 2021, SECO and the World Bank have been supporting the government through the Strengthening Urban Cadasters for Urban Governance in Peru Trust Fund, aiming to contribute to SURGE Pillar 1 (City Management, Governance, and Financing) and Pillar 2 (Territorial and Spatial Development).

The overall budget for this trust fund is US\$5.56 million. Through the end of FY22, US\$3.34 million was allocated and approved across the program’s three components, of which US\$1.77 million, 53 percent of the allocations, was disbursed and committed (see financial overview in Table 12). Looking at FY23 alone, there were no additional allocations or approvals, and disbursements plus commitments amounted to US\$0.72 million, representing a US\$0.18 million increase in activity spending compared to FY22’s US\$0.54 million. This section surveys the program’s activities as of June 2023 and the results achieved.

TABLE 12: FINANCIAL OVERVIEW OF THE PERU TRUST FUND PROGRAM

(IN M USD)	NEW OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED + COMMITTED	
				(m USD)	% of allocation
Comp 1 – Support national and municipal governments in adoption, adaptation, and scaling up of the LADM	0.65	0.53	0.53	0.26	49%
Comp 2 – Support MVCS to enhance the capacity of municipalities and relevant agencies on urban cadaster production, management, and use	3.05	1.74	1.74	0.79	46%
Comp 3 – Strengthen institutional capacity of the MVCS and the municipal governments on the use of cadastral information and LVC instruments	1.53	0.87	0.87	0.63	73%
Project management and administration	0.33	0.2	0.2	0.08	39%
TOTAL	5.56	3.34	3.34	1.77	53%

Toward a Modern Urban Land Administration System

The first component of the multidonor trust fund (MDTF) provides technical assistance and capacity-building activities to support the government’s design of the Peruvian profile of the LADM to modernize the urban land administration system. Given the lack of understanding of the advantages of the LADM international standard (ISO 19152) by public officials, the frequent turnover of authorities in the central government, and the election of new municipal authorities taking office in January 2023, many of the program activities were aimed at disseminating the importance, feasibility, and operational and technical implications of adopting a spatial data interoperability standard with key stakeholders. In terms of donor coordination, a meeting was organized initiated by SECO between the World Bank team and the Inter-American Development Bank to exchange information about their respective activities and to explore potential synergies.

During FY23, the MDTF continued providing technical assistance to support the adoption and adaptation process of the LADM standard as a mechanism for improving the interoperability of urban cadasters. These activities included a series of meetings and workshops with the Ministry of Housing, Construction, and Sanitation (MVCS), the Agency for Property Formalization (COFOPRI), the Ministry of Economy and Finance (MEF), the Metropolitan Municipality of Lima, and a group of municipalities participating in the National Urban Cadaster and Municipal Support Project that ultimately led to two key milestones: (a) the issuance of a regulation mandating the adoption of the LADM standard for urban cadasters in Peru (Directorial Resolution No 006-2023-VIVIENDA/VMVU-DGPRVU) and (b) the issuance of a regulation that approves the simplified cadastral forms and instruction which are aligned with the LADM-Peru-Urban model (Directorial Resolution N° 008-2023-VIVIENDA/VMVU-DGPRVU). These milestones represent a significant step toward achieving greater efficiency and coherence in the management of geospatial information in the country. The progressive adoption of this standard in urban cadasters aims at strengthening cadastral management, which will have a positive impact on urban planning, sustainable development, and data-informed decision-making. The enactment of these regulations was in part due to the following key technical documents that provided inputs to the government: (a) Promoting the Integration and Interoperability of Information to Improve Urban Governance, a document that synthesizes the progress to date and presents recommen-

dations to further promote increased integration and interoperability within the government spatial databases and with other actors in civil society; (b) Technical document on the LADM-Peru-Urban Exchange model with other territorial objects; and (c) Detailed flowcharts of main cadastral processes to provide the government with inputs.

To further support the implementation of the LADM standard in Peru, the MDTF assisted the MVCS in establishing a working group comprised by representatives of key stakeholders, including COFOPRI, targeted municipalities within the National Urban Cadaster Project, and other agencies that produce urban territorial information. Its purpose is to support the dissemination of the LADM concept and its applications in urban data management, as well as to facilitate discussions on technical documents for the implementation of the standard. Through this collaborative effort, stakeholders were provided with valuable insights and knowledge on the LADM standard, fostering a deeper understanding of its potential in effectively managing urban information. The discussions also served as a platform for sharing knowledge and addressing practical considerations in the implementation process.

Moving forward, the MDTF will continue providing technical assistance to the MVCS, as the leading agency on urban cadasters in the design of an additional regulation to describe the LADM-Peru-Urban model gradual implementation process, as well as in conducting technical discussions with the working group, which will gradually involve other key agencies, such as the Digital Government Secretariat at the Presidency of the Council of Ministers (SGD-PCM), the MEF (which is developing a fiscal cadaster system), the rural cadaster, and key actors in the academia and private sector. The program will also facilitate complementary technical assistance to support related activities with SGD-PCM and MEF.

Strengthening the capacity of the Ministry of Housing on Urban Cadasters

The second component of the MDTF is financing technical assistance activities for the assessment of the MVCS as the leading agency on urban cadasters, the design of its capacity strengthening strategy, as well as the provision of capacity building on urban cadaster-related responsibilities. A legislative decree enacted in 2018 and regulated in 2020 specifically assigned the MVCS leading and regulatory functions on urban cadaster

matters. However, until recently, the MVCS had not taken any concrete actions to exercise its leading agency role and no regulations or specific legal instruments have been approved to implement such legislation. As a result, local governments lack policy guidelines, attainable standards, and technical assistance to generate, maintain and use urban cadastral information for tax collection, urban governance, and DRM. Through the MDTF, the World Bank has provided the MVCS with the analysis and policy recommendations for the effective implementation of its regulatory functions.

During FY23, following the institutional diagnosis, benchmarking, and recommendations prepared during FY22, the MDTF included recommendations to distribute the specific regulatory and executive functions assigned to the MVCS and COFOPRI by the legal framework among its different branches and administrative units. It also included an assessment of the different organizational arrangements that could enable the implementation of the ministry's new regulatory functions, identifying the advantages and disadvantages of each to facilitate decision-making, under a gradual implementation approach. The analysis and recommendations were designed in close collaboration with the technical staff of both agencies. A report containing the analysis, recommendations, and proposed arrangements for the institutional and organizational strengthening of the MVCS as the leading agency on urban cadaster matters was submitted. Based on the diagnosis and international benchmarks identified, the report also provided recommendations aimed at strengthening the urban



cadaster governance system, which currently features overlapping functions that limit the ministry's regulatory capacity over urban cadasters. The main findings and recommendations contained in these documents were presented to key officials of the MVCS and constitute technical underpinnings for the upcoming reforms.

The World Bank will continue providing technical assistance to the MVCS and COFOPRI on the design of legal, administrative, and management instruments to enable these agencies to undertake their responsibilities on urban cadaster matters at the national level. The technical assistance will also include the identification of the human resources required to perform the new functions, as well as the assessment of staff and skills gaps in each of these areas to inform recruitment processes for new staff, or capacity-building interventions for existing staff.

Additionally, the World Bank will provide technical assistance to the MVCS and COFOPRI for the design of a capacity-building strategy to strengthen municipal capacities for the generation, maintenance, and use of cadastral information. The strategy will provide them with recommendations on how to generate and manage the learning ecosystem to take advantage of the tools that the National Urban Cadaster Project is implementing (curriculum, virtual courses, a Moodle learning platform) so that municipalities can permanently have properly trained personnel to perform cadastral functions for the sustainability of cadasters in the future.

Delivering Land Value Capture Instruments

The third component is strengthening the capacity of the MVCS and at least two municipalities to design and deliver land value capture (LVC) instruments. During FY23, the team focused on four key areas in coordination with the MVCS, MEF, and the Metropolitan Municipality of Lima (MML).

The first was on the simplification of the methodology to determine the disaggregated values of buildings (*valores unitarios de edificación*).

The third component, aligned to SURGE Pillar 2, is strengthening the capacity of the MVCS and at least two municipalities to design and deliver land value capture (LVC) instruments.

Technical studies on disaggregated values of buildings were shared and discussed with MEF and MVCS. The guidelines of these studies informed the enactment by MVCS of Directorial Resolution N° 003-2022-VIVIENDA, which simplified the building valuation methodology, and of Ministerial Resolution N° 309-2022-VIVIENDA, which allowed the adoption of said methodology by establishing the disaggregated values of buildings to be used by municipalities for property tax collection purposes.

The approval of this chart was the start of a new methodology of valuation which was presented in the FY22 Annual Report (RD No 003-2022-VIVIENDA-VMVU-DGPRVU). Although the chart was initially approved considering the application for property tax purposes for all of Peru's district municipalities, later MVCS limited its application to cadaster purposes for the districts selected for the World Bank National Urban Cadaster and Municipal Support Project (P162278). The MVCS plans to extend the application of the simplified chart to all municipalities, for both cadastral and tax purposes.

The second key area was the provision of technical assistance to the MVCS in the design of the National Urban Observatory. In October 2022, the government enacted a regulation (DS No 012-2022-VIVIENDA) that enables the application of the 2021 Urban Sustainable Development Law (Law No 31313). This regulation contains a chapter dedicated to the functioning of the National Urban Observatory. It also specifies the procedures and methodology that applies to the collection of information to be stored and published on the platform.

Third, the MDTF supported the MVCS in the drafting of a regulatory instrument to enable the application of the Sustainable Urban Development Law regarding land management and land value capture instruments as well as the implementation of urban land public operators.

During FY23, the MML, through the Metropolitan Institute of Planning (IMP) and the Metropolitan Real Estate Enterprise (EMILIMA), asked the World Bank for support to design and implement urban operations for urban renewal and regeneration that include the use of different land management and land value capture instruments. These operations require the definition of legal, financial, and governance aspects, the preparation of specific plans for two zones of Lima as well as the strengthening of EMILIMA, which will act as the urban land public operator for the city.

Overall, the technical assistance provided has been instrumental in informing the reform efforts. Despite government instability and some setbacks in the process of regulation of the Sustainable Urban Development

Law and the simplification of the valuation methodology, the MVCS continues to make progress and the World Bank will continue providing technical assistance in these areas. Furthermore, the team will continue supporting the Metropolitan Municipality of Lima in the design and implementation of urban operations.

Risks and Mitigation Efforts

The program continues to face delays mainly due to Peru's political instability and constant changes in key government positions that result in changes in government priorities and may inhibit the continued political support required to implement the tools and strategies. Newly appointed officials usually bring new approaches and short-term goals, which can cause delays in the implementation of activities and the enactment of normative instruments. The current situation has exceeded a regular political crisis, and the basis of the political system is compromised, which means new national elections may be held soon. Therefore, the MDTF will increase their efforts to work directly with the recently appointed local mayors as is the case currently with MML.

To mitigate these risks the following mitigation measures are being taken:

- Take advantage of the Coordination Agreements among MEF, MVCS, COFOPRI, and the municipalities for the Implementation of the National Urban Cadaster and Municipal Support Project (P162278) and the MDTF, using them as a platform to facilitate buy-in and support by different administrations, professional organizations, and academia.
- The World Bank will keep providing technical assistance to promote public policy and operational dialogue toward the institutional strengthening of municipalities through their spatial data interoperability. It will also assist the MVCS in carrying out a technical dialogue with the new local authorities and brief them on the importance of data sharing through LADM activities.
- Capitalize on the window of opportunity to strengthen both the MVCS and COFOPRI opened by the National Urban Cadaster and Municipal Support Project. Both agencies understand that their institutional strengthening on urban cadaster matters is a key factor for the successful implementation of said project and the long-term sustainability of the urban cadaster system.

Results Monitoring

Within the SURGE Results Framework, the results achieved in Peru are measured through Pillar 1 and 2 results indicators, as well as through overarching SURGE program indicators. The Program is progressing well and is on track to achieve its targets. See Appendix G for a numerical status update of results achieved by this program as part of the SURGE Umbrella Program.



5.3.
Green, Livable,
Resilient Cities in
Serbia Program

Photo: Nikola Aleksic, Unsplash

Chapter 5: Associated Country Programs

OBJECTIVES
Strengthen the capacity of the government of Serbia and selected Serbian municipalities to plan for more sustainable, inclusive, and resilient urban development and local economic recovery.

- COMPONENTS**
- 1. Local support: Improving capacity for resilience, planning, and development
 - 2. National support: Analytical and technical assistance support to green, livable, and resilient cities

SURGE RESULTS AREAS

 **PILLAR 3**
Sustainable and Climate-Smart Cities

 **PILLAR 5**
Urban and Regional Resilience

AMOUNT
US\$3.85 million

IMPLEMENTATION PERIOD
December 2020–April 2025

Overall context

While Serbian cities play a crucial role in enhancing Serbia’s livability, resilience, and competitiveness, they still confront mounting challenges that prevent them from fully realizing their potential. Recognizing the importance of fostering strategic urban development planning and focused management, in 2021, the World Bank, in partnership with SECO, introduced the Green, Livable, Resilient Cities in Serbia (GLRC) program under SURGE. This program aims to strengthen the capacity of both national and local governments to achieve greater sustainability in Serbia’s urban development, by providing technical assistance and analytical work. It also supports the implementation of the first Sustainable Urban Development Strategy (SUDS) and its associated Action Plan. The GLRC is aligned to SURGE objectives, by contributing to Pillar 3, Sustainable and Climate Smart Cities, and Pillar 5, Urban and Regional Resilience.

The overall budget for this trust fund is US\$4 million. Through the end of FY23, US\$3.32 million was allocated and approved across the program’s three components, of which US\$2.23 million, 67 percent, was disbursed and committed (see financial overview in Table 13). Looking at FY23 alone, US\$0.68 million was disbursed/committed, while allocations and approvals remained largely the same, except for minor changes related to a slightly increased PMA budget. This section surveys the program’s activities as of June 2023 and the results achieved.

TABLE 13: FINANCIAL OVERVIEW OF THE SERBIA TRUST FUND PROGRAM

(IN M USD)	NEW OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED + COMMITTED	
				(m USD)	% of allocation
Comp 1 – Local support: Improving capacity for resilience, planning, and development	2.27	1.91	1.91	1.38	72%
Comp 2 – National support: Analytical and technical assistance support to green, livable, and resilient cities	1.49	1.21	1.21	0.77	64%
Project management and administration	0.24	0.20	0.20	0.08	41%
TOTAL	4.00	3.32	3.32	2.23	67%

Local Support: Strengthening capacities for sustainable urban development and resilience

The first component focuses on bolstering the capacity of selected local self governments (LSGs) to strategically plan, prepare, and execute impactful city-level investments that promote sustainable urban development and resilience. To fulfill this objective, the program aims to deliver technical assistance to LSGs, encompassing tasks such as assessing sustainable urban development and resilience gaps, integrating urban resilience considerations into development plans, enhancing capacities in local development planning, devising capital investment strategies for sustainable and resilient urban infrastructure, and improving asset management practices.

In FY23, the program has advanced analytical work and provided technical assistance for the 10 secondary and medium-sized cities selected in the previous fiscal year. The cities are the following: Kragujevac, Kraljevo, Leskovac, Niš, Novi Pazar, Novi Sad, Šabac, Sombor, Užice, and Zrenjanin. Specifically, the program completed the development of city-level assessments in the 10 cities and conducted capacity-building activities to enhance local capacities in strategic planning for green and resilient urban development.

The GLRC team completed a comprehensive assessment process in the 10 pilot cities. These assessments identified cities’ strengths, gaps, and needs related to strategic planning, urban development and mobility, climate change and resilience management, and service provision including waste, water, and sanitation. Apart from the identification of city-specific needs, the findings highlighted common development challenges, encompassing deficiencies in cities’ integrated planning, insufficient awareness regarding resilience against natural hazards and climate-related challenges, inadequate centralized urban monitoring databases, and lack of planning for storm drainage infrastructure. As part of this component, a Legal Framework Analysis report was also prepared. This report underscores the insufficiency of LSGs to fulfill national legal obligations concerning local planning, with only a fraction of the mandated documents having been implemented. The main assessments’ findings, including lists of needs and potential improvement areas, were delivered to all participating LSGs.

Informed by the results of the city scans, the GLRC team designed the Capacity Building Program (CBP) and initiated its implementation in FY23. This program aims to provide training to local and national government officials, focusing on strategic planning and governance for green and resilient

urban development. The CBP offers capacity-building activities within the framework of the overall GLRC program, while also delivering customized support to address specific demands of the cities.

Throughout FY23, the program conducted capacity-building workshops and on-the-job training in eight cities: Kragujevac, Kraljevo, Leskovac, Niš, Novi Pazar, Sombor, Užice, and Zrenjanin. These workshops addressed a range of topics, including public participation and gender-responsible planning, geographic information system tools for urban mobility and risk management, mobility for green urban development planning, energy, and eco-behavior among LSG's employees.

Furthermore, the CBP organized two city-to-city dialogues with the objective of convening participating cities to exchange knowledge, and discuss program outcomes, ongoing projects, and challenges associated with green urban development. These dialogues also incorporate the expertise of international practitioners to share best practices from around the world. The first event took place in Belgrade in December 2022, introducing concepts of green and resilient urban development and sharing best practices in preparing and financing green projects, with insights from Osijek, Croatia. The second city-to-city dialogue was held in Novi Sad in May 2023, focusing on exchanging local strategies for green and resilient urban development and sustainable mobility, featuring insights from Barcelona, Spain. Throughout FY23, a total of 266 officials from participating cities have benefited from these capacity-building activities.

The GLRC program has also engaged in collaborations with other World Bank programs, fostering synergies and increasing its impact. For instance, the GLRC collaborated with the City Resilience Program (CRP) to conduct preliminary urban heat analysis in Novi Sad and Niš. This initiative is providing technical assistance to the municipalities for measuring, assessing, and adapting to extreme heat challenges. Additionally, representatives from the Ministry of Construction, Transport, and Infrastructure (MCTI), and the cities of Novi Sad and Niš, participated in the C4B Second Deep Dive Learning event, organized by the Global Platform for Sustainable Cities (GPSC) and held in Paris from November 28 to December 1, 2022. Since Novi Sad and Niš are aiming to be greener cities, through green infrastructure solutions, the event was very useful as it provided best practices from all over the world as well as from Paris.

In early FY24, the program's team will finalize and disseminate a comparative analysis of the 10 pilot cities, building upon the insights from the Green, Livable, Resilient Cities Report. Additionally, the team will continue executing the CBP throughout FY24 and will organize a city-to-city dialogue in September 2023. The team will also follow up on the urban heat analysis undertaken in Niš.

National Support: Providing analytical advice to implement the SUDS agenda

At the national level, the GLRC program aims to enhance the capabilities of policymakers in implementing the SUDS agenda and to foster deeper policy dialogue toward achieving more inclusive, sustainable, resilient, and green urban development, including in lagging regions. To achieve these objectives, the program's approach encompasses the development of in-depth analytical work to guide national support for LSGs in achieving SUDS targets, as well as knowledge sharing and networking activities.

As of the end of FY23, the program has successfully executed key milestones, such as the completion of the Sustainable Cities Serbia Report, the culmination of sector-specific analyses on solid waste management, and the development of two high-level national technical workshops.

The World Bank team finalized the Sustainable Cities Serbia Report in May 2023. The report provides a unified assessment of Serbian urbanization, highlighting the centrality of the sustainability and climate resilience



challenges Serbian cities are facing. It also provides an actionable framework to support the country's green transition at the local level. The final report compiles the following technical work:

- **An interim report that analyzes, through spatial lenses, urban development trends in Serbia.** The report covers topics such as the changes in demographics and density across urban agglomerations, the patterns of spatial expansion in cities, and regional economic development trends.
- **An interim report that assesses the environmental performance of Serbian cities.** The results provide elements to understand the critical points that Serbian cities need to address to achieve climate smart development and service delivery and prioritizes areas for immediate intervention.
- **A final report Green, Livable, and Resilient Cities Serbia.** This report integrates the results of the two previous interim reports. It provides strong evidence of the urban systems challenges in Serbia, based on analytical and quantitative assessment.
- **A dedicated GHG emission analysis for Serbian Cities.** This analysis estimates the magnitude of emissions contributions of cities and conducts a comparative analysis to gauge the performance of Serbian cities against those of similar countries.

The key findings of this analytical work reveal that Serbia's cities face numerous constraints that diminish their productivity, livability, and resilience. These constraints encompass inadequate access to quality services and infrastructure, escalating environmental challenges, and shortcomings in urban planning and governance systems. The findings and policy recommendations have been disseminated and deliberated with senior officials at the national level, including the MCTI, and with related key stakeholders, including the Local Infrastructure and Institutional Development (LIID) project staff, and key development partners such as SECO, the Agence Française de Développement (AFD). The reports' results provided key insights for the ongoing revision of the SUDS strategy and associated Action Plan by the MCTI. Additionally, they play a role in shaping the implementation of the LIID project, a US\$300 million project co-financed by the World Bank and AFD.

In addition to this work, sector-specific analytical activities on solid waste management were implemented. In May 2023, the GLRC team finalized the Waste Management Situation Analysis Report, which provides a baseline analysis of the current situation in the municipal waste management sector. The report identifies the main obstacles for increasing recycling and recommends possible actions to improve Serbia's municipal waste management system. Moreover, the World Bank team conducted various technical missions, fostering productive interactions with new counterparts at the Ministry of Environmental Protection, as well as key stakeholders and donor partners. The team engaged in discussions with national counterparts on shared objectives, including enhancing waste data collection and reporting, supporting the transition to local and regional waste plans, ensuring effective coordination with LSGs, and potentially supporting existing Extended Producer Responsibility schemes. Furthermore, the team liaised with international organizations like AFD, Swedish International Development Cooperation, European Bank for Reconstruction and Development, and Germany's KfW, sharing insights from the report and identifying areas where multilateral development banks, including World Bank, can offer unique value without duplicating existing efforts.

In terms of knowledge sharing and networking activities, two high-level national technical workshops and one study visit occurred in FY23. The two workshops, held between December 2022 and April 2023, aimed at presenting preliminary findings and gathering guidance for upcoming engagement phases. These workshops showcased analytical work outcomes, including results from a comparative analysis of the 10 cities and the challenges faced by LSGs. Attendees included MCTI senior officials, lead World Bank contractors (COWI and GFA), as well as partners, including SECO, AFD, and the LIID project team. MCTI recognized the significance of the draft findings and policy recommendations both in guiding the SUDS revision and implementation as well as informing the implementation of the LIID project. As part of the peer-to-peer knowledge exchange, a five-day study visit to Croatia was organized for the city of Niš

In May 2023, the GLRC team finalized the Waste Management Situation Analysis Report, which provides a baseline analysis of the current situation in the municipal waste management sector.

in October 2022. Representatives of the Niš urban planning institute and the city administration visited three Croatian cities, Karlovac, Rijeka, and Zagreb, to learn about good Croatian practices in financing green, urban, and resilient infrastructure at the local and national levels.

In FY24 the program will continue to focus on the publication and dissemination of the analytical work, including the Serbia Sustainable Cities Report, the Green, Livable, and Resilient Cities Report, and the Waste Management Situation Analysis Report. It will also continue providing technical assistance to the Ministry of Environmental Protection and the Serbian Environmental Protection Agency, to analyze, identify, and prioritize municipal solid waste management (SWM) investments.

Risks and Mitigation Efforts

The program faced slight delays in the implementation of the first component due to unavailability and annual leave of the municipal representatives. Because of this, some of workshops and deliverables were postponed. The team extended the Firm (GFA SEE) contract to accommodate to the new timeline. Additionally, the upcoming government elections at the end of 2023 pose a potential risk to the sustainability of capacity-building activities. In response to this concern, the GLRC is strategically directing its efforts at a technical level to enhance the enduring impact of these events.

Results Monitoring

To measure progress toward achieving the targeted results, several results indicators are being tracked. As explained in chapter 2 of this report, an updated agreement was reached about which SURGE performance indicators will be used to monitor the GLRC program results. Given the program's focus on resilience and sustainability, the SURGE indicators from Pillar 3 (Sustainable and Climate Smart Cities) and Pillar 5 (Urban and Regional Resilience) are best suited to monitor GLRC progress, alongside the overarching SURGE program indicators. The GLRC program is progressing well and is on track to achieve its targets, with many of them already accomplished. See Appendix H for a numerical status update of results achieved by GLRC as of June 2023, as part of the SURGE Umbrella Program.



Serbia
Photo: Andrija, Wikimedia Commons

5.4 Urban Multidonor Trust Fund for South Africa

Photo: Clodagh D. Paixao, Unsplash

Chapter 5: Associated Country Programs

OBJECTIVES

Build the capacity of the eight metros to promote an integrated urban transformation agenda to be more compact and inclusive.

COMPONENTS

1. Effective and sustainable fiscal and urban financing and strengthened governance capabilities
2. Sustainable and climate-resilient infrastructure and land planning and delivery
3. Capacity and relevant business process reforms at city, regional, and national levels

SURGE RESULTS AREAS



PILLAR 1
City Management, Governance,
and Financing



PILLAR 2
Territorial and Spatial
Development



PILLAR 5
Urban and Regional Resilience

AMOUNT

US\$9.96 million

IMPLEMENTATION PERIOD

August 2020–October 2024

Overall context

The South Africa National Development Plan positions cities as engines of economic growth, as they generate about 85 percent of all economic activity in South Africa. However, cities are required to respond to increased infrastructure and service demands due to rapid urbanization while still maintaining existing infrastructure. This has resulted in a lack of effective and resilient infrastructure as well as poor regulatory and administrative capability. In this context, in 2013 the government of South Africa established the Cities Support Programme (CSP), aiming to contribute to the creation of productive, well-governed, inclusive, and sustainable cities. To provide implementation support to the CSP, the World Bank and South Africa’s National Treasury signed an Urban Reimbursable Advisory Services (RAS) agreement in 2013. A SECO-funded engagement with the World Bank was initiated in 2015 to support the RAS. Building on the successes of the two engagements, a second RAS agreement was signed in 2018 to support the second phase of the CSP. The World Bank, in partnership with SECO, introduced the Second Urban Multidonor Trust Fund (MDTF) for South Africa in 2020. This program aims to build the capacity of eight metropolitan areas to promote an integrated urban transformation agenda to be more compact and inclusive. These metro areas are Buffalo City, Cape Town, Ekurhuleni, eThekweni, Johannesburg, Mangaung, Nelson Mandela Bay, and Tshwane. Activities conducted under the MDTF provide both technical assistance and implementation support to the second phase of the CSP and are focused on three of the six components of the CSP.

The MDTF for South Africa is aligned to SURGE objectives, by contributing to Pillar 1, City Management, Governance and Financing, Pillar 2, Territorial and Spatial Development, and Pillar 5, Urban and Regional Resilience. The overall budget for this trust fund is US\$9.96 million. Through the end of FY22, US\$5.50 million was allocated and approved across the program’s three components, of which US\$3.67 million, 67 percent, was disbursed and committed (see financial overview in Table 22). Looking at FY22 alone, allocations and approvals amounted to US\$2 million, and disbursements plus commitments to US\$1.70 million.

The overall budget for this trust fund is US\$4 million. Through the end of FY23, US\$3.32 million was allocated and approved across the program’s three components, of which US\$2.23 million, 67 percent, was disbursed and committed (see financial overview in Table 14). Looking at FY23 alone, US\$0.68 million was disbursed/committed, while allocations and approvals

remained the largely the same, except for minor changes related to a slightly increased PMA budget. This chapter offers a progress overview of the Urban MDTF for South Africa.

TABLE 14: FINANCIAL OVERVIEW OF THE SOUTH AFRICA TRUST FUND PROGRAM

(IN M USD)	NEW OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED + COMMITTED	
				(m USD)	% of allocation
Component 1 –Effective and Sustainable Fiscal and Urban Financing and Strengthened Governance Capabilities	3.00	2.51	2.51	1.31	52%
Component 2 –Sustainable and Climate Resilient Infra-structure and Land Planning and Delivery	3.81	2.96	2.96	2.24	76%
Component 3 –Capacity and Relevant Business Process Reforms at City, Regional, and National Levels	2.19	1.76	1.76	0.78	45%
Unallocated Budget	0.58				
Project management and administration	0.51	0.51	0.51	0.42	83%
TOTAL	10.09	7.74	7.74	4.76	61%

Effective and Sustainable Fiscal and Urban Financing and Strengthened Governance Capabilities

The first component aims to support national, provincial, and city stakeholders in strengthening a sustainable urban financing framework that supports spatial transformation, with a special focus on revenue management, investment planning, and leveraging of financial partnerships. To fulfill these objectives, this component focuses on providing technical assistance to metropolitan municipalities in developing participatory long-term financial strategies and in reviewing revenue policy reforms. It also supports the development of an Executive Leadership Capacity Development Program to improve the political administrative interface through facilitation and learning. The component supports cities and national departments to develop

individual and team change management skills required to manage complex change reform programs.

As of June 2023, the development of long-term financial strategies (LTFS) of six metropolitan municipalities has been completed. The LTFS helped the metros to understand their financial situation and adopt strategies to cushion their financial position during the pandemic. Each of the six metros now possesses LTFS, accompanied by a set of recommendations outlining corrective steps that municipalities can undertake to improve long-term financial sustainability.

The grant also supported the completion of three chapters of the Intergovernmental Fiscal Review covering the areas of municipal revenues, expenditures, and maintenance. Presentations to the National Treasury were conducted to receive their comments, which were incorporated into the final version. As work is substantially completed, the National Treasury has requested a follow-up analysis on a potential business tax for metros as part of their broader strategy to expand the range of available revenue options for municipalities.

The work on the Identification, Assessment, and Management of Explicit and Contingent Liabilities in Infrastructure Financing has helped the government of South Africa officials understand the potential fiscal impacts that may arise from externally financed public investment projects and how to manage and monitor the risks. Collectively this package of work has supported alignment of sustainable urban financing through advisory support to examining revenue flows, with the aim of increasing own-source revenue potential for metros/municipalities as well as examination of transfer mechanisms for maintenance of infrastructure.

Additionally, through SURGE, the Cities, Infrastructure Delivery, and Management System (CIDMS) is being completed. Asset management policy reviews were completed for Cape Town, Nelson Mandela Bay, and Tshwane, while strategic asset management plans were reviewed for Buffalo City and Nelson Mandela Bay.

The program has focused the training support on transversal management and change management for which a manual has been completed and a training course and master class has been convened. During the reporting period, an Executive Leadership Program titled “Navigating the Storms” was held May 14–18, 2023. It brought together mayors, city managers, and other senior leadership in the eight metros. The program included various interactive group sessions identifying metros’ challenges, talks by international speakers on reforming city administrations, and sessions with na-

tional leaders including the Minister of Finance and acting Director General for National Treasury.

During FY24, the development of the subsequent long-term financial strategies will serve as input to the budget cycle and build the participating metros’ skills and capacities to enhance longer-term financial, planning, modeling, and budgeting. Additionally, the institutionalization of the LTFS recommendations will be reviewed. The CIDMS toolkit update will be finalized and curriculum development for CIDMS will continue.

Sustainable and Climate Responsive Infrastructure and Land Development

This component serves to integrate climate resilience and sustainability into metro planning, financing, delivery, and implementation, with a focus on strategic infrastructure assets. In doing so, the component aims to strengthen the critical and untapped role of cities in the national climate change response effort. Activities involve the integration of climate response into both national and city-level infrastructure delivery and asset management tools (Climate Resilient Asset Management), the provision of technical assistance to metros in scaling-up their capital investments in climate resilient and low carbon initiatives (Climate Resilient Capital Investments), and the identification of strategic risks and strategies to promote water resilience (Water Resilience).



In this sense, in FY23, the MDTF has supported the development of water business turnaround strategies in Buffalo City, eThekweni, Mangaung, and Nelson Mandela Bay municipalities, including workshops in each metro to diagnose the specific water challenges and develop draft water business turnaround strategies. It also collaborated with the 2030 Water Resources Group in taking the findings of the latter’s recently supported study and dialogue in the Western Cape forward, including developing a framework for attending to more environmental issues such as control of alien vegetation to enhance resilience through water augmentation in large watershed areas and improved catchment management.

Regarding Climate Resilient Asset Management, two guidelines for infrastructure delivery and asset management systems, including city resilience, were updated, and approved. Also, the Catalytic Land Development Program recommendations have been completed. Additionally, the MDTF team outlined the conceptual framework for the piloting phase of the CIDMS climate response module. It is expected that piloting will begin in the second quarter of FY24.

Furthermore, two Climate Resilient Capital Investment Planning workshops were held, and the final deliverables for the “Integrating Disaster and Climate Risks into Ekurhuleni Capital Project Appraisal” technical assistance activity were shared with the city of Ekurhuleni. The primary report documents the work conducted to integrate climate change and disaster risk into the economic analysis of three capital projects of the City of Ekurhuleni. Finally, the World Bank is currently advancing the preparation of four project concepts for resilient infrastructure.

During FY24, the MDTF will support the ongoing work to finalize mainstreaming of climate resilience into CIDMS. It will finalize the preparation for launching the piloting phase for the incorporation of climate resilience in the CIDMS with three metros. The MDTF will also define entry points for programming activities in collaboration with the City Resilience Program. The Johannesburg Water approached CSP and the World Bank for advisory support, which is being consolidated into a concrete engagement and is expected to open the opportunity to make real impact and further lift the messaging on the diagnostics and messages from CSP activities.

During FY24, the MDTF will support the ongoing work to finalize mainstreaming of climate resilience into CIDMS.

Inclusive Economic Development at City, Regional, and National Level

The Urban MDTF for South Africa also aims for better alignment of economic incentives with city economic development plans. Cities use such incentives to support inclusive growth and leverage their economic potential. To do so, this component aims to expedite the implementation of Subnational Doing Business (SNDB) reforms by mobilizing city commitments, securing intergovernmental support, and tapping into national and global expertise. Additionally, it emphasizes facilitating cities’ access to spatialized economic data to inform urban planning and investments, as well as promoting incentives for city economic development.

As of June 2023, the grant has helped metro areas deliver SNDB reforms that create an enabling, inclusive, and competitive business environment. Currently, performance across the metros is mixed, some have been able to prioritize reform actions and reduce the time it takes to process applications while others have not been able to prioritize these reforms due to either budget or capacity constraints. The SNDB team is placing more emphasis on the collection of performance data from the metros and a dedicated monitoring and evaluation resource has been brought into the team to drive this work.

In terms of partnerships and collaboration, the SNDB program has been working closely with National Treasury teams driving the municipal reporting reforms on the Municipal Standard Charter of Accounts Team. SNDB Teams have also worked with NERSA the National Energy Regulator and with the South African National Standards to building regulations.

Recently, the MDTF initiated the Metropolitan Title Reform Support (MTRS) program, which aims to assist the metros to enhance processes and systems related to property registration and primary and secondary property transfer for low-income households. The scope includes the design and implementation of the metro reform programs supporting low-income titling in three metros; and documenting eThekweni’s experience, which has championed a multi-departmental task team and programmatic approach to existing and new housing projects.

During FY24, the SNDB team will continue to support the development and implementation of the SNDB Institutionalization Plan. In terms of the MTRS, the team will secure partnerships with 2 or 3 metros to enhance the system and procedures within the metro and with other spheres of government. In addition, the Knowledge Management Note that presents eThekweni’s

kini two case study projects will be concluded, and a roundtable program to support peer-to-peer learning between metros will be established.

Risks and Mitigation Efforts

The political and financial situation of the metros, such as high turnover, financial struggling, and political instability affect the program implementation. Due to budget or human resources constraints, for instance, some metros have faced challenges to implement systems reforms. This is being addressed in part by reviewing all available grants and proposing them to the grant task force at the National Treasury. Also, the MDTF focuses capacity-building activities on mid-level officials who are likely to remain longer in the municipalities. Additionally, to ensure sustainability of learning events, such as those on transversal management and change management, the World Bank will anchor them on learning institutes.

The institutional and political dynamics within the urban water sector are undergoing changes, yet a more robust leadership in the Department of Water and Sanitation is taking shape following years of turnover in staff, policies, and priorities. Therefore, it is crucial to maintain a focus on systems and strategic collaborations to foster and sustain momentum for reform, enhance governance, and implement practical and ambitious service delivery approaches.

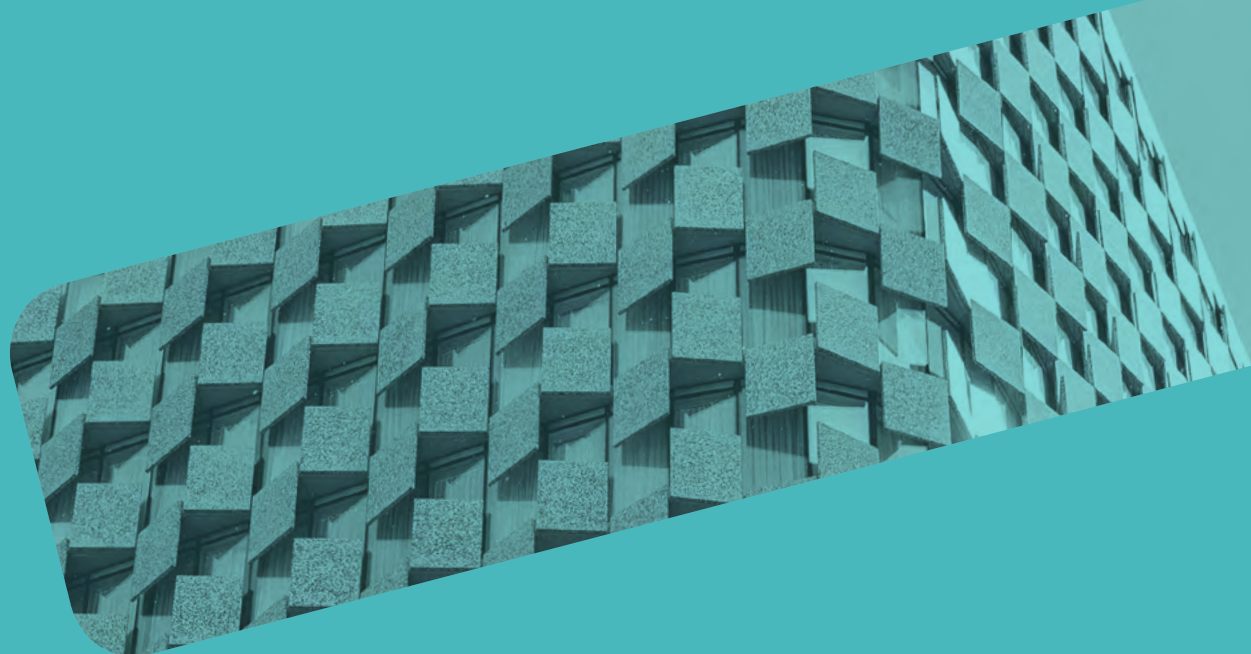
Specifically for the metro of Mangaung, the placement of the metro under national administration is a challenge inhibiting its progress. The team will continue to pursue an engagement with the metro to provide support on asset management. Delays in the commencement of initial activities are a risk which will be monitored.

Results Monitoring

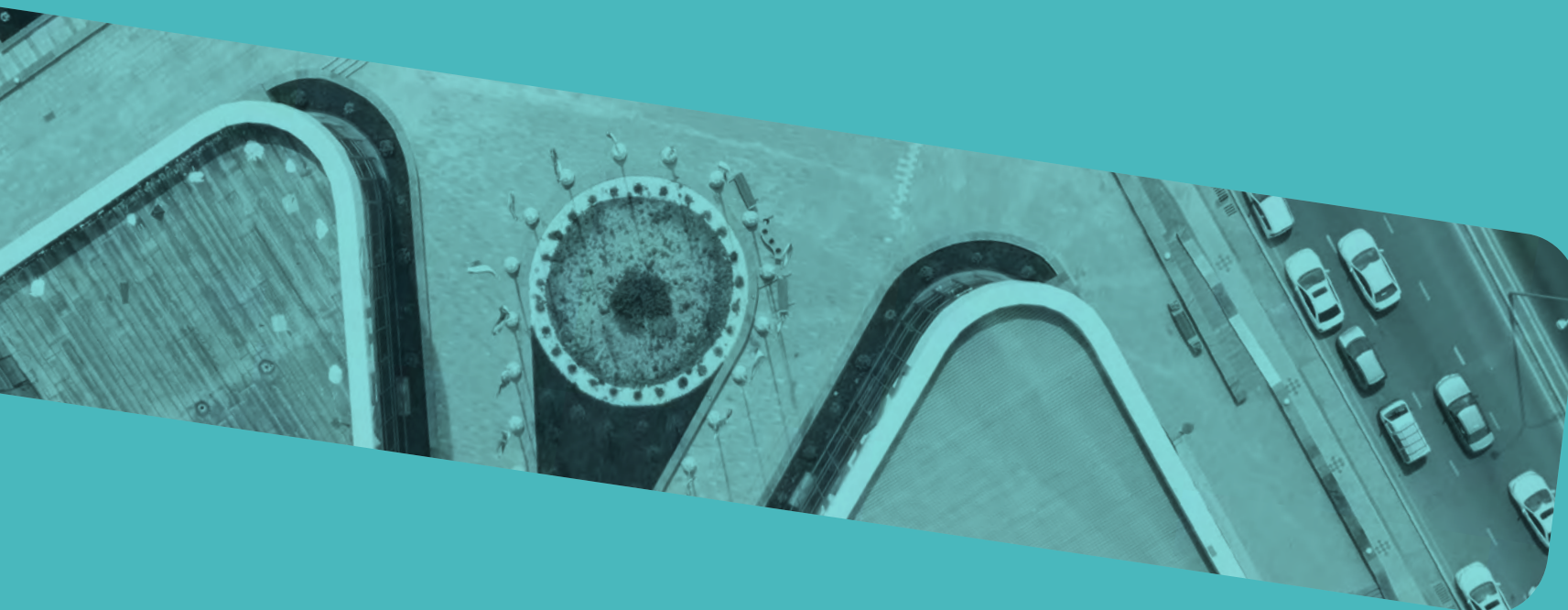
To measure progress toward achieving these targeted results, many indicators are being tracked. Most results indicators for the South Africa program had already been defined before the establishment of the SURGE Umbrella Program. They are considered legacy indicators and reported upon in separate periodic reports. To measure how the Urban MDTF for South Africa contributes to achieving the overarching SURGE objective, progress on the SURGE program indicators is being tracked. See Appendix I.



South Africa
Photo: Paatrick Ward, Unsplash



Chapter 6: Communications, Knowledge Management, and Synergies



Communication and Dissemination

Communication and outreach are essential to achieving SURGE objectives. Since FY22, SURGE has been implementing a Communication and Visibility Plan that outlines a communication framework for the entire umbrella program, including the associated trust funds. This plan aims to promote SURGE as a central instrument in urban and regional development and provide visibility to SURGE's results and partners. It also seeks to share best practices for planning, financing, building, and managing livable, inclusive, competitive, low carbon, and resilient cities and regions that can assist national and local government officials.

As of FY23, SURGE has built and consolidated its web page that features relevant information related to its donors and to its global, regional, and associated country programs. Internal coordination mechanisms, through periodic check-ins, have also been established to ensure a coordinated communication approach among the trust fund programs and initiatives comprising the umbrella program. In addition, SURGE provides communication guidance for teams in the form of branding guidance, standard templates, and more.

At the program level, numerous dissemination activities have been implemented, encompassing blog publications, the facilitation of dissemination events and workshops, and participation in external events. For example, within the global UA&TA program in FY23, the Costa Rica Urbanization Review was released. To disseminate the report, the report findings were presented in the Costa Rica Urban Forum hosted by the National Institute of Housing and Urbanism, accompanied by the publication of a blog. Furthermore, the Mobilizing Finance for Development activity conducted a virtual launch event to introduce three reports delving into the understanding of how urban infrastructure projects contribute to broader economic impact. Other initiatives have also progressed with the dissemination of their analytical findings. For instance, Madagascar's urbanization review findings were shared during the general assembly of the Association of Women Mayors, while the results of the Lagos analytical activities were presented in a workshop attended by high-level authorities.

Regarding to the associated country trust funds, the programs are making collaborative communication efforts with the beneficiaries' governments to disseminate the work delivered. For instance, in Bolivia, the municipal governments of Santa Cruz and La Paz often share the progress of the SURGE activities through their social media, mainly in their Facebook page and YouTube channels. In Peru, the World Bank, in collaboration with the MVCS and

COFOPRI, has conducted some dissemination workshops to discuss the potential applications of urban spatial data in land valuation and tax collection, as well as the technical documents developed. These workshops were attended by various stakeholders, such as public sector actors, professional organizations, academia, and relevant civil society organizations. The Serbia program, with the Ministry of Construction, Transport, and Infrastructure, also developed high-level national technical coordination workshops to present the findings from the ongoing analytical work at the national and local levels.

Communication campaigns will significantly pick up in the coming year, as more publications will be released publicly, and more technical activities will reach completion. SURGE will continue assisting the country's teams in their communication efforts, through various activities, such as the publication of blogs, the development of short videos on key results, and the organization and dissemination of public events and workshops.

Knowledge Management

SURGE understands knowledge management as a systematic process that involves capturing, organizing, storing, and disseminating collective knowledge to enhance decision-making, innovation, and overall effectiveness. Thus, fostering a culture that values continuous learning, collaboration, and the collective growth of intellectual capital is one of SURGE's knowledge management objectives. In pursuit of this goal, the SURGE web page functions as a tool for organizing and disseminating knowledge generated through its global, regional, and country programs. Additionally, SURGE has undertaken knowledge-sharing activities to foster the exchange of knowledge between SURGE programs. For example, in May 2023, SURGE conducted a knowledge exchange workshop where the country programs of Bolivia, Indonesia, Peru, and Serbia presented their achievements, challenges, and opportunities. This exchange contributed to fostering synergies among different country teams, promoting continuous learning and collaboration, and facilitating the exchange of lessons to leverage the experience of other countries.

At program level, country programs and UA&TA engagements have also promoted knowledge management activities. For instance, Lagos created a multistakeholder task force that coordinates policy and investments across sectors, including knowledge management. In South Africa, the team established several Communities of Practice, as platforms where technical teams from various cities can showcase their successes, share

lessons learned and best practices, as well as engage relevant technical public, civic, or private stakeholders.

Internally, SURGE is anchored in the GPURL Knowledge Ecosystem, with strong links to Global Solutions Group and Communities of Practice within the World Bank. This facilitates the knowledge flow and guides teams to relevant knowledge assets. The SURGE internal web page is also internally linked with these groups and hosts program information and SURGE-supported resources. This allows all World Bank colleagues and task teams to find SURGE content and learn about the program. It also hosts practical information for grantees, such as the operations manual, logos, team contacts, branding guidelines, and more.

In FY24 and beyond, SURGE plans to further enhance its knowledge management endeavor. It will continue organizing and disseminating knowledge through its website, while coordinating knowledge exchange activities among global, regional, and country programs. SURGE will also continue to encourage and support programs in strengthening their knowledge management initiatives and developing comprehensive capacity development processes. In addition, targeted dissemination through regional and country-level teams is envisioned as effective way to bring relevant knowledge to decision-makers and government officials. This is expected to increase meaningful impact on policy decisions and practices of the delivered products.

Synergies

One of SURGE's key activities contributing to the achievement of its objectives is the promotion of synergies and the sharing of knowledge at global, regional, and national levels for sustainable urban and regional development. Although SURGE's global, regional, and country programs each has its own specific objectives and scope, these programs coordinate with each other to explore collaboration opportunities and synergies, aiming to enhance the impact of their activities. For instance, recognizing robust data ecosystems as foundational to smart cities, the GSCP will collaborate with the global CPL to maximize geographical and thematic synergies as deemed relevant.

SYNERGIES WITHIN SURGE PROGRAMS

Currently, five countries— India, Jordan, Nepal, Uzbekistan, and Vietnam—are participating in more than one SURGE global or regional program. As illustrated in Table 15, the activities are linked to the UA&TA program, the CPL

program, and the ECA C&CC program. Since the CPL and ECA C&CC programs are set to begin execution in FY24, the teams responsible for these programs will take precautions to avoid duplicating efforts. Instead, they will capitalize on the activities of other programs to enhance their overall impact.

For example, in Amman, both activities (under UA&TA and CPL) aim to support the Greater Amman Municipality in city transformation. While the UA&TA activity focuses on improving the GAM's performance in priority service sectors by identifying infrastructure gaps and service performance issues and developing a roadmap for reforms and investments, the CPL activity will support the GAM in adopting a data-driven approach to urban planning and service delivery. These activities will complement each other, contributing to the ongoing Jordan Sustainable Cities ASA and the Smart and Inclusive Urban Mobility Project.

In Uzbekistan, the three SURGE activities are complementary and play a key role in the World Bank's Medium-Size Cities Integrated Urban Development Project (MSCIUDP). The UA&TA activity was instrumental in shaping this project by influencing its design and securing additional funding from the World Bank based on urbanization review findings. This activity also provided support for setting up systems for spatial data infrastructure to guide investment prioritization. Expanding on this initiative and in connection with the MSCIUDP, the CPL program will be involved in helping the city of Namangan to create a local spatial data infrastructure for urban planning, land management, and investment prioritization. The ECA C&CC will contribute to the project by integrating considerations related to climate change into local development plans. will work on preparing a new lending project to test integrated SWM solutions in two regions.

SYNERGIES WITH THE CITY RESILIENCE PROGRAM (CRP)

The City Resilience Program (CRP) is a global program that provides support to help cities build and scale up resilience to the adverse impacts of disasters and climate change. The program supports risk-informed and multisector urban planning efforts, identifies suitable interventions and investments that enhance city resilience, and supports their bankability and access to multiple sources of financing to ensure that those investments materialize. This approach helps create the conditions for equitable and sustainable economic growth in a context of rapid urbanization and increasing climate and disaster risks in urban settings. The CRP pursues this goal by offering technical assistance in three thematic areas: planning, finance, and partnerships.

TABLE 15: COUNTRIES THAT PARTICIPATE IN MORE THAN ONE SURGE PROGRAM

COUNTRY	SURGE PROGRAM AND ACTIVITIES
JORDAN	1. UA&TA program: Pathways for transforming service delivery in Amman 2. CPL program: Amman Smart City Platform
NEPAL	1. UA&TA program: Catalyzing Sustainable and Inclusive Urban Development in Kathmandu Valley 2. CPL program: Deepening data- driven urban management and land use planning
INDIA	1. UA&TA program: TA to Surat Municipal Corporation to advise and support on Tapi Riverfront Redevelopment Master Plan 2. CPL program: Urban Data Management for a Green, Inclusive and Resilient Pune
UZBEKISTAN	1. UA&TA program: Uzbekistan Urbanization Trends Spatial Analysis 2. CPL program: Supporting development of MSDI in Greater Namangan to improve urban services delivery, land use management and land privatization practices 3. ECA CC&C program: Support for climate informed implementation of the MSCIUdp and the preparation of an integrated Solid Waste Management program for Kashkadarya and Surkhandarya regions
VIETNAM	1. UA&TA program: Recharging the Southeast Region Growth Engine 2. CPL program: Da Nang Digital Transformation

Unlike SURGE, which provides grants to client countries, CRP offers specialized services aligned with its three pillars: Planning, Finance and Partnerships¹¹. Planning, for instance, provides analytics such as the City Scan tool to help public officials and World Bank task teams visualize critical resilience challenges of cities. Other examples include urban heat analysis, a digital technology product for understanding urban heat islands. In the Finance pillar, CRP focuses on helping cities understand the possible financing approaches for urban resilience investments, including the use of private capital through public-private partnerships (PPPs) and land value capture (LVC) mechanisms. This work is based on assessing the underlying economics of such investments and their long-term affordability. The Partnerships pillar supports external partnerships with private, public, and other relevant stakeholders, and fosters internal collaboration within the World Bank Group¹².

While CRP and SURGE implement separate pipelines, during FY23 their collaborative endeavors converge in 18 actively engaged countries¹³. An

¹¹ SURGE mainly offers Bank-executed grants to global, regional, or country WB teams for the implementation of specific programs or activities. In this model, WB teams manage the grant funds, perform the work and hire consultants and service providers when needed. CRP, instead of providing grants to WB teams, delivers specific professional services to WB teams and their clients by deploying the expertise of the CRP team and CRP consultants as well as CRP-developed tools.

¹² World Bank (2023). City Resilience Program web page. Retrieved from: <https://www.gfdr.org/en/crp>

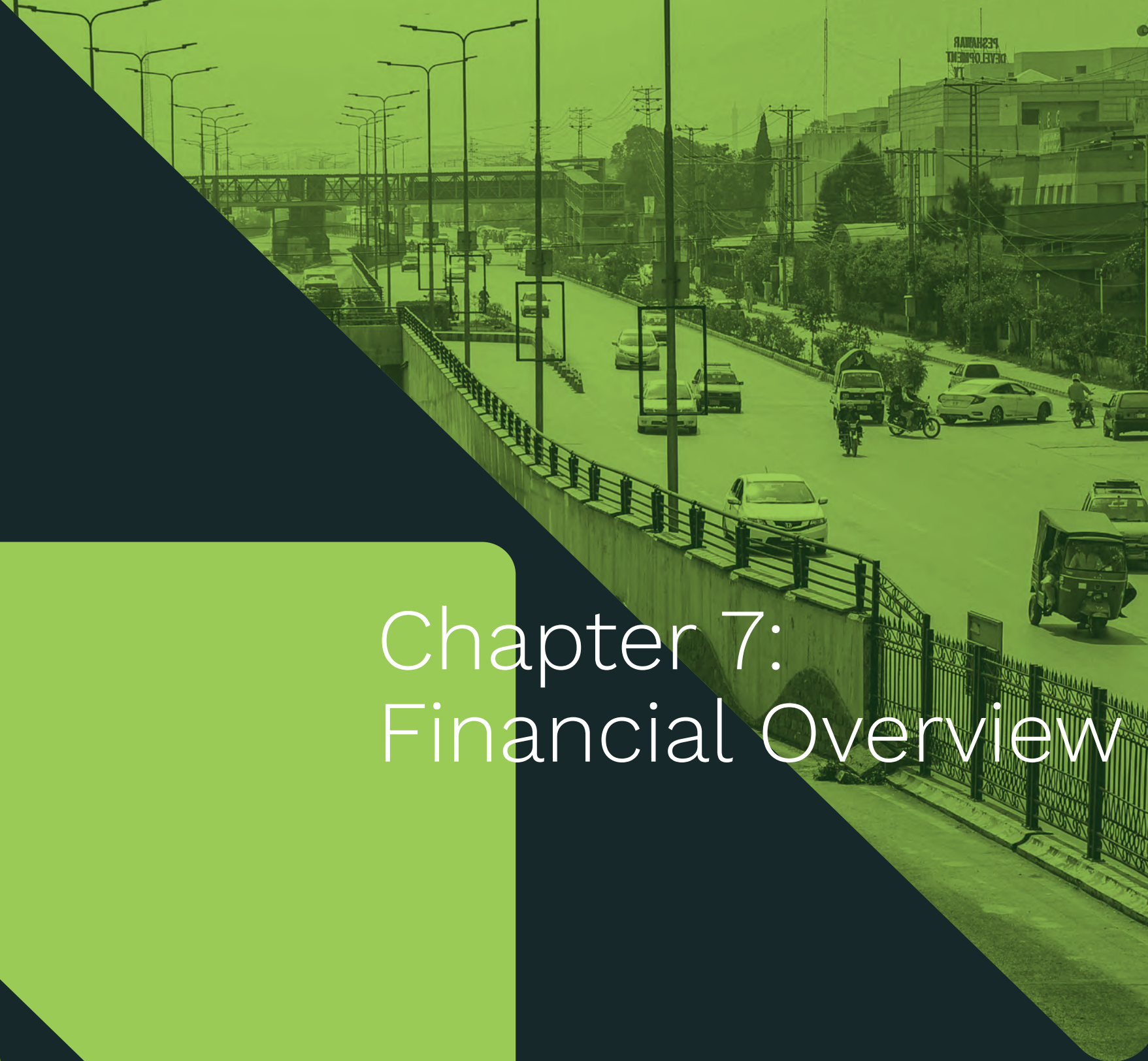
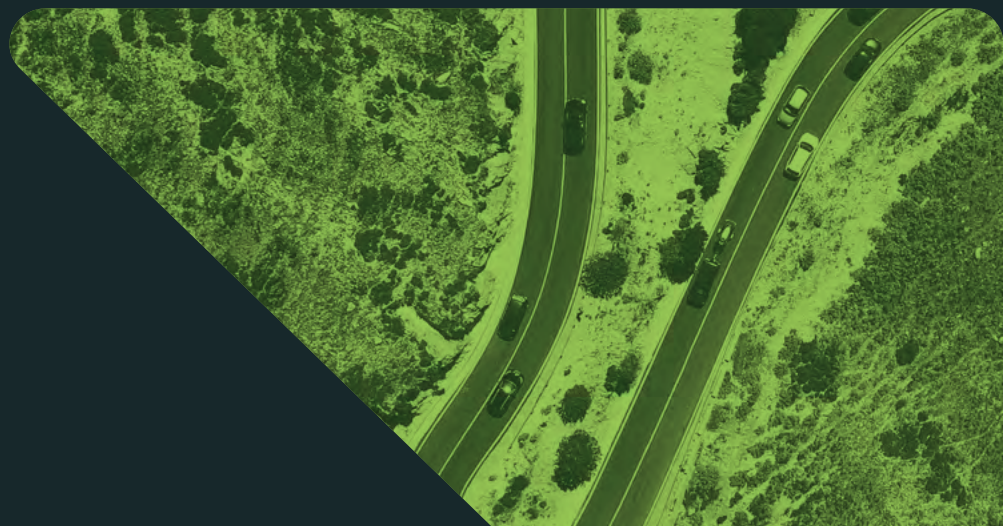
¹³ Bangladesh, Bolivia, Bosnia and Herzegovina, Central America – Guatemala, India, Indonesia,

illustrative case involves CRP’s technical assistance in La Paz and Santa Cruz, Bolivia. This contribution positioned the World Bank as a knowledge leader in urban development amid climate change. This led to the design of the Urban Resilience Project, a US\$70 million project approved in 2020. CRP’s involvement was instrumental in facilitating project preparation, including activities such as conducting analysis to integrate hazard risk into project design, and identifying potential areas for value capture mechanisms. Following up on the CRP work, the SURGE associated program was approved in 2020, further reinforcing municipal capacities for implementing resilient infrastructure, public space, and urban mobility in Santa Cruz de la Sierra and La Paz, as well as improving the national policy environment for resilient urban development. This program is playing a crucial role in the Urban Resilience Project implementation process. In addition, CRP is actively contributing to the development of an Urban Flood Risk Analysis for Santa Cruz, complementing the ongoing implementation of the SURGE program.

Parallel collaborations are observed in South Africa and Vietnam. In South Africa, CRP has supported the SURGE funded resilient investment work across seven metro areas. For instance, CRP conducts city scans in the eight metros, employing rapid diagnostics based on spatial and socioeconomic information to identify urban resilience challenges. Using SURGE MDTF routed resources and funding mobilized from the Global Infrastructure Facility, CRP specified and delivered a program of three workshops bringing together public officials from all seven metros along with relevant national government departments. In parallel to these workshops, this program also included the delivery of prefeasibility support to nine investments related to urban resilience. In Vietnam, CRP co-led an analysis of differences in neighborhood-based socioeconomic resilience to flood hazard in Ho Chi Minh City and supported the creation of a Spatial Computable General Equilibrium model for Thu Duc City to assess the economic potential of the city and investigate levers of sustainable and resilient growth, finding the greatest impact on value added in flood defense infrastructure, particularly in the northwest. These efforts complemented the SURGE Vietnam engagement focused on understanding the underlying causes of SER’s stagnation in economic growth and enhance institutional capacities to unlock the region’s growth potential and increase investments in infrastructure and service delivery.

Kazakhstan, Kenya, Madagascar, Nigeria, Romania, Serbia, South Africa, Tajikistan, Republic of Türkiye, Ukraine, Uzbekistan, Vietnam

Chapter 7: Financial Overview



This chapter provides financial information for the SURGE global Anchor multi-donor trust fund (MDTF) and the five associated country MDTFs related to donor contributions, approvals, and disbursements of activities, and program management and administration (PMA) costs. This report covers a 44-month period, from trust fund inception in November 2019 through June 2022 and provides financial information on FY23 (July 2022 to June 2023).

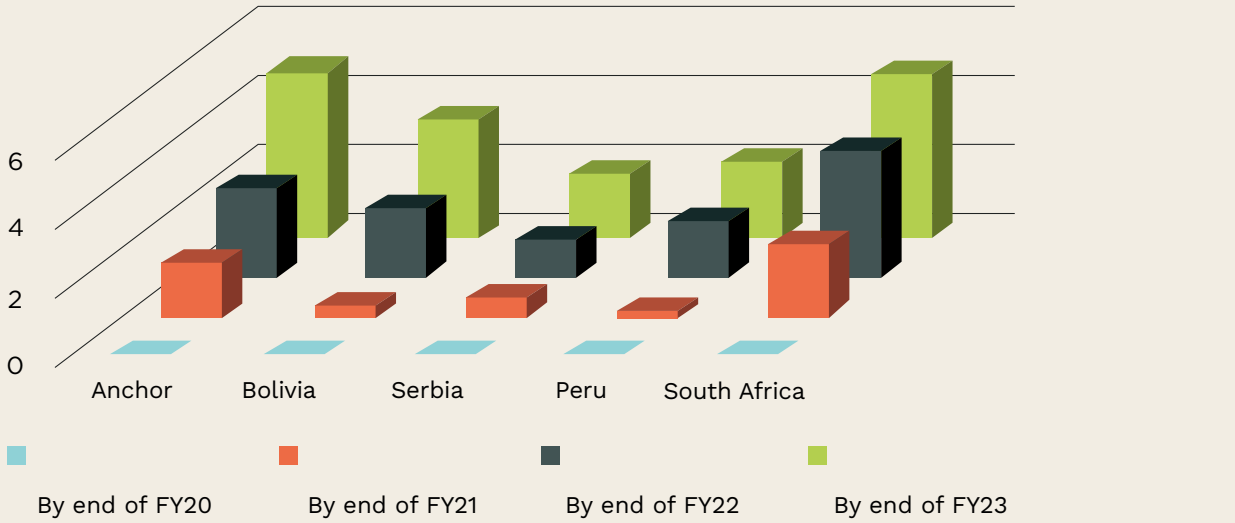


During FY23, new contributions by Switzerland’s SECO, Austria’s BMF, and Republic of Korea’s MOLIT increased the total SURGE budget from US\$34.7 million to US\$51.0 million.¹⁴ During its lifetime, across the SURGE trust funds US\$29.5 million of the total US\$51.0 million budget has been approved for activities, and US\$17.0 million has been disbursed or committed – 58 per-cent of the approvals. In FY23 approvals increased by US\$10.8 million and disbursements and commitments grew US\$6.1 million. Table 16 provides the overall financial details of all six SURGE MDTFs combined; Figure 4 shows the cumulative disbursements plus commitments per MDTF at the end of FY20 to FY23. In each MDTF the disbursements have continued to grow.

TABLE 16. OVERALL SURGE FINANCIAL OVERVIEW (all MDTFs, in US\$ million, as of June 30, 2023)

(IN M USD)	NEW OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED + COMMITTED	
				(m USD)	% of allocation
Technical Comp's	47.97	27.53	27.51	15.99	58%
PMA	3.01	2.01	2.01	1.04	52%
TOTAL	50.98	29.54	29.52	17.03	58%

FIGURE 4. CUMULATIVE DISBURSEMENTS PLUS COMMITMENTS PER SURGE MULTI-DONOR TRUST FUND FOR FY20 TO FY23



¹⁴ This amount includes generated investment income for two associated TFs.

Donor Contributions to the SURGE Umbrella Program

Total donor contributions to the SURGE Anchor MDTF and associated trust funds received through June 30, 2023, were US\$33.0 million, US\$9.9 million of which occurred in FY23—out of the US\$50.7 million¹⁵ overall funds committed by SECO as founding donor and BMF and MOLIT as new donors of the SURGE Umbrella Program—see Table 17.

TABLE 17. OVERVIEW OF DONOR CONTRIBUTIONS TO SURGE

TRUST FUND	Preferences for contributions under the Anchor MDTF, and associated trust funds countries	DONOR	AMOUNT PLEDGED (US\$ million) ¹⁶	AMOUNT RECEIVED (US\$ million)	AMOUNT PENDING (US\$ million)	INVESTMENT INCOME (US\$ MILLION)
SURGE ANCHOR MULTI-DONOR TRUST FUND	Urban analytics and technical assistance	SECO	6.00	6.00	0	0.36
	Urban spatial management and planning	SECO	5.26	2.70	2.55	
	Supporting urban climate mitigation and adaptation investments in ECA	BMF	5.36	3.19	2.17	
	Smart city Development	MOLIT	1.13	0.37	0.77	
	Total		17.75	12.27	5.48	
ASSOCIATED TRUST FUNDS	Bolivia	SECO	4.43	3.76	0.67	0.11
	Indonesia	SECO	9.03	2.50	6.53	0.07
	Peru	SECO	5.56	3.34	2.22	0.10
	Serbia	SECO	3.88	3.32	0.55	0.12
	South Africa	SECO	10.09	7.77	2.22	0.17
	Total		32.99	20.69	12.19	0.52
Total SURGE amounts			50.74	32.96	17.67	0.93
Total operational SURGE budget at the end of FY23 (including part of investment income)			50.98			

Source: SURGE data

¹⁵ This amount does not include generated investment income.

¹⁶ Based on exchange rates of June 30, 2023.

Overview of the SURGE Global Anchor MDTF Allocations and Activity Portfolio

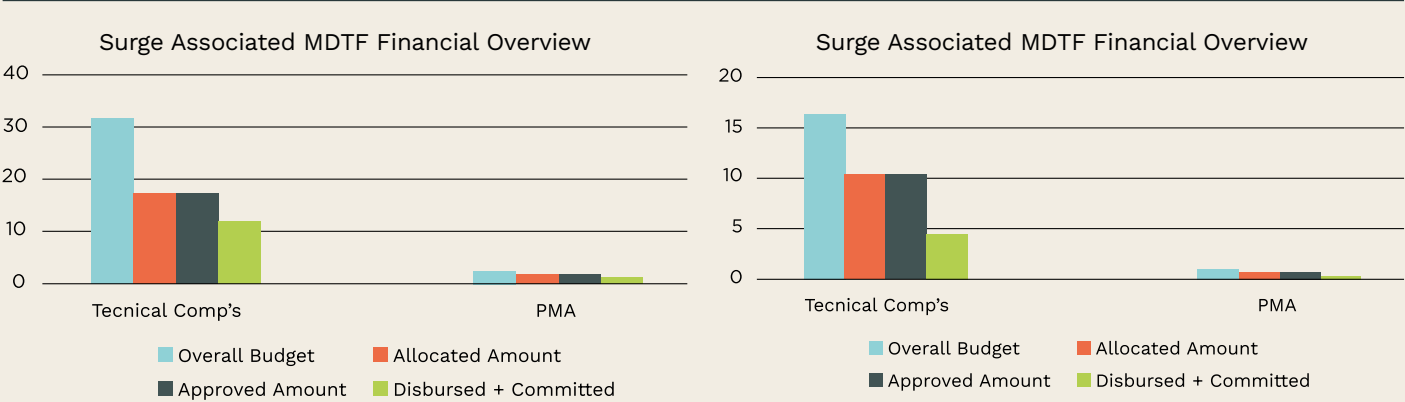
Since trust fund inception (November 2019), US\$10.50 million has been allocated and US\$10.48 million approved for technical components under the Anchor MDTF, divided over three global programs (UA&TA, CPL global and GSCP) and one regional program (ECA C&CC). The total PMA approved budget for the Anchor MDTF is US\$0.73 million. Overall, the allocations increased by US\$6.67 million and the approvals by US\$7.62 million in FY23, mainly due to the start of new programs. Total disbursement and commitments across the programs under the Anchor MDTF at the end of FY23 was US\$4.81 million—up from US\$2.57 million at the end of FY22.

TABLE 18. SURGE ANCHOR MULTI-DONOR TRUST FUND FINANCIAL OVERVIEW (IN US\$ MILLION, AS OF JUNE 30, 2023)

(IN M USD)	NEW OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED + COMMITTED	
				(m USD)	% of allocation
Technical Components	16.64	10.50	10.48	4.51	43%
PMA	1.11	0.73	0.73	0.30	41%
TOTAL	17.75	11.23	11.21	4.81	43%

Table 18 and Figure 5 show the current allocations, approval status, and expenditures of the components. More detailed financial information at component level is included in the global and regional programs chapters. In terms of fund usage, 43 percent of the allocation to technical components of the Anchor MDTF programs has been disbursed or committed, as has 41 percent of the allocated PMA. The lower percentages compared to last fiscal year’s financials can be explained by the start of new programs in FY23.

FIGURE 5. CURRENT BUDGET, ALLOCATIONS, APPROVALS AND EXPENSES FOR THE GLOBAL ANCHOR MDTF (LEFT) AND THE ASSOCIATED MDTFS (RIGHT)



Overview of the SURGE Associated Country MDTF Allocations and Activity Portfolio

Since trust fund inception (ranging from June 2020 to November 2022), US\$17.03 million has been allocated and approved¹⁷ for technical components of the five associated country MDTFs, divided over 13 activities and components¹⁸. This is a US\$2.9 million increase compared to the previous fiscal year’s allocations and approvals. The total PMA approved budget for the five associated MDTFs is US\$1.28 million. Total disbursement and commitments across the five country programs at the end of FY23 was US\$12.22 million—up from US\$8.29 million at the end of FY22.

Table 19 and Figure 5 (right) show the current allocations, approval status, and expenditures of the components. More detailed financial information at component level is included in the country chapters. In terms of fund usage, 67 percent of the allocation to technical components of the five associated country programs has been disbursed or committed, as has 58 percent of the allocated PMA. Even with the increase allocations, the percentage of the allocations that had been disbursed or committed increased by 12 percent compared to the previous fiscal year, which shows that the country programs have further accelerated implementation during FY23.

¹⁷ For the associated country trust funds, virtually the entire received donor contributions amount is allocated to approved activities at component level.

¹⁸ This does not yet include allocations and approvals to ISDUN-2 components, given that at the end of FY23 these components’ grants had not yet been created.

TABLE 19. SURGE ASSOCIATED MULTI-DONOR TRUST FUND FINANCIAL OVERVIEW (IN US\$ MILLION, AS OF JUNE 30, 2023)

(IN M USD)	NEW OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED + COMMITTED	
				(m USD)	% of allocation
Technical Components	31.33	17.03	17.03	11.48	67%
PMA	1.90	1.28	1.28	0.74	58%
TOTAL	33.23	18.31	18.31	12.22	67%

Note: PMA = project management and administration | Source: SURGE data

Overall SURGE Program Management and Administration Costs

The SURGE team incurs PMA costs for program governance. This includes costs for general program management, monitoring and evaluation, and donor coordination, among others. Total PMA disbursements and commitments from the global SURGE Anchor MDTF and associated country programs from inception to June 30, 2023, amounts to US\$1.04 million, equal to 6 percent of the total SURGE disbursements and commitments—down from 7 percent during the FY22 annual reporting period and 9 percent during the FY21 annual reporting period. FY23 PMA disbursements alone amount to US\$0.25 million. As is common in trust-funded programs, many initial expenses are for program management and administration, related to the design and set up of the program structure and procedures and reviewing expressions of interest and proposals. The program has set limits in the financial systems to ensure that PMA spending cannot exceed 6 percent of the total SURGE Umbrella contributions.



Chapter 8: Looking Ahead



In January 2023, the World Bank Board announced the release of an Evolution Roadmap with the aim to reorient the institution to better address the scope and scale of the world's development challenges. As part of this Roadmap, the World Bank announced a new vision during the 2023 Annual Meetings: "To create a world free of poverty – on a livable planet", combined with steps to increase internal efficiency, to reorient indicators of success from inputs and disbursements to outcomes and volume of private sector financing mobilized, and to shift the institution's focus from serving mainly as a financing mechanism to a stronger knowledge mechanism as well.

Urban areas hold the potential to significantly reduce extreme poverty and foster a livable planet. However, numerous cities face challenges that impede this potential. GPURL will continue its commitment to position SURGE as a key instrument of the urban development and knowledge agenda, essential to contributing to the World Bank's new vision.

The SURGE Umbrella Program has played a pivotal role in supporting governments and local authorities in addressing challenges arising from rapid urbanization and unequal regional development processes. In FY23, SURGE made considerable progress in the implementation of both its global and country programs, yielding substantial results that promote sustainable and inclusive urban development. This progress has had tangible impacts on government policies, strategies, plans, regulations, and investments. Moreover, SURGE has broadened its portfolio, approving three new programs at the global, regional, and country level, and is expecting to extend its reach to more than 90 cities in 28 countries across 6 regions. Additionally, the umbrella program has strengthened its partnerships by welcoming two new partners: Austria's Ministry of Finance, and the Republic of Korea's Ministry of Land, Infrastructure, and Transport (MOLIT). This expansion underscores SURGE's commitment to advancing its mission and fostering collaborations for effective urban development initiatives.

In FY24, SURGE will maintain its focus on achieving tangible results and making an impact, with the ultimate goal of enabling cities and regions in developing countries to drive sustainable and inclusive economic development. The program's success hinges on two pivotal elements. The first element involves a strong emphasis on addressing the multifaceted challenges that cities encounter. This includes harnessing the advantages of agglomeration while actively working to mitigate any potential adverse social, economic, and environmental consequences. SURGE will both bring ongoing activities to fruition, realizing their results and impacts, and embark on the execution of new initiatives in additional countries. The second key element involves the expansion and enhancement of partnerships, with the aim of broadening the program's portfolio and augmenting its overall influence. SURGE will reinforce its existing relationships with the current three partners and actively pursue new partnerships to further extend its reach and impact.

FY24 brings several significant milestones into focus. In terms of the multi-donor Anchor Trust Fund, the global UA&TA program is set to conclude its execution, while the CPL and GSCP programs are expected to yield results. SURGE will continue discussions with SECO concerning the replenishment

of funds for a new global pro-gram. Simultaneously, the ECA C&CC program will be actively in- volved in executing activities in its selected countries while iden- tifying new ones. SURGE will also engage in discussions with the Austrian Ministry of Finance regarding a potential replenishment. SURGE will continue the execution of the four ongoing country pro- grams, while the Indonesian program will commence its implemen- tation. Additionally, con- versations with SECO will revolve around extending support to new country programs, with potential expan- sions into ECA, including countries like Uz- bekistan and Tajikistan. Moreover, SURGE is also expecting to welcome two new partners to the Umbrella Program in early FY24: the Government of Den- mark and the Korean Research Institute on Human Settlements (KRIHS).

Also in FY24, the first external mid-term review (MTR) of the SURGE um- brella program will be conducted. It will include the assessment of the global UA&TA program as well as the Bolivia, Peru and Serbia country programs. The MTR has three specific ob- jectives: (a) To review progress, initial results and impacts of the global UA&TA program against the SURGE Umbrella develop- ment objectives and relevant pillar objectives; (b) to assess progress, initial results and impacts of the country programs (Bolivia, Peru, and Serbia trust funds) against the SURGE Umbrella development objectives, country trust fund objectives, and relevant pillar objec- tives; and (c) to collect and con- solidate lessons that can benefit the SURGE program moving forward (overall and specifically related to the global and country programs). This will also in- clude lessons related to additionality aspects from SURGE funded activities that influence or inform client dialogue, investment projects that are in prepa- ration or being implemented, and policy reform, strategies, laws, regulations, and investment plans, as well as in developing partnerships inside and out- side the World Bank. The MTR will be conducted during FY24. Final results are expected by March 2024.

A detailed workplan has been prepared for FY24 outlining next steps for each trust fund under the SURGE program. This section of the Annual Re- port summarizes that workplan.

GLOBAL PROGRAMS



UA&TA Program

The UA&TA program will finalize its city engagements in FY24. Out of the original nine engagements, the five with ongoing activities will complete their efforts in disseminating analytical outputs and building capacity in FY24.

Of the six additional engagements, activities in Bangladesh, India, and Jordan will start in early FY24 and are expected to wrap up by the year’s end. In Pakistan and the Domini- can Republic, the focus will shift to dissemi- nating analytical work, while the Central America engagement will carry out activities to present the findings of the policy note de- veloped in FY23. Global and regional activi- ties were concluded in FY23. In FY24, there will be a particular emphasis on executing dissemination activities for Vibrant Cities

and Mobilizing Finance Development, which will involve organizing events and publish- ing blogs. The SURGE team will also apply an effective approach for internal dissemi- nation, such as showcasing the findings during the unit meetings of the Urban, Resilience and Land (URL) regional teams, sharing the relevant aspects with Practice Managers and URL client-facing staff. This will enable URL staff to bring relevant insights to their counterparts when needed.



CPL Program

With CPL preparatory work concluded, and grants issued to teams working in six countries, city-level work has begun and will continue in FY24. A global, hybrid version of CPL’s training of trainers will be offered beginning in the second half of 2023.

Technical support to specific activities per city under Components 1 and 2 will be deter- mined based on the city baseline and needs assessments by the country teams, and will include provision of toolkits, templates, key references and guidance, and demand-led technical assistance to enable scale-up through the six country team grants for cities. An inaugural global knowledge ex- change is being planned and is expected to be delivered in late 2023/ early 2024, bring- ing together World Bank city teams, gov- ernment officials, and urban development practitioners to address the pressing need

for effective urban planning through data- driven decision-making in practical ways. A further knowledge-sharing event is planned to bring together teams working with urban planning and spatial data tools across the World Bank to understand how the various tools can best be applied for in different contexts and for different use cases. The core team will also plan to organize shar- ing sessions in the GPURL Learning week (pending confirmation) or other knowledge sharing opportunities such as BBLs or tech- nical workshops, and will actively partici- pate in such relevant events.

GLOBAL PROGRAMS



Global Smart City Partnership Program

Under the SURGE Umbrella Anchor MDTF, the Global Smart City Partnership Program (GPSC) is set to start its third phase in FY24. As part of the first component, in FY24 the program will issue an open call for proposals to select teams whose initiatives are in the early stages of development or project preparation.

The selected teams will receive technical support for smart city strategic planning and the design of smart technology solutions investments. To advance Component 2, the program will identify World Bank Group lending projects that are either in the preparation or implementation stage and present an opportunity to incorporate and strengthen the foundational aspects of

smart cities. Priority will be given to projects involved in Component 1 or those that have shown positive outcomes within the existing GSCP portfolio. Additionally, the program will produce knowledge products and engage in knowledge-sharing activities related to critical aspects and common themes in smart city development.

REGIONAL PROGRAMS



ECA Cities & Climate Change Program

To boost the number of World Bank investments focused on climate change mitigation and adaptation in cities across the ECA region, the ECA C&CC program offers technical assistance, facilitates financing, and promotes knowledge exchange. In FY24, the program builds upon its successful launching of activities in eight countries from FY23.

It will continue the implementation of ongoing activities to support eight client countries in preparing and implementing bankable projects. A second call for Expressions of Interest for additional projects is planned, with funding allocation to existing projects and country programs, including Bosnia and Herzegovina, Tajikistan, Republic of Türkiye, Uzbekistan, and new

ones like North Macedonia. For knowledge exchange, the program will provide tailored technical support to develop operational solutions for urban climate change mitigation and adaptation. In FY24, a Technical Deep Dive, in the form of a reverse mission, will take place, with Uzbekistan as the suggested focus country.

ASSOCIATED COUNTRY PROGRAMS



The Bolivia Urban Resilience Technical Assistance Program

The Bolivia Urban Resilience Technical Assistance Program will in FY24 continue enhancing municipal institutional capacity in Santa Cruz (SCS) and La Paz (LP).

In this sense it will support SCS in building and planning an effective DRM system, increase its capacity to understand and manage flood risks, implement tactical urbanism pilots, and develop a comprehensive strategy to revitalize its city center. The trust fund will continue identifying opportunities for improving municipal finance for resilience by completing the Municipal Climate Action Plans in SCS and LP and strengthen-

ing their municipal finances by diversifying their financing tools for urban resilience. In terms of the trust fund support to the national government, during FY24 it will support Vice Minister of Housing and Urban Planning (VMVU) and Ministry of Development Planning (MPD) to structure an Urban Development Fund and to review and develop national territorial planning tools and national risk management plan and policy.



Strengthening Urban Cadasters for Urban Governance In Peru

In FY24, the program will continue providing technical assistance to the Peruvian government, in particular to the MVCS, to support the formal adoption of the LADM-Peru profile and to expand the simplified building valuation methodology.

The program will continue supporting the MVCS and COFOPRI to ensure that the design and development of the national cadastral information technology system, which is starting its initial design and development stages, follows the LADM-Peru-Urban model. The dissemination and capacity building activities will continue with MVCS, COFOPRI, and municipalities, but will expand its scope to involve other government actors, particularly the Secretariat of Digital Governance at the Presidency of the Council of Ministers (SGD-PCM), which has a key role in promoting interoperability of data

among public agencies, and the Ministry of Economy and Finance (MEF). The program will support the development of a repository of information (associated with the National Urban Observatory) to disseminate technical documents, international good practices, and the progress of LADM-Peru-Urban implementation and further support knowledge creation on land information interoperability. Furthermore, the program will continue supporting the Metropolitan Municipality of Lima in the design and implementation of urban operations that will include land management and LVC instruments.



Green, Livable, Resilient Cities in Serbia Program

In FY24, the GLRC team will strengthen local and national government capacity in Serbia for sustainable and resilient urban development, local economic recovery, and growth.

At the local level, the program will complete and disseminate a comparative analysis of 10 cities, using city-specific situational analysis and needs assessments for urban, environmental, and institutional challenges. Simultaneously, the Capacity Building Program (CBP) will strengthen these cities' capabilities to enhance prioritization criteria and optimize capital investment planning and execution. Additionally, the program will continue supporting the MCTI in implementing the

Sustainable Urban Development Strategy (SUDS) and its Action Plan. At the national level, the GLRC will disseminate analytical reports from FY23 and integrate the findings with the LIID lending project. It will also provide ongoing assistance to the government in identifying and prioritizing municipal solid waste management (SWM) investments. For knowledge exchange, FY24 will feature city-to-city dialogues, peer-to-peer exchanges, and various knowledge-sharing events.



Urban Multidonor Trust Fund for South Africa

With one year left in the implementation period, the Urban MDTF for South Africa will prioritize completing ongoing outputs, starting pending activities, and scaling selected initiatives for enhanced development outcomes.

In FY24, the program will achieve several key milestones. It will finalize the development of the Cities Infrastructure Development Management Systems (CIDMS) and conduct capacity building activities for its implementation. A pilot phase, aimed at integrating climate resilience into the CIDMS, will be launched in three cities. The program will also expand its transversal management and change management efforts by introducing three master classes and facilitating trainer engagement as part of the institutionalization process. Fur-

thermore, ongoing support will be provided to the city of eThekweni in implementing the recommendations from the 2022 flood review to enhance their disaster risk management. Additionally, the program will scale successful subprojects focusing on solid waste management, water resilience, and urban river management. Regarding economic development in the metro areas, the program will actively contribute to the development and execution of the SNDB Institutionalization Plan in FY24.



Indonesia Sustainable Urbanization Phase II (IDSUN-II) MDFT

During FY24, the program will support Indonesian cities to enable them to make evidence-based decisions, adopt multisectoral approaches, and identify appropriate financing solutions for sustainable and resilient investments. In this sense the program will continue supporting pilot cities in IDSUN-I—Balipapan, Denpasar, and Semarang through analytics studies.

It will support the development of financial solutions and the enabling of financing of prioritized infrastructure investments for subnational governments. The program will support the government of Indonesia through diagnostics and technical assistance related to the World Bank financed National Urban Flood Resilience Program

(NUFRP) and the development of city-level gender action plans to enhance the inclusion of all genders in flood resilience investment planning and implementation. Finally, it will assist the government of Indonesia in the development of a platform to provide financial support and capacity building on urban transport in large cities.





Appendices



Appendix A
Complete SURGE
Results Framework
2023

SURGE Results Framework

SURGE OBJECTIVE:
Enable cities and regions in developing countries to function as drivers of sustainable and inclusive economic development.

PROGRAM INDICATORS (all global and country programs report on these)

- | | |
|---|--|
| 1 | Number of cities/regions that have benefitted from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations) |
| 2 | Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women) |
| 3 | Number of strategies, policies, plans, procedures, or regulations of which the formulation/implementation was influenced / informed by SURGE support to cities/regions |
| 4 | Additional financing mobilized for sustainable and inclusive regional/urban development (in USD, of which public and of which private financing) |
| 5 | Number and volume of WBG investment projects influenced through SURGE support to cities/regions |
| 6 | Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations) |

PILLAR 1: CITY MANAGEMENT, GOVERNANCE & FINANCING Objective: Strengthen the financial & institutional dimensions of urban development & management	
Outcome Indicator 1: Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions) Total [target: 4] Bolivia [target: 2] Peru [target: 2]	
Intermediate Outcome B: Municipal Own Source Revenues (OSR) and Property Tax Systems are improved	
INTERMEDIATE OUTCOME INDICATORS	OUTPUT INDICATORS
B.1 Systems, policies, instruments, or strategies that contribute to increased municipal Own Source Revenues (OSR) are introduced / improved / adopted (# of systems, policies, instruments, or strategies) Total [target: 6] Bolivia [target: 3] Peru [target: 3]	B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products) Total [target: 7] Bolivia [target: 4] Peru [target: 3]
	B.1.2 Training and knowledge sharing events that contribute to improving municipal revenue (# of events) Total [target: 7] Bolivia [target: 3] Peru [target: 4]
Intermediate Outcome C: Cities have strengthened institutions and improved management capacities	
C.1 Cities have strengthened institutions and improved management capacities (# of cities) Total [target: 2] Peru [target: 2]	C.1.1 Knowledge and planning products delivered that help cities strengthen their institutions and management capacities (# of products) Total [target: 1] Peru [target: 1]
	C.1.2 Training and knowledge sharing events that contribute to strengthening city management and institutions (# of events) Total [target: 3] Peru [target: 3]

PILLAR 2: TERRITORIAL & SPATIAL DEVELOPMENT Objective: Spur equitable regional and local development	
Outcome Indicator 2: Cities/regions that spurred equitable regional and local development (# of cities/regions) Total [target: 25] UA&TA [target: 16] CPL [target: 7] Peru [target: 2]	
Intermediate Outcome E: Governments have improved spatial development planning systems and capacities	
INTERMEDIATE OUTCOME INDICATORS	OUTPUT INDICATORS
E.1 Government entities with improved spatial development planning systems and capacities (# of entities) Total [target: 12] Peru [target: 12]	E.1.1 Knowledge and planning products delivered that contribute to better spatial development planning systems and capacities (# of products) Total [target: 8] Peru [target: 8]
	E.1.2 Training and knowledge sharing events that contribute to improved spatial development planning systems and capacities (# of events) Total [target: 5] Peru [target: 5]
Intermediate Outcome F: Urban planners and policymakers use improved city-level data and analytics to inform urban policy and investment planning	
F.1 Laws, policies, procedures, or plans (incl. investment plans, spatial plans, sector plans, action plans, etc.) related to urban/regional development are initiated and/or improved based upon (spatial) data and analytics (# of laws, policies, procedures, or plans) Total [target: 20] UA&TA [target: 16] CPL [target:4]	F.1.1 Knowledge and planning products and tools containing urban data and key emerging urbanization topics, diagnostics and/or analytics are produced and shared with government officials (# of products) Total [target: 52] UA&TA [target: 34] CPL [target:18]
	F.1.2 Training and knowledge sharing events that help stakeholder collaborate and/or improve the use of urban data and analytics for urban policy making and investment planning (# of events) Total [target: 43] UA&TA [target: 32] CPL [target:11]
	F.1.3 Downloads of SURGE supported official outputs related to improved city-level data and analytics (# of downloads) Total [target: 6300] UA&TA [target: 6000] CPL [target:300]
F.2 Improved/New data systems, platforms, portals, or tools used by cities/metros (# of systems, platforms, portals, or tools) Total [target: 9] UA&TA [target: 4] CPL [target:5]	F.2.1 Planning and data products/tools developed, piloted, and/or improved that help carry out evidence-driven urban planning and management (# of products/tools) Total [target: 6] UA&TA [target:4] CPL [target:2]

 PILLAR 3: SUSTAINABLE AND CLIMATE SMART CITIES Objective: Spur equitable regional and local development	
Outcome Indicator 3: Cities/regions with increased focus on low-carbon and sustainable development (# of cities/regions) Total [target: 19] Bolivia [target: 2] Serbia [target: 5] ECA C&CC [target: 12]	
Intermediate Outcome G: Cities/region work towards sustainable, climate smart & low carbon development	
INTERMEDIATE OUTCOME INDICATORS	OUTPUT INDICATORS
G.1 Government institutions have strengthened their capabilities related to sustainable, climate smart & low carbon development (# of institutions) Total [target: 19] Bolivia [target: 2] Serbia [target: 5] ECA C&CC [target: 12]	G.1.1 Knowledge and planning products delivered related to sustainable, climate smart & low carbon development (# of products) Total [target: 7] Bolivia [target: 2] Serbia [target: 5]
	G.1.2 Training and knowledge sharing events that contribute to sustainable, climate smart & low carbon development (# of events) Total [target: 13] Bolivia [target: 2] Serbia [target: 5] ECA C&CC [target: 6]
Intermediate Outcome I: Government entities take actions towards handling solid waste in a more sustainable way	
I.1 Governance entities improved their knowledge/capacity on sustainable solid waste management practices (# of entities) Total [target: 6] Serbia [target: 3] ECA C&CC: [target: 3]	I.1.1 Knowledge and planning products delivered that promote/inform the sustainable management of solid waste (# of products) Total [target: 1] Serbia [target: 1]
	I.1.2 Training and knowledge sharing events that contribute to sustainable management of solid waste (# of events) Total [target: 5] Serbia [target: 2] ECA C&CC: [target: 3]

 PILLAR 5: URBAN & REGIONAL RESILIENCE Objective: Strengthen cities and regions' resilience to climate change and disasters	
Outcome Indicator 5: Cities/regions with strengthened resilience to climate change and disasters (# cities/regions) Total [target: 7] Bolivia [target: 2] Serbia [target: 5]	
Intermediate Outcome O: Improved / New regulations, policies or planning instruments that contribute to cities' resilience to climate change and disasters	
INTERMEDIATE OUTCOME INDICATORS	OUTPUT INDICATORS
O.1 New / Improved regulations, policies or planning instruments that contribute to cities' resilience to climate change and disasters (# of regulations, policies or planning instruments) Total [target: 9] Bolivia [target: 4] Serbia [target: 5]	O.1.1 Knowledge and planning products delivered that strengthen cities' focus on climate resilience in regulations, policies or planning instruments (# of products, of which include a focus on gender) Total [target: 24] Bolivia [target: 19] Serbia [target: 5]
	O.1.2 Training and knowledge sharing events that help participants improve/introduce regulations, policies or planning instruments that contribute to cities' resilience (# of events) Total [target: 10] Bolivia [target: 5] Serbia [target: 5]
Intermediate Outcome P: Cities/regions enhanced their capability to plan/finance/manage resilient infrastructure	
P.1 Government entities with enhanced capability to plan / finance / manage resilient urban infrastructure (# of government entities) Total [target: 6] Bolivia [target: 3] Serbia [target: 3]	P.1.1 Knowledge and planning products that help strengthen cities' capabilities to plan / finance / manage resilient infrastructure (# of products) Total [target: 6] Bolivia [target: 3] Serbia [target: 3]
	P.1.2 Training and knowledge sharing events that strengthen cities' capacity to plan / finance / manage resilient infrastructure (# of events) Total [target: 4] Bolivia [target: 1] Serbia [target: 3]

Appendix B

Detailed context and achievements description of country-level engagements under the Global UA&TA Program organized by region.

AFRICA

1. Angola's Cities: Seizing the Opportunity

PHASE I Amount: US \$83,000 | Dates: December 2020–June 2022 | Status: Closed

PHASE II Amount: US \$ 263,684.47 | Dates: May 2023–April 2024 | Status: Ongoing

COUNTRY CONTEXT

Angola' urban transformation is in full-swing. With an urban population already over 66 per-cent, the country is amongst the most urban-ized populations in Sub-Saharan Africa. How-ever, keeping pace with urbanization pressures has only recently become a strategic orienta-tion of Angola's government. Financed through SURGE, the Angola Urbanization Review is helping to elevate the urban agenda and make the matter of urban management a national pri-ory, both to avert further expansion of slums, but also to mitigate the congestion costs that are currently holding the country's cities back from becoming engines of economic growth. Addressing weak spatial planning, land man-agement, housing sector policies and pro-grams, and infrastructure investment is at the core of the country's new focus on improving urban management.

In this context, the already completed Phase I of the SURGE Angola engagement was aimed at supporting the production of the analyti-cal basis on urbanization challenges in Angola to identify priority reforms and investments to make cities more inclusive, resilient, and com-petitive. Given Angola's under developed hous-ing market and urgent need for housing, particu-larly for the low-income segment of the market, the ongoing Phase II will address information, policy, and capacity gaps in National Housing Program to strengthen the ability of selected secondary cities to finance and improve urban infrastructure, housing, and service provision.

ACHIEVEMENTS

Planning

Through Phase I of the Angola SURGE Program, a UR was completed and articulates the role that Angola's cities can play in achieving more diversi-fied and inclusive economic growth in the country. Additionally, Phase II will include detailed drill-downs into housing sector challenges and oppor-tunities, generating several important policy and regulatory measures to promote the enabling en-vironment for housing sector development.

Finance

The *Angola Strengthening Governance* for En-hanced Service Delivery Project (US \$250 mil-lion), approved in December 2022, was influ-enced by the findings and recommendations of the UR and involves one entire component devoted to urban development. Its focus is on promoting robust fiscal transfers to municipali-ties, coupled with strengthening public finan-cial management and land management. In addition, it will provide technical support and capacity building to more than 12 primary and secondary city municipalities for preparation of urban master plans, strategic plans, investment project preparation and financing of urban infra-structure investments.

The Angola Secondary Cities Support Pro-gram (US \$300 million), with an anticipat-ed approval date of July 2024, was requested by the Government as a direct result of the UR. Phase II deliverables are informing the design of national housing programs. The main aim is to provide a solid foundation of housing policy and program good practice avoiding the mistakes of prior interventions.

Operations

While the SURGE activities won't directly impact operations, the financing operations, particularly the Governance Project, will have downstream operations support for more than 12 master plan implementation and monitoring, as well as strengthening of public financial management at the targeted municipalities.

NEXT STEPS

Phase II technical assistance on housing sector policies and programs is ongoing and will be completed in April 2024.

TABLE 1: ANGOLA’S SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: • Urbanization Review: Angola's Cities- Seizing the Opportunity	CAPACITY BUILDING: • Sub-national PFM & Land-based development financing	Outside the scope of the project
NEW POLICY & INSTITUTIONAL REFORMS: • Housing Sector Policy reforms. • New national policy regulations. • Guidelines & twelve city master plans.	CAPACITY BUILDING: • Engagement of the private sector in the delivery of affordable housing	
PARTICIPATORY DECISION PROCESSES: • 12 Urban Master Plans will have extensive consultation processes for their implementation	PROJECT PREPARATION & FINANCING: • Strengthening Governance for Enhanced Service Delivery (\$250 m) & ASCSP (\$300 m.)	

Fully or likely to be fully achieved

Within scope and on target to be achieved

Outside scope of the project

AFRICA

2. Madagascar: Leveraging Cities as Drivers of Growth and Structural Transformation

PHASE I Amount: US \$85,923.77 | Dates: November 2020–December 2022 | Status: Closed

PHASE II Amount: US \$ 240,076.23 | Dates: November 2020–April 2023 | Status: Closed

COUNTRY CONTEXT

Madagascar is an island country experiencing rapid urbanization while being one of the most exposed countries to disaster risk, which compounds its urban development challenges. The country's urbanization rate of well over 4 percent annual growth is among the highest in the world. However, most urban services are still delivered by the central government or para-statal agencies and are falling far short of the growing need for infrastructure services. For instance, less than 20 percent of people living in small and medium size cities have direct access to drinking water, public transport is unreliable and expensive for the poor, and the limited road networks, even in metropolitan areas, are facing severe congestion, lowering productivity and quality of life. Fiscal transfers from the central government account for only 10 percent of urban commune total revenues, which are already meager due to a limited tax base and collection rate. This forces most to direct limited revenues to recurrent operating costs, while only 10 percent of their budgets on average is devoted to capital investments.

Given this context, the Madagascar SURGE Phase I supported the production of the analytical basis identifying priority reforms and investments to improve the living conditions of the urban population, especially the poor in informal settlements and hazard-prone areas. During Phase II, the grant built on the recommendations of the UR and financed a set of technical studies related to identifying priority investments and capacity building innovative and multi-sectoral in nature, while ensuring strong stakeholder buy-in and capacity to operationalize.

ACHIEVEMENTS

Planning

The Madagascar SURGE engagement completed an UR, which provided an in-depth analytical assessment of the deficiencies and challenges in Madagascar's urban system and promoted a system of cities approach to address problems of disconnected cities, urban sprawl, misaligned urban land management policies, unaffordable housing, underfunding of municipalities, and capital investment prioritization.

During Phase II, a fiscal and institutional assessment of selected local government was completed and served as input to the preparation of the Enhancing Governance Capacity for Decentralized Service Delivery Program. This analytical serve as the core analytical underpinning of the Bank's dialogue with the Ministries of Interior & Decentralization (MID) and Economy & Finance (MEF) on decentralization, intergovernmental fiscal transfers, and local services and infrastructure, especially in urban areas. Additionally, following the UR there has been an ongoing dialogue with the SENVH (Secrétariat d'Etat en charge des Nouvelles Villes et de l'Habitat) and MATSF (Ministère de l'Aménagement du Territoire et des Services Fonciers) including sharing global experience on the housing sector and management of urban agglomerations. The grant has also supported reforms to urban land policy. The recommendations relating to the land sector aimed at integrating urban land tenure into a general reform.

Finance

Phase II technical assistance is supporting municipal revenue and institutional diagnosis/assessment to prepare the Madagascar Enhancing Governance Capacity for Decentralized Service Delivery Program (P180018, PforR, US\$100 million).

Operations

The SURGE-supported activities did not focus on downstream project implementation capacity building per se but are likely to be addressed in follow up support provided by the World Bank under the Madagascar Enhancing Governance Capacity for Decentralized Service Delivery Program.

NEXT STEPS

During FY 24, dissemination of the UR to strengthen advocacy for urbanization will continue. As part of the ongoing TA, the World Bank is conducting a comprehensive fiscal and institutional assessment of urban local governments to inform the design of the country’s decentralization reforms.

TABLE 2: MADAGASCAR’S SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: Urbanization Review: During FY 24, dissemination of the UR to strengthen advocacy for urbanization will continue. As part of the ongoing TA, the World Bank is conducting a comprehensive fiscal and institutional assessment of urban local governments to inform the design of the country’s decentralization reforms.	PROJECT PREPARATION Madagascar Enhancing Governance Capacity for Decentralized Service Delivery Program (P180018, PforR, US\$100 million): Technical assistance will support municipal revenue and institutional diagnosis/assessment to prepare this new project.	Outside the scope of the project
NEW POLICY & INSTITUTIONAL REFORMS: Support reforms to urban land policy		
PARTICIPATORY DECISION PROCESSES: 3 capacity development and training sessions linked to UR findings and recommendations: municipality governance (international expert)		

Fully or likely to be fully achieved

Within scope and on target to be achieved

Outside scope of the project

AFRICA

3. Nigeria - Urbanization in Lagos: Enhancing Competitiveness, Livability and Resilience

PHASE I	Amount: US \$99,610 Dates: December 2020–December 2022 Status: Closed
PHASE II	Amount: US \$226,390 Dates: May 2021-May 2022 Status: Closed
PHASE II	Additional financing: Amount: US \$150,000 Dates: December 2022-June 2023 Status: Closed

COUNTRY CONTEXT

Lagos epitomizes Africa's challenge of managing unwieldy mega-cities. Lagos is the largest and fastest growing mega-city in Africa and is projected to become the world's most populous city by 2100 with over 88 million. Lagos State contributes 15.3 percent to the country's GDP, but GDP per capita has been declining since 2015. If Lagos can better manage the negative externalities of rapid urbanization --congestion, lack of affordable housing, rampant city sprawl and informal settlements -- it could help define a way forward for a wave of African cities experiencing rapid urban growth now and into the future.

Phase I of the grant financed by SURGE proposed technical assistance activities to the Lagos State government on the identification and prioritization of the most needed investments for strategic development of Lagos. It supported analytical activities and capacity building efforts to fill the knowledge gaps and make policy recommendations for the successful implementation of selected areas under the government's short-term development strategy. This effort led to Phase II where an integrated multi-sector engagement framework for strategic development of Lagos in accordance with the Lagos 'THEMES' development strategy. In December 2022, additional financing towards the activity was approved to provide continued support to the Lagos State Government in achieving its long-term shared vision for urban and economic transformation and developing a concrete and holistic action plan through a multidisciplinary platform.

ACHIEVEMENTS

Planning

With support from SURGE during Phase I, the diagnostic Lagos Diagnostic Study and Pathway for Transformation: A Rapid Multi-Sector Analytical Review of the Megacity has been completed. The diagnostic explored challenges and opportunities to promote the integrated, resilient and inclusive growth of Lagos. The report included an institutional mapping to navigate the governance structure of the Lagos megacity region and a deep dive into state revenues to understand the financing mechanism and service delivery functions of related government entities. The report argues that the constraints that are holding Lagos back from fully realizing its development potential could be transformed into drivers of change for economic growth and livability. The report concludes with a package suite of recommendations and reforms mapped to relevant agencies of government for action. This report constitutes the urbanization review.

A multisector task force has arisen as a key recommendation. Its efforts have been devoted to policy and investment coordination across multiple sectors with the aim of harmonizing urban development outcomes in Lagos. All sectoral activities are now discussed, planned, prioritized and implemented through this platform. Additionally, the Lagos Resilience strategy, which already existed but was not positioned for implementation, was translated into actionable steps with support from the urbanization review and

investment prioritization capacity development.

During Phase II, the Lagos State Development Plan (LSDP) 2052 was reviewed through capacity building activities in order to strengthen it. Additionally, high-priority bankable projects were identified in LASG rapidly growing investment corridors (Epe and Lekki).

Parallel to the work done, multiple workshops have taken place including affordable housing, coordinated infrastructure planning and development, and coastal resilience. The workshops helped inform policy makers and strengthen Ministries and other agencies.

Finance

Through the SURGE-financed diagnostics findings of the UR which heavily underscored the need for solid waste management improvements, additional financing was granted through the Solid Waste Management & Plastic Waste Management Pro-Blue TF (US \$950,000). This funding mobilized by the will help to further analyze and develop strategies for reducing marine plastic pollution and creating plastic recycling markets in Lagos State.

Additionally, the LAPD supported IFC in identifying key private sector opportunities and investments in the transport and water sectors amounting to US \$50 million. This financial support is currently being implemented to deliver transportation investments along identified corridors within Lagos.

Operations

Operational implications of SURGE-supported activities are anticipated downstream but have not yet been specifically identified and implemented as the SURGE engagement has substantially focused on upstream development planning and coordination activities.

NEXT STEPS

The World Bank will attempt to scale-up the Lagos platform initiative to include other metropolitan areas in Nigeria as well as implement a program focusing on urban livability and mobility at the State and Federal levels.

TABLE 3: NIGERIA’S SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: • Lagos Urbanization Review: Enhancing Competitiveness, Livability & Resilience (2023)	CAPACITY BUILDING: • Capital Investment Planning and Prioritization	Outside the scope of the project
NEW POLICY & INSTITUTIONAL REFORMS: • Multi-Sector LAPD policy and planning coordination mechanism	PRIVATE SECTOR: • Leverage of \$50m. from IFC for water and transport investments under LADP	
PARTICIPATORY DECISION PROCESSES: • High-level Housing Market & Policy Workshop in Lagos	PROJECT PREPARATION & FINANCING: • Investment Prioritization, Templates and Capacity Building	

Fully or likely to be fully achieved

Within scope and on target to be achieved

Outside scope of the project

EAST ASIA & THE PACIFIC

4. Green and Resilient Development in Select Secondary Cities in the Philippines

PHASE I	Amount: US\$ 100,258 Dates: November 2020–December 2021 Status: Closed
PHASE II	US\$ 144,984 Dates: August 2022–December 2023 Status: Ongoing

COUNTRY CONTEXT

The Philippines features one of the fastest growing urbanization rates in the East Asia & Pacific Region. However, most of this growth has been taking place in the metropolitan Manila area, which accounts for 60 percent of the country's GDP, but suffers from negative externalities of congestion and sprawl. This spatial pattern of urbanization has led to an over-concentration of development in Metro Manila and an underdevelopment of secondary cities. Concerned about this situation, the national government has devoted increased attention to stimulating economic growth in lagging regions and developing more integrated approaches to urban planning, particularly in its secondary cities. For instance, in 2017, the Department of Human Settlements and Urban Development (DHSUD) was established to improve city management and development. The government has also promoted decentralization with a substantial increase in fiscal resources for Local Government Units (LGUs).

In this context, the SURGE-supported engagement aimed to assist five secondary cities (Bacolod, Baguio, Iloilo, Iligan, and Naga) in formulating sustainable and inclusive growth and competitiveness strategies. Phase I focused on enhancing the government's policy and institutional capacity to mitigate disaster risk and improve response and recovery. This involved developing city diagnostics to identify growth drivers and laying the groundwork for creating development visions and strategies, incorporating green and resilient planning principles. Phase II targets technical and advisory assistance for the selected secondary cities in achieving green and resilient development.

Planned activities include exploring engagement strategies, conducting capacity-building for development strategy formulation, prioritizing capital investments, and preparing Action Plans for the five cities. Phase I concluded in December 2021, and Phase II is set to conclude by December 2023.

ACHIEVEMENTS

Planning

This SURGE activity facilitated analytics and capacity building to enhance city planning, promote integrated strategic planning at the secondary city level, and extend hands-on learning to national planning reforms. The diagnostic assessment of the five secondary cities, developed in Phase I, provided comprehensive insights into their infrastructure deficits, economic endowments, and growth opportunities. Based on this analysis, the World Bank engaged in consultative discussions to devise operational strategies for secondary cities, resulting in the spontaneous formation of a community for planning professionals and a network among participating cities to address planning challenges. It also supported the five secondary cities in formulating Action Plans, offering options for green and resilient investments. Complementing these activities, and in response to requests from the cities of Bacolod and Baguio, the World Bank has assisted the LGUs in the technical analysis of housing projects falling under the national program, Pambansang Pabahay Para sa Pilipino Housing (4PH). The SURGE engagement is also assessing the feasibility and potential implementation issues of the 4PH Program at the request of the

DHSUD, the program's lead. Based on the successful planning outcomes in the five secondary cities, the Government has decided to scale up the program into a nation-wide initiative, establishing national planning standards and guidelines using the SURGE pilots as a model for other cities in the Philippines.

Financing

Based on the secondary city Action Plans, capital investments have been identified for follow-up. The investment project formulation process has generated numerous green and resilient identified sub-projects, including a waste-to-energy facility, urban mobility investments and innovative approaches to affordable housing provision and informal settlement upgrading. Financing for these investments is being mobilized to comple-

ment the influx of new central transfer revenues to local governments.

Operation

The SURGE-supported activities did not focus on downstream operations but are likely to be addressed in follow up support provided by the World Bank via Municipal Finance analytical work and related capacity building activities.

NEXT STEPS

During FY2024, the 4PH Program assessment and the evaluation of Bacolod's and Baguio's housing 4PH projects will be completed. The final report, that includes the analysis, findings and recommendations will be presented to DHSUD and the city mayors.

TABLE 4: PHILIPPINES’ SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: 5 secondary city diagnostic assessment reports & action plans - Technical analysis of housing projects under 4PH for Bacolod and Baguio. - Assessment of potential implementation issues of the 4PH Program	PROJECT PREPARATION: Training on urban spatial planning diagnostic tools.	Outside the scope of the project
NEW POLICY & INSTITUTIONAL REFORMS: - Improved planning processes with diagnostic tools and international best practices. - The Local Shelter Plans of Bacolod City and Baguio City.		
PARTICIPATORY / STAKEHOLDER INVOLVEMENT: 3 Analysis & Validation Workshops - Courtesy visits to Baguio, Bacolod, Iloilo, and Naga.		
CAPACITY BUILDING: Training on urban spatial planning diagnostic tools.		

Fully or likely to be fully achieved

Within scope and on target to be achieved

Outside scope of the project

EAST ASIA & THE PACIFIC

5. Vietnam: Recharging the Southeast Region Growth Engine

PHASE I	Amount: US\$ 98,122	Dates: October 2020–December 2022	Status: Closed
PHASE II	Amount: US\$ 146,756	Dates: August 2021–December 2022	Status: Closed
PHASE II	Additional financing: Amount: US\$ 330,000	Dates: August 2022–December 2023	Status: Ongoing

COUNTRY CONTEXT

Among Vietnam's six socio-economic regions, the Southeast Region (SER) stands out as the country's economic growth engine. With only 17.4 percent of the country's population, it generates over 40 percent of national income and 31 percent of its GDP. Hosting the country's commercial capital -- Ho Chi Minh City -- certainly strengthens SER's economic competitiveness. However, the 2020 Vietnam Urbanization Review: Vietnam's Urbanization at a Crossroads documents over the past decade how SER's per-capita investment has been declining, now falling below the national average.

The SURGE Vietnam engagement aimed to understand the underlying causes of SER's stagnation in economic growth and enhance institutional capacities, to unlock the region's growth potential and increase investments in infrastructure and service delivery. Phase I involved the development of an in-depth diagnostic of the SER regional dynamics, exploring key constraints and bottlenecks. Phase II aimed to provide a technical assistance package for upstream analysis and consultations to identify an initial action/investment plan for key infrastructure in the Southeast Region. It specifically planned the development of a regional cooperation and investment coordination mechanism, and the formulation of a rigorous framework that will facilitate the identification of an investment plan. This activity started in October 2020 and will close in December 2023.

ACHIEVEMENTS

Planning

The SURGE-supported activity, through the Diagnostic developed in Phase I, has provided evidence about the disconnection between regional economic planning and regional-scale spatial, land-use and investment planning. Based on the diagnostic's findings, the SURGE activity supported the development of institutional mechanisms and processes to improve multi-tier governance and capital investment programming. These included the development of a Collaborative Governance Index (CGI), the formulation of Regional Governance Models options, and the development of a standardized Capital Investment Planning Framework for investment prioritization at a regional scale. It also conducted a Regional Dialogue Series across multiple tiers of government, including the eight subnational governments, the private sector, and citizens. These analytical products were completed in January 2023 and have informed the establishment of the Southeast Regional Coordinating Council undertaken by the Ministry of Planning and Investment (MPI). The downstream work is also expected to contribute to the revision of the Planning Law and the Public Investment Law. Under Phase II, a SER Regional Coordination Model is being developed. As of July 2023, a report that provides short-term solutions to the current legal and institutional framework, highlighting key areas of reform to support a potential governance model for the SER region, has been completed.

Finance

Upstream SURGE planning work has paved the way for the identification of a new city-region scale investment project for SER, potentially to be financed by the World Bank. In addition, to mobilize sustainable finance for subnational governments, the Phase II activities will pilot in the SER region a Regional Investment Financing Mechanism to enable multi-provincial projects investments.

Operation

The Planning Commission Model developed with capacity building support under SURGE holds great promise in providing a viable way forward for effective regional planning. Among the key priorities identified in the CGI analysis is the need for improved asset management, which the Government has agreed to pursue in its policy agenda.

NEXT STEPS

Phase II activities related to the design of a governance model for the SER region are ongoing and planned to be completed by December 2023. Specifically, two products will be delivered: (i) a report that offers long-term recommendations to improve the legal and institutional framework for a potential governance model for the SER region, including a roadmap for implementation; and (ii) a report proposing financial and investment planning modalities for coordinating and implementing regional investments. Additionally, the World Bank will conduct workshops to facilitate high level consultations with government officials from key institutions including MPI, CEC, MOF, and key stakeholders from selected provinces.

TABLE 5: VIETNAM’S SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: - Diagnostic Report on urbanization trends & coordination mechanisms - Collaborative Governance Index - Regional Governance Models options - Standardized Capital Investment Planning Framework	MUNICIPAL FINANCE: Regional Investment Financing mechanisms to enable multi-provincial projects investments	ARMONIZING MULTI-TIER GOVERNANCE: Regional Planning Commission options
NEW POLICY & INSTITUTIONAL REFORMS: Direct inputs: - Decision No. 825/QĐ-TT: Establishment of SER Coordinating Council - Long-term solutions to institutional framework for governance model Indirect inputs: - Revision of the Planning Law and the Public Investment Law.		ASSET MANAGEMENT: CGI analysis identified municipal asset management as high priority
PARTICIPATORY / STAKEHOLDER INVOLVEMENT: Regional Dialogue Series: Multi-Tier Governance & Collaborative Governance Index (CGI)		

Fully or likely to be fully achieved

Within scope and on target to be achieved

Outside scope of the project

EUROPE AND CENTRAL ASIA

6. Romania Sustainable Cities Analytics and Program Design

PHASE I	Amount: US \$105,634.88 Dates: January 2021–June 2021 Status: Closed
PHASE II	Amount: US \$ 130,845.40 Dates: June 2022–November 2022 Status: Closed

COUNTRY CONTEXT

While Romanian cities have driven the country's growth, they face unsustainable spatial patterns, posing significant challenges for resilience. As the capital and largest city, Bucharest faces challenges such as sprawl, suburbanization, rising housing costs, and environmental degradation, exacerbated by an antiquated urban regulatory framework, and limited local capacities. Although secondary cities show potential to attract investments, depopulation threatens surrounding towns without a focused strategy for sustainable development. Many smaller cities are predominantly post-industrial, experiencing urban core decline, population loss, and reduced investment.

In this context, the Romania Sustainable Cities Analytics and Program Design provided advisory and analytical work to deepen the understanding of urban trends, and to inform investment decisions toward more sustainable cities in Romania. This SURGE-supported activity unfolded in two phases. The first phase aimed at developing an Urbanization Review that consolidate World Bank's advisory and analytical efforts in the urban space in Romania, to provide operational inputs towards a coherent Sustainable Cities Program. The second phase focused on providing a set of comprehensive deep dives and technical assistance, to design a program that will create an enabling environment providing targeted city level support and incentives towards a more sustainable long-term urban trajectory. The SURGE-supported activity concluded in November 2022, having fulfilled all activities in the initial Concept Note.

ACHIEVEMENTS

Planning

This SURGE-supported activity has integrated analytical work into a comprehensive framework for urban development policy and has developed policy instruments to induce self-driven municipal performance improvements. The Sustainable Cities Review, completed as part of Phase 1 in June 2021, contributed to support the rationale for investment in rapidly expanding peri-urban areas outlined in the Romania's National Urban Policy (NUP), and underscored the need for greater Functional Urban Area approaches, captured in the new Metropolitan Development Law. The second phase facilitated discussions and conducted research to encourage a shift towards a municipal performance improvement framework. The World Bank performed various technical studies and engaged with clients to provide a plan for the development of a potential local government investment program with a strong emphasis on green investments, in alignment with the NUP.

Finance

As part of Phase 2, the SURGE-supported activity provided technical assistance to analyze local governments' financing gaps, by identifying diverse green and resilient investment needs, along with existing funding sources for such investments. In addition, the SURGE technical assistance and analytical work have fostered and backed discussions for a potential World Bank-financed operation. If it materializes, the Romania Sustainable Cities

Project aims at a budget of US\$500 million to introduce performance-based approaches to local government finance.

Operation

The SURGE-supported activities did not focus on downstream operations but are likely to be addressed in follow up support provided by the World Bank via a potential World Bank financing operation.

TABLE 6: ROMANIA’S SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: Sustainable Cities Review (2020) • Sustainable Cities Review (2020) • Phase II in depth analytics around city level green infrastructure investments.	CAPACITY BUILDING: • Engagements with national ministry counterparts (including Ministry of Finance) on issues of performance-based financing approaches.	Outside the scope of the project
NEW POLICY & INSTITUTIONAL REFORMS: Direct inputs for the NUP Indirect inputs for: • Law on Metropolitan Development • National Housing Strategy and • Program for upgrading of informal settlements	LOCAL INVESTMENT STRATEGIES: : • Analysis of local governments’ green and resilient investment gaps.	
PARTICIPATORY DECISION PROCESSES: • Consultative processes through established channels, including Associations of Towns and Association of Cities.	PROJECT PREPARATION: • Analytical inputs and dialogue for a potential World Bank-financed operation (US\$ 500 million).	

Fully or likely to be fully achieved

Within scope and on target to be achieved

Outside scope of the project

EUROPE AND CENTRAL ASIA

7. Uzbekistan Urbanization Trends Spatial Analysis

PHASE I Amount: US\$100,963.27 | Dates: November 2020–February 2022 | Status: Closed

PHASE II Amount: US \$ 389,036.73 | Dates: February 2022–June 2023 | Status: Closed

COUNTRY CONTEXT

While urbanization has the potential to drive economic development and improve the well-being of the population, most cities in Uzbekistan are ill-prepared to manage this growth as a catalyst for positive change. In the past decade, the country's urban population has increased by 17%, resulting in scattered and disorganized patterns of urban expansion characterized by low-density settlements in peri-urban areas. Due to limited resources and capacity constraints, local governments have encountered difficulties in providing essential infrastructure and basic services. This challenge is particularly pronounced in medium-sized cities, which struggle to attract and retain population, thereby placing additional pressure on larger urban centers and squandering overall opportunities for the country. In this context, the SURGE-supported engagement was launched to advance knowledge of urbanization and territorial development process in Uzbekistan and its impacts on economic and social development; inform national policy reforms in related areas; and inform specific investment decisions related to the Secondary Cities Program. To achieve these objectives, the activity planned the execution of two phases. The first phase aimed at conducting comprehensive spatial analysis of urbanization patterns and trends, using global geo-spatial datasets. The second phase planned the delivery of analytical and technical advice to follow up the urbanization analysis and identified priority investments supported under the Medium Size Cities Integrated Urban Development Program. The SURGE-supported activity closed in June 2023, having fulfilled all activities in the initial Concept Note.

ACHIEVEMENTS

Planning

The SURGE-supported engagement has elevated urban policy and strategy within the country's broader economic development agenda. The Urbanization Review, published in June 2022, has influenced the government to create and implement policies and regulations, including the National Urban Policy (NUP) and National Urban Strategy. The engagement's second phase also contributed to enhance urban planning by assisting the Ministry of Construction in developing tools to manage rapid urban growth, such as master plans and land privatization pilots. Furthermore, the World Bank has conducted analytical work and introduced innovative mechanisms to streamline investment prioritization. This work includes the development of an agglomeration analysis, the provision of support for establishing spatial data infrastructure systems to guide investment prioritization, and the formulation of a methodology for prioritizing local investments, drawing insights from a study conducted in Kagan city.

Finance

This engagement played a pivotal role in shaping the World Bank's *Medium-Size Cities Integrated Urban Development Project* (US\$ 240 million), approved in June 2021. The UR findings influenced its design and secured additional World Bank funding. The results of the Kagan Livelihoods study, which identifies the infrastructure needs of local community groups, are also expected to inform the selection of investments under the Project. Furthermore, the World Bank provided capacity-building support to develop the National Law on Non-agricultural Land

Privatization, promoting land-based financing to boost private investment in urban areas.

Operation

The SURGE-supported activity has provided capacity building support to enhance land asset management. By passing legislation that enables the transfer of more public land to the private sector, new private investment is anticipated. Residential housing and commercial property development investments will help to contain uncontrolled informal settlement expansion, generating more needed urban housing, and greater local tax revenue sources over time.

NEXT STEPS

The SURGE-supported activities have been completed. However, the World Bank will continue supporting the government in the following areas:

- Assist the Government of Uzbekistan (GOU) to develop a multi-year Sustainable Urbanization program that focuses on LGs to create the enabling conditions to translate critical re-

forms into action at local level. This would be done through a comprehensive approach to provide LGs with technical support to deploy key reforms by developing capacities to plan, prepare and implement local development strategies and capital investment programs. In parallel, the World Bank will design and support a Performance Based Grant (PBG) system to provide LGs with the necessary monetary incentives to further advance reforms, while making additional resources available to efficiently deliver and operate infrastructures in line with local plans.

- Support the implementation of the CPL program in the city of Namangan, which will develop local spatial data infrastructure for urban planning, land management and investment prioritization.
- Provide technical advice for the formulation of the urbanization strategy.
- Further support for the development and implementation of urban planning tools and national housing policies.

TABLE 7: UZBEKISTAN’S SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: - Urbanization Review: The Time is Now (2022) - Analysis of agglomeration patterns - Capacity support to build local spatial data infrastructure - Urban planning tools - Kagan livelihoods study that proposes a investment prioritization model	PROJECT PREPARATION: Medium-Size Cities Integrated Urban Development Project Additional Financing (\$240 M)	REFINING & SIMPLIFYING MUNICIPAL TERMS & TOOLS: Capacity building support to enhance land asset management
NEW POLICY & INSTITUTIONAL REFORMS: Direct inputs for: - National Urban Policy (NUP) - National Urban Strategy - National Law on Non-agricultural Land Privatization - Presidential Decree issued	LEGAL REFORM: Promotion of land-based financing schemes through the National Law on Non-agricultural Land Privatization	
PARTICIPATORY DECISION PROCESSES: Livelihood Planning Pilot: Citizen participation in services and urban infrastructure planning		

Fully or likely to be fully achieved Within scope and on target to be achieved Outside scope of the project

LATIN AMERICA & THE CARIBBEAN

8. Costa Rica Sustainable urban and regional development

PHASE I Amount: US \$99,546.11 | Dates: December 2020–June 2022 | Status: Closed

PHASE II Amount: US \$ 390,453.89 | Dates: March 2020–June 2023 | Status: Ongoing

COUNTRY CONTEXT

Costa Rica’s prosperity is driven by its natural endowments, environmental protection policies, and thriving industries, with the Greater Metropolitan Area (GAM) at its economic core. Against this promising backdrop, the GAM faces a series of challenges, including regional economic imbalances/inequalities, sprawling and unplanned urban growth, informal urban settlements, and increasing exposure to climate change risks. These challenges are particularly important in the GAM’s Southern Corridor (SC), a lagging region where the rapid unplanned urbanization has generated substantial informal settlement areas that are disconnected from the main drivers of growth and economic opportunities in San Jose.

In this context, the two-phases SURGE-supported activity aimed at supporting the Government of Costa Rica to leverage the benefits of urban investments, promote more sustainable urban growth and reduce territorial inequalities. In the first phase it an Urbanization Review (UR) of GAM SC was developed to analyze urban spatial, economic, fiscal, and social development patterns and opportunities in the GAM. The second phase focused on providing a technical assistance package, including capacity building activities, to inform and define the parameters of the Climate Resilience and Territorial Development Project financed by the World Bank, as well as the outlines of a future National Program for Slum Upgrading.

ACHIEVEMENTS

Planning

The SURGE-supported activities provided a solid assessment of the existing urban dynamics and key urban challenges in Costa Rica, . As part of Phase 1, the UR was completed and published in May 2023; the URidentified key obstacles to sustainable urban development in the South Corridor region of the GAM. The UR offered valuable insights and recommendations applicable nationwide, including guidance on improving urban planning, increasing municipal capacities and financing, promoting greater social integration through social housing and urban transit initiatives, and upgrading informal settlements with resilient infrastructure and local economic development initiatives. Based on this work, during its Phase 2, the SURGE engagement supported the formulation of a new regulatory framework to facilitate the development and adoption process of Municipal Urban Development Plans. Additionally, the World Bank provided technical advice and capacity building activities to the Brunca region’s government, assisting in upgrading its urban development planning and formulating a road map for urban investments. Finally, targeted technical assistance was provided to develop the parameters of a future national program for integrated neighborhood upgrading, based on the analysis and findings elaborated in the UR.

Financing

The Costa Rica engagement has contributed to mobilize funding for urban investments. For instance, the Costa Rica Climate Resilient Recov-

ery and Territorial Development Project (US\$ 350 million), approved in November 2022, was influenced by the findings and recommendations of the UR. This project focuses on providing disaster- and climate-resilient infrastructure services to vulnerable regions in Costa Rica. Additionally, the targeted technical assistance delivered under Phase 2, informs the reformulation of municipal planning frameworks and instruments, such as the planes reguladores, which are the foundation for identifying urban investment portfolios.

Operation

The SURGE-supported activities did not focus on downstream operations. However, the analytical work has informed the design of the World Bank-financed Climate Resilient Recovery and Territorial Development Project, mainly through the adoption of public and private infrastructure and housing resiliency measures.

NEXT STEPS

In FY24, dissemination activities will be conducted. The team will focus on socializing the findings from the Phase II technical engagements, particularly the technical input for the reformulation of the municipal planning framework, and the outlines for a future National Program for Integrated Neighborhood Upgrading, amongst relevant public and private sector stakeholders.

TABLE 8: COSTA RICA’S SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: • Urbanization Review (2021)	PROJECT PREPARATION: • Costa Rica Climate Resilient Recovery & Territorial Development Project (\$350 M)	INFRASTRUCTURE RESILIENCE MEASURES: • Recommendations about infrastructure and housing resilience being implemented through a WB Project.
NEW POLICY & INSTITUTIONAL REFORMS: • Regulatory Framework for municipal urban planning	CATALYTIC INVESTMENTS: • Diagnostic and recommendations for the establishment of a new National Urban Upgrading Program	
PARTICIPATORY DECISION PROCESSES: • Workshops to present findings and modify in line with ground- tested reality		

Fully or likely to be fully achieved

Within scope and on target to be achieved

Outside scope of the project

LATIN AMERICA & THE CARIBBEAN

9. Guatemala and Honduras Urban Policy Technical Assistance

PHASE I Amount: US \$100,000 | Dates: January 2023–June 2023 | Status: Closed

COUNTRY CONTEXT

Central American cities face a range of challenges as they grapple with rapid urbanization and strive to meet the needs of their growing populations. Between 2015 and 2021, urban population has grown at nearly 2 percent across the six countries of the region. This rapid unplanned urban growth has led to sprawling urban areas, which struggle with many challenges such as limited mobility, pollution, inadequate access to basic services, and higher vulnerability to natural disasters. Also, cities face high rates of poverty and inequality, exacerbating social disparities and hindering inclusive urban development. Effective urban governance, resource management, and sustainable planning become crucial in addressing these challenges and making Central American cities more resilient, equitable, and livable.

In 2022, the WB approved the Central America Cities and Development ASA, which focused on enhancing the understanding of the key challenges faced by various types of Central American cities. The SURGE-supported activity, initiated in January 2023, aimed at supporting this ASA in providing technical assistance for institutional strengthening in Guatemala and Honduras, where urban operations were under preparation. To achieve this objective, the following activities were planned: (i) assess urban development policies, by identifying weaknesses in the institutional structure, (ii) prioritize specific policy areas for in-depth analysis of their implementation mechanisms; and (iii) facilitate workshops to discuss findings while identifying opportunities for capacity building. The SURGE-supported activity closed in June 2023, having fulfilled most of the activities planned in the initial Concept Note.

ACHIEVEMENTS

Planning

By offering new quantitative and qualitative analysis, the SURGE-supported activity has provided insights into the key policy challenges for sustainable and productive urbanization in Central America, opening avenues for further enhancing the dialogue with client countries. In collaboration with national and local governments, the Central America Urban Regional Policy Note has been successfully completed. This Policy Note introduces a typology of urban areas, based on factors such as economic dynamism, disaster risk exposure, and living standards, which facilitates the prioritization of investments in various geographical areas. Furthermore, it provides a comprehensive assessment of sustainable urban development policies and their application in Guatemala and Honduras. The World Bank has also fostered partnerships with other development institutions, including SICA and UN-Habitat, opening opportunities for cooperation. As a result, the research insights were presented at an event organized by UN Habitat, attracting participation from officials representing eight countries.

Financing

The goal of this engagement was to deepen the policy dialogue and contribute to funding key urban strategies by informing the preparation of priority investments in Guatemala and Honduras. However, this objective was not fully realized due to shifting external circumstances. In Guatemala, the analytical insights pertaining to the promotion of urban planning and land management reforms have been incorporated into the proposed activities outlined as part of the Guate-

mala Urban Resilience Project (US\$ 120 million), which is currently under preparation. Nevertheless, some planned activities were postponed due to delays in the project preparation process caused by upcoming elections. In Honduras, the urban project was canceled as a result of changes in government priorities. Despite these challenges, the World Bank remains committed and intends to utilize the insights gained through analytical work to advance the dialogue.

Operation

Due to constraints described in the previous phase, no operational activities have been conducted.

NEXT STEPS

In FY24, the World Bank will carry out dissemination engagements to present the findings of the Policy Note. Furthermore, it will organize expert roundtables involving representatives of the incoming government of Guatemala following the elections. Similarly, an expert roundtable is scheduled for the second half of 2023 in Honduras.

TABLE 9: CENTRAL AMERICA’S SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: Central America Urban Regional Policy Note	PROJECT PREPARATION: Inputs for Guatemala Resilient Urban Development Project (\$100 M)	Outside of the scope of the activity.
POLICY ASSESMENT: Assessment of urban development policies in Guatemala and Honduras.		
STAKEHOLDER ENGAGEMENT: - Partnerships with SICA and UN Habitat. - Presentation at UN-Habitat event.		

Fully or likely to be fully achieved

Within scope and on target to be achieved

Outside scope of the project

LATIN AMERICA & THE CARIBBEAN

10. Enhancing Resilient and Inclusive Territorial Development in the Dominican Republic

PHASE II Amount: US\$100,000, Dates: November 2022 – December 2023, Status: Ongoing

COUNTRY CONTEXT

In the last 25 years, the DR has urbanized faster than the LAC region as a whole. This impressive economic and urban population growth has posed an enormous pressure on cities that have been unable to provide adequate urban infrastructure and services. The unplanned and fast urbanization has exacerbated territorial challenges, which if not tackled, could slow-down economic expansion and increase land degradation and vulnerability to disasters. In this context, the Government of the Dominican Republic (GoDR) made a significant step by adopting its first ever Law on Territorial Planning (TP), Land Use, and Human Settlements (Law 368-22) in December 2022. This key law is governing the TP agenda, establishing the regulatory framework to enforce risk-informed sustainable land use. The Law mandates local governments to define urban land and develop TP instruments that include climate change adaptation and resilience.

The SURGE grant aimed to support the GoDR in operationalizing and implementing territorial planning and development reforms, through strengthening national and local capacities. To achieve this objective, the grant has financed the following activities: (i) provide TA to develop a strategy for the implementation of the TP and land use reform, including detailed mechanisms and timeline for developing TP instruments, capacity building, information base, and financing strategies; and (ii) review and support the coordination of the territorial planning regulations and subsidiary norms.

ACHIEVEMENTS

Planning

The SURGE-supported activity has made contributions towards enhancing governments' capabilities in implementing territorial planning reform and developing the regulatory framework for Law 368-22. As of June 2023, support was provided towards the review of the new Law, the preparation of inputs for drafting the associated regulations, and the analysis of international best practices pertaining to the definition of rules and criteria essential for the successful implementation of the Law. Aiming at fostering a consultative and participatory process to develop the Law's regulatory framework and to improve technical capacities related to territorial planning and land use mechanisms, the World Bank conducted workshops and seminars that involved key public stakeholders, including the Ministry of Planning and Economic Development (MEPyD), regional authorities, municipal councils, and various other municipal bodies. These activities have led to the drafting of the initial proposal for the regulatory framework by MEPyD.

Financing

Outside of the scope of the activity.

Operation

Outside of the scope of the activity.

NEXT STEPS

The Dominican Republic engagement will finalize its implementation by December 2023, completing the following ongoing activities:

- Finalize the development of recommendations crucial for defining the rules and criteria essential for the successful implementation of the Law.
- Organize a workshop involving key national and local public officials as well as legal experts to conclude the recommendations intended for incorporation into the draft regulations.
- Conclude the development of the final report, which will encompass the primary findings stemming from the consultative processes and a comprehensive set of recommendations to be integrated into the regulatory instruments, including the Law 368-22 regulation and subsidiary norms.

TABLE 10: DOMINICAN REPUBLIC’S SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: • Recommendations for defining the rules and criteria for the implementation of the Law. • Final report	Outside of the scope of the activity.	Outside of the scope of the activity.
POLICY ASSESMENT: • Inputs for drafting the Law 368-22 regulatory framework.		
STAKEHOLDER ENGAGEMENT: • Two sets of workshops with national and local public officials.		

Fully or likely to be fully achieved

Within scope and on target to be achieved

Outside scope of the project

MIDDLE EAST AND NORTH AFRICA

11. Jordan: Pathways for transforming service delivery in Amman

Amount: US \$100,000 | Dates: January 2023–June 2023 | Status: Ongoing

COUNTRY CONTEXT

While Amman has a unique potential to realize the full benefits of urbanization and further contribute to Jordan’s economic growth and transformation, its growth is constrained in several ways. Amman faces many challenges such as increased demand for urban services due to rapid population growth and unprecedented refugee influx, fragmented spatial growth and inadequate distribution of urban services, constrained access to regional markets and low firm entry rates, limited financial ability, and high vulnerability to natural disasters and climate change shocks. To address these challenges, the Government of Jordan (GoJ) and the Greater Amman Municipality (GAM) have built strong strategic foundations towards a climate-smart development.

In this context, the World Bank has been supporting the GAM by providing analytics and strategic policy recommendations for city transformation, through the Jordan Sustainable Cities ASA. The SURGE activity will complement the ongoing ASA with further analytical work and capacity building activities. Specifically, it will conduct a rapid diagnostic exercise to identify the infrastructure gaps and service performance issues, as well as assess the investment needs and the current financial performance in priority sectors that are critical for Amman’s future growth and development. It will also provide TA to GAM for identifying priority reforms and investment interventions and develop a concrete roadmap for improving the GAM’s performance in priority service sectors, including strategies and operational models to mobilize private sector for addressing the evolving investment needs of the city. Lastly,

the SURGE activity will identify opportunities and potential interventions that can contribute to GHG emission reduction as part of GAM’s climate action plan to leverage on some concessional climate funding sources. This activity will start showing results in FY2024.

SOUTH ASIA

12. Bangladesh Spatial Transformation and Urbanization

Amount: US \$185,000 | Dates: April 2023–December 2023 | Status: Ongoing

COUNTRY CONTEXT

Bangladesh’s successful economic transformation and job creation over the past two decades has been accompanied and supported by rapid urbanization, moving rural labor to more productive jobs in cities and towns, building urban infrastructure and expanding services, capitalizing on agglomeration economies. The urban population has more than tripled over the last 30 years while the rural population has started to decline in absolute number. At present about 165 million or 38% of the total national population resides in urban areas, a figure that is projected to increase to 60% by 2050.

In this context, the SURGE activity will contribute to the ASA by providing a spatial analysis using night time light, employment, firms, demographics data to understand how various regions in Bangladesh have leveraged urbanization and urban growth, identify priority regions and key corridors that promote high potential for efficient, inclusive and resilient growth, and investigate gaps in infrastructure, resources, other inputs and endowment to realize growth potential for these priority areas. An institutional assessment and consultation to determine bottlenecks and key investment strategies for spatially differentiated Projects will be completed. One focus area of this activity will be land and housing which is widely recognized as a key supply side constraint for cities to attract labor and investment to realize the needed spatial and economic transformation.

ACHIEVEMENTS

Planning

Due to a change in CMU, the activities were delayed, and the initial analytical findings will be completed in October 2023.

Finance

Initial stage of TA support was conducted and prepared for the land administration modernization study for the Ministry of Land. This is one of the key binding constraints for the urbanization agenda in Bangladesh. Building on this work, further discussion with the GoB and potential additional support is being discussed and scoped.

NEXT STEPS

Initial analytical findings are expected to be completed early in FY24 and final outputs by December, based on the following activities:

- A draft report outlining key areas of work and outputs.
- Background PPTs and technical papers for methodology.

SOUTH ASIA

13. Surat TA to Surat Municipal Corporation to advise and support on Tapi Riverfront Development Master Plan

PHASE II Amount: US \$185,000 | Dates: December 2022–December 2023 | Status: Ongoing

COUNTRY CONTEXT

India’s urban transition is unprecedented in scale with opportunities for resilient and low carbon development. Despite the scale and speed of its urbanization, India is expected to reach 50 percent urbanization only by 2051. If managed well, it can contribute effectively to India’s future growth trajectory and contribute to national climate targets. Three areas need special attention. First, it is important to plan for and manage the emerging urban footprint, second, infrastructure and service delivery approaches need a quantum shift to ensure inclusive coverage, reliability, efficiency, and sustainability, and third, institutional systems and financial performance needs to be strengthened at the local level to ensure that Urban Local Bodies (ULBs) are well-equipped to undertake necessary actions for pivoting towards resilient, green, and sustainable urban development.

In this context, the SURGE activities will provide technical advice to the Surat Municipal Corporation (SMC) in updating the Tapi Riverfront Redevelopment Master Plan for improving urban resilience and identifying a set of prioritized resilient infrastructure investments for implementation. The grant will have two main tasks: Phase 1 focuses on providing TA to the SMC in updating the Conceptual Master Plan for the Tapi River Redevelopment Project (TRRP); while Phase 2 focuses on identifying the prioritized investments under the TRRP.

ACHIEVEMENTS

Planning

Overall, the envisioned work under both phases has been delayed. The outputs for Phase I will be completed by December 2023 and Phase II by April 2024.

Financing

The main goal of the activity is to support refining/ finalizing the TRRP Master Plan and identifying priority investments out of it would be the prerequisite and key to the success of the Gujarat Resilient Cities Partnership: Surat Resilience Enhancement Project (GRCP-Surat), with the aim to integrate multifaceted development goals through the TRRP investments and accompanying institutional and financial strengthening interventions for the City of Surat.

Operation

Outside of the scope of the activity.

NEXT STEPS

During FY 24, the TRRP Master Plan will be updated and economic regeneration through master plan upgrading.

SOUTH ASIA

14. Catalyzing Sustainable and Inclusive Urban Development in Kathmandu Valley

PHASE I Amount: US \$178,610.04 | Dates: January 2021 – August 2022 | Status: Closed

PHASE II Amount: US \$ 311,389.96 | Dates: February 2023–December 2023 | Status: Ongoing

COUNTRY CONTEXT

Kathmandu Valley (KTMV) is one of the most rapidly urbanizing metro regions in South Asia. While Nepal is a predominantly a rural-based society with only 21 percent of its population living in urban areas, the country's urban population has begun to take off in recent years, with the latest census referring to almost 66% urban population. But urban growth has also brought with it certain costs and risks: urban sprawl has become prominent in the periphery of the metro area, spatial planning is weak, and there are substantial infrastructure deficits -- particularly in water supply, sewage, and waste management. Multi-tier governance is also a challenge with fragmentation of responsibilities between central and local governments. It is therefore a propitious moment for the SURGE-supported activities to provide Nepal with the underlying urban analysis and capacity building to support this critical transition.

In this context, Phase I examined the pace and form of urbanization in Kathmandu, identifying key constraints and opportunities for more efficient and inclusive urbanization, and informed priority policy options and investment areas. During Phase II still ongoing the grant is contributing to the identification of solutions for rapidly expanding urban centers in Nepal, specifically in this case to Kathmandu.

ACHIEVEMENTS

Planning

The SURGE activities supported the completion of a diagnostic that helped elevate critical sustainability challenges for urban areas in the KTMV,

including unplanned urban sprawl, increasing costs for infrastructure delivery, and exposure to high-risk areas with climate change impacts. The diagnostic covered key urban development challenges including economic geography, cultural heritage economy, municipal finance and solid waste management. The discussions during FY23 with Kathmandu Valley Development Authority provided opportunity to work on supporting the development of the new Kathmandu Valley Master Plan.

Additionally, the study on solid waste management in KTMV has helped inform the dialogue with the Government in this policy, along with the GRID framework in Nepal, and ultimately led to the adoption of a new national Solid Waste Management Policy.

Finance

The section of the diagnostic report on finance has helped inform the discussions on Municipal finance in Nepal, including the dialogue with the Town Development Fund as well as the dialogue with secondary cities under the Nepal Urban Governance and Infrastructure Project on revenue mobilization and potential financing.

The SURGE supported diagnostics have not directly triggered new green investments but has helped put front and center key issues related to green, inclusive and resilient urban development. Some of the issues highlighted in the diagnostics (including SWM, green building construction and resilient urban planning) are being addressed under the overall GRID Strategic Action Plan of the Government, and have been captured under the GRID Development Policy Credit

series for Nepal (GRID DPC1) approved in July 2022, and GRID DPC 2 pending approval in FY24.

In addition, a new potential regional air pollution program in SAR titled Regional Air Quality Infrastructure Project is under development, and the outcomes of the Phase 1 have also helped inform the work on this operation.

Phase II capacity building focused on a planning-based approach to identification of investment priorities at the local level throughout the local authority areas within KTMV. This pipeline of investments can help mobilize new sources of external finance, but can also be covered by new, more robust revenue streams accruing to local authorities as a result of the new federal system that is in place.

Operations

The SURGE-supported activities did not focus on downstream operations but are likely to be addressed in follow up support provided by the World Bank under financing operations.

NEXT STEPS

Phase II activities will continue to focus on using the analytical work completed though Phase I to identify investment priorities that can help mobilize new sources of external financing. The findings from Phase I and the upcoming work in Phase II is expected to inform the sector dialogue with the Government and the formulation for new projects in the sector.

TABLE 14: NEPAL’S SURGE SUPPORTED ACTIVITY OUTPUTS ALIGNED WITH THE VALUE CHAIN LOGICAL FRAMEWORK

PLANNING Integrated Urban Planning & Management	FINANCE Strategic Urban Infrastructure Investments	OPERATION Efficient Infrastructure Management & Operation
DATA & ANALYTICS: - Urbanization Diagnostic Review: informed SWM strategy and KTMV master plan - Cell phone data tools for diagnostics	PROJECT PREPARATION: - MF Diagnostics & Identification and prioritization of local level investments - MF Diagnostics & Identification and prioritization of local level investments	ORGANIZATION DYNAMICS: Diagnostic identified new Federalist system as major challenge and made recommendations to harmonize multi-tier interventions
NEW POLICY & INSTITUTIONAL REFORMS: SWM policy, based on diagnostic, approved in May 2022		
PARTICIPATORY DECISION PROCESSES: 4 validation workshops for diagnostic report findings & recommend. (150 partic./40 women)		

Fully or likely to be fully achieved Within scope and on target to be achieved Outside scope of the project

SOUTH ASIA

15. Pakistan: Understanding Secondary Cities

Amount: US \$185,000 | Dates: November 2022–December 2023 | Status: Ongoing

COUNTRY CONTEXT

Pakistan has the highest level of urbanization in South Asia with at least 36.4 percent of its total population of 207.7 million living in urban areas according to the 2017 Population Census. Urban growth in Pakistan can be attributed mainly to a natural increase in population followed by rural to urban migration. It is critical to support to secondary cities on urban planning, municipal finance and service delivery which can set these cities on a more resilient and sustainable growth trajectory, unlike the unplanned growth patterns in larger cities. Failure to invest in these cities early on is likely to result in unsustainable and uncompetitive patterns of unplanned growth including sprawling urban settlements with higher costs of infrastructure and service delivery, crowded slums in central areas, poor air quality, water pollution, lack of public spaces, and other traits that characterize urban areas in Pakistan.

In this context, the objectives of the SURGE financed activity during Phase I is to complement the ongoing ASA – Pakistan Sustainable Cities Review by: (i) expanding and enhancing the data collection process to Sindh province; (ii) deepening the analysis of data collected on secondary cities and municipal finance, and (ii) providing TA to provincial government/select secondary cities in identifying priority investments through technical studies as well as capacity building support for stronger city outcomes and management. During Phase II, the activities will support the Government of Punjab (GoPunjab) to develop criteria for geographical targeting of a potential operation and identifying priority investments. The criteria will need to balance aspects related to poverty, basic infrastructure levels, impacts of the August 2022 floods as well economic growth potential. The TF would help

in developing and testing the methodology that may then be systematically applied to multiple cities. Lastly, the GoPunjab is keen to shift from an Annual Rental Value property tax basis to a Capital Value Model (CVM) and has requested the Bank’s support in this transition. This will also be completed through the grant. The activities are expected to feed into discussions between the World Bank and GoPunjab on a potential municipal revenue focused engagement in Punjab which would include pro-poor investments.

ACHIEVEMENTS

Planning

A report consolidating the findings related to institutions/governance arrangements, finance/fiscal arrangements and service delivery/infrastructure gaps in these cities has been prepared. In addition, a consultant has been engaged to collect data on these same issues in primary cities in order to provide a basis of comparison between primary and secondary cities. The secondary cities report covering the sample cities and the data collected on primary cities will inform the Sustainable Cities Review – a consolidated secondary cities report - which is under preparation and expected to be completed by early September 2023.

Financing

Outside of the scope of the activity.

Operations

Outside of the scope of the activity.

NEXT STEPS

The consolidated Phase 1 report – the Sustainable Cities Review – which will incorporate (i) earlier geo-spatial analysis on secondary cities;

(ii) data collected in the eight sample secondary cities and (iii) data collected in primary cities is under preparation and expected to be completed by early October 2023. Dissemination of the report findings will be undertaken in the three provinces following the general elections.

Appendix C

Detailed description
of global engagements
under the Global
UA&TA Program

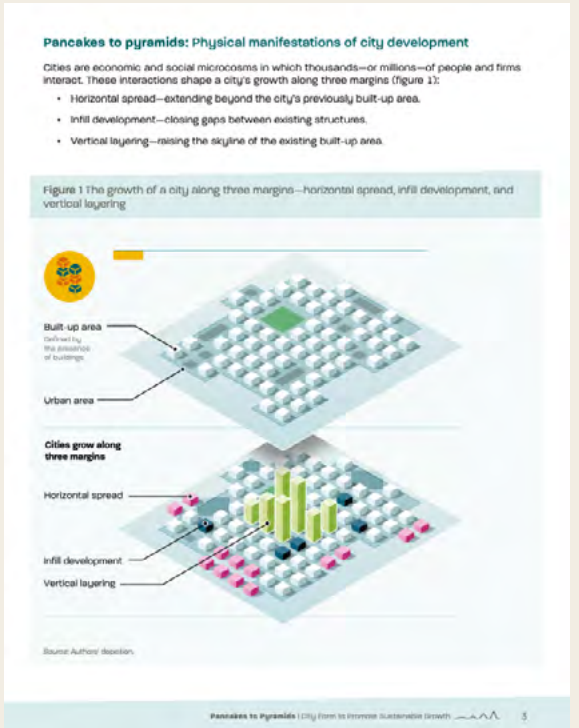
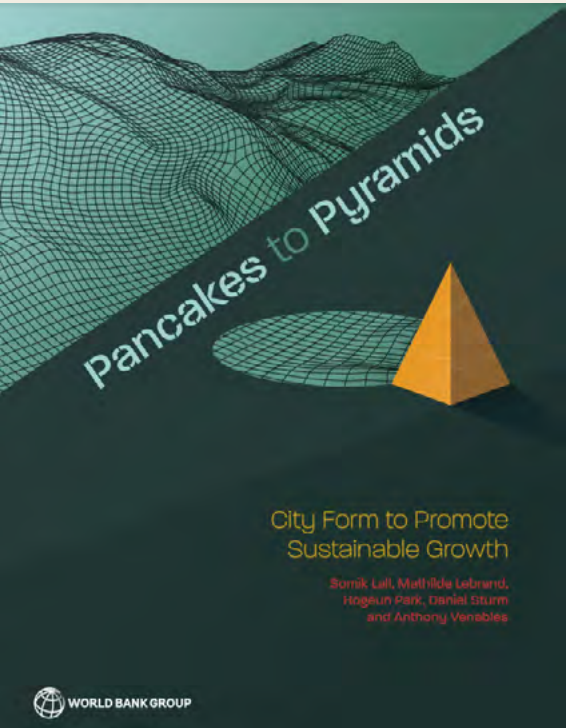
Pancakes to Pyramids

Amount: US\$ 150,000 | Dates: July 2020–June 2021 | Status: Closed

As urban populations grow rapidly, understanding what makes cities grow outward, upward, or inward is increasingly important for assessing economic growth and effectively planning for future urban growth. The “Pancakes to Pyramids — City Form for Sustainable Growth” report, co-financed by SURGE and published in June 2021, analyzes the shape and growth of nearly 10,000 cities between 1990 and 2015. The report examines the dynamic relationship between a city’s economic growth and the floor space available to residents and businesses, as well as how economic and spatial development processes align with the GRID approach in pursuing poverty reduction and sharing prosperity. Through advancements in two areas of satellite imagery and urban economics, the report offers new tools for investigating the effects of economic drivers and policy choices on a city’s develop-

ment path. This enables city leaders to anticipate and prepare future needs, choosing the right plans, policies, and investments that will create enabling conditions for the city’s future sustainable growth.

The analytic work and empirical findings strengthened the World Bank’s partnerships with the OECD and European Commission, aiming to develop standardized definitions of urban areas. Common understanding of city spatial growth and its link to the jobs agenda is central to operationalizing the IDA19 policy commitment on urbanization and jobs. The evidence from this report is informing country studies in several regions including ECA, LAC, and AFR, as well as a global report on Vibrant Cities. Extensions to the report carried out in FY2022 are clarifying relationships between urban form, public transport, and reductions in CO2 emissions.



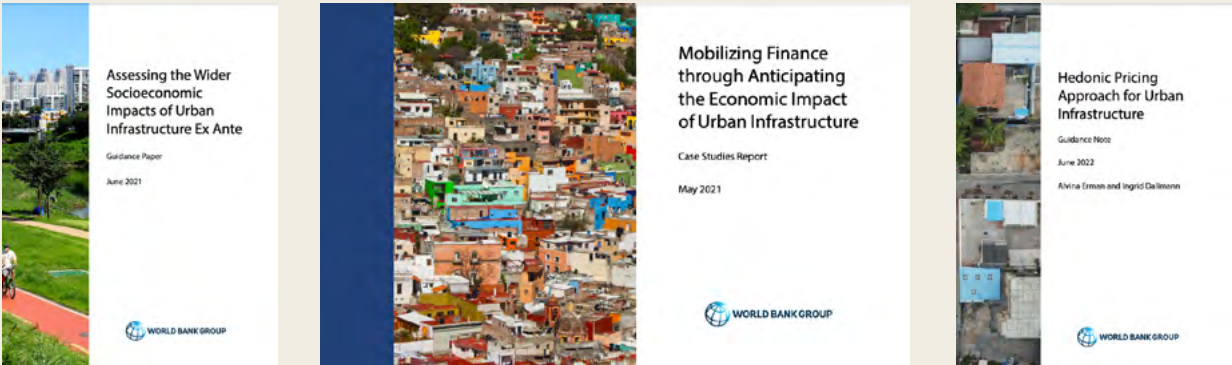
Mobilizing Finance for Development

Amount: US\$350,000 | Dates: March 2020–June 2022 | Status: Closed

The Mobilizing Finance through Anticipating the Economic Impact of Urban Infrastructure activity, supported by SURGE, aimed to enhance the understanding of how urban infrastructure projects can create broader economic benefits, guide improved project design, and facilitate better outcomes. In April 2023, three reports were published. The activity’s three reports provide valuable tools for estimating socioeconomic impacts of urban infrastructure before their implementation (see Guidance Paper), highlight the potential of urban infrastructure projects for attracting private investment through case studies, and offer guidance on the application of the

hedonic pricing method, a tool to quantify urban infrastructure projects’ indirect benefits (see Guidance Note). All of these knowledge products contribute to increase the understanding of how urban infrastructure development can catalyze a broader economic impact and promote local economic development.

On March 30, 2023, a launch event was organized to present the three knowledge products. During the event the participants discussed key challenges and takeaways from the case studies and guidance notes. A blog about the key findings of the reports will be published in FY24.



Vibrant cities: How can cities support jobs and economic growth?

PHASE I Amount: US\$ 99,680, Dates: October 2020 – June 2021, Status: Closed

PHASE II Amount: US\$ 356,055.67, Dates: July 2021 – June 2023, Status: Ongoing

The Middle East and North Africa (MENA) region has been long suffering from anemic (GDP per capita) growth and poor labor market outcomes, including unemployment rates, labor-force participation, and industry specialization.

The region is facing numerous challenges, such as, resource misallocation across firms and within firms, lack of integration into international markets, misguided state interventions, and inadequate support for a business environ-

ment that fosters innovation and entrepreneurship. Due to this situation, policymakers across the region have been concerned about finding pragmatic policy reforms that can help change the growth and job paths for their countries.

In this context, the SURGE-supported activity, Vibrant Cities, aimed at diagnosing the constraints that are limiting MENA cities’ contribution to economic growth and improved labor market outcomes, as well as proposing practical strategies to boost city performance, private sector-led growth, and job creation. The engagement was executed in two phases. Phase I financed the development of diagnostics of global cities (with a focus on MENA’s large cities), examining the implications of policy constraints and market failures on jobs, economic activity, and productivity. Phase II focused on the identification of institutional strengthening measures and city-level investments for selected cities, as well as on supporting strategic policy dialogue with selected cities. This further elevated the relevance of the activity to a global level.

In FY23, this SURGE activity completed an urban economic and spatial diagnostic study called “Vibrant Cities”. The report draws upon global economic research and new analysis to develop novel insights into what it takes for cities to become vibrant, focusing on the cases of Amman, Cairo, and Casablanca. The performed analytical work, summarized in the Vibrant Cities report, focused on: (i) analyzing the impact of the COVID-19 pandemic on economic activity in a sample of 156 MENA cities; (ii) developing climate compatible urban development models, identifying the source of carbon dioxide emissions in the region’s cities; (iii) formulating a quantitative Spatial Computerized General Equilibrium urban model for the cities of Amman, Cairo, and Casablanca; (iv) assessing local service delivery governance in the region; and (v) examining land management and mobility policies and patterns in the three cities. The report also outlines a policy approach to make

cities more resilient, productive, inclusive, and low carbon.

Since January 2023, the primary focus has been on disseminating findings and enhancing the visibility of the report. For instance, the Global-MENA Vibrant Cities report was successfully previewed at the 2nd Session of the UN-Habitat Assembly. This presentation captured the attention of the UN-Habitat team, including the Deputy Executive Director, who expressed interest in potential collaboration with the Bank.

The report’s findings have also played a role in influencing technical assistance and policy engagement in the region. As an example, the World Bank ASA, Jordan Sustainable Cities, approved in July 2022, utilized the analytical findings derived from Vibrant Cities to formulate a spatial transformation strategy that justifies the need for investing in transportation infrastructure. In addition, the Jordan Smart and Inclusive Urban Mobility Project (US\$ 473 million), with an anticipated approval date of September 2024, has been influenced by the findings of the Vibrant Cities activity. Its focus is on improving accessibility to economic opportunities and basic services for public transport users in Amman. Finally, the Vibrant Cities report contributed to the assessment of outcomes related to transport investments in Cairo.

In FY24, the report layout will be completed, and the report will be published. Furthermore, there are plans to organize an official launch event as part of the UNFCCC’s MENA Climate Week in Riyadh, Saudi Arabia in October 2023.

Appendix D

Results Monitoring for the global Urban Analytics and Technical Assistance program

PROGRAM INDICATORS (all global and country programs report on these)		AS OF FY2022	AS OF FY2023
1	Number of cities/regions that have benefitted from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	31 ¹⁹	40
2	Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	748/244	1486/504
3	Number of strategies, policies, plans, procedures, or regulations of which the formulation / implementation was influenced / informed by SURGE support to cities/regions	8	25
4	Additional financing mobilized for sustainable and inclusive regional/urban development (in USD, of which public and of which private financing)	US \$950,000	US \$ 950,000
5	Number and volume of WBG investment projects influenced through SURGE support to cities/regions	4/US \$910 million	9/ \$2.1 billion
6	Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	13	14

	INDICATORS PILLAR 2: TERRITORIAL & SPATIAL DEVELOPMENT	AS OF FY 22	AS OF FY 23	TARGET	PERFORMANCE
	Outcome Indicator 2 Cities/regions which spurred equitable regional and local development (# of cities/regions)	Too early	21	16	
	Intermediate Outcome Indicator F.1 Laws, policies, procedures, or plans (incl. investment plans, spatial plans, sector plans, action plans, etc.) related to urban/regional development are initiated and/or improved based upon (spatial) data and analytics (# of laws, policies, procedures, or plans)	6	26	16	



Not on track



Partially on track



On track

¹⁹ In FY 22, the 22 municipalities in KMTV were counted. This year it was decided to count it as 1.

	INDICATORS PILLAR 2: TERRITORIAL & SPATIAL DEVELOPMENT	AS OF FY 22	AS OF FY 23	TARGET	PERFORMANCE
OUTPUTS	F1.1 Knowledge and planning products, and tools containing urban data and key urbanization topics, diagnostics and/or analytics are produced and shared with government officials (# of products)	19	33	34	
	F1.2 Training and knowledge sharing events that help stakeholders collaborate and/or improve the use of urban data and analytics for urban policy making and investment planning (# of events)	25	47	32	
	F1.3 Downloads of SURGE supported official outputs related to improved city-level data and analytics (# of downloads)	3774	5351	6000	
Intermediate Outcome Indicator F.2 Improved/New data systems, platforms, portals, or tools used by cities/metros (# oWf systems, platforms, portals, or tools)		1	3	4	
OUTPUTS	F.2.1 Planning and data products/tools developed, piloted, and/or improved that help carry out evidence-driven urban planning and management (# of products/tools)	2	5	4	



Not on track



Partially on track



On track

Appendix E
Results Monitoring
for the ECA Cities
and Climate Change
Program

PROGRAM INDICATORS (all global and country programs report on these)		AS OF FY2022	AS OF FY2023
1	Number of cities/regions that have benefitted from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	N/A	To early to report
2	Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	N/A	34/14
3	Number of strategies, policies, plans, procedures, or regulations of which the formulation / implementation was influenced / informed by SURGE support to cities/regions	N/A	To early to report
4	Additional financing mobilized for sustainable and inclusive regional/urban development (in USD, of which public and of which private financing)	N/A	To early to report
5	Number and volume of WBG investment projects influenced through SURGE support to cities/regions	N/A	To early to report
6	Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	N/A	To early to report

ECA—INDICATORS PILLAR 3: ECA CITIES AND CLIMATE CHANGE		AS OF FY 22	AS OF FY 23	TARGET	PERFOR- MANCE
Outcome Indicator 3 Cities/regions with increased focus (awareness) on low carbon and sustainable development (# of cities/regions)		N/A	0	12	
Intermediate Outcome Indicator G.1 Government institutions have strengthened their capabilities related to sustainable, climate smart, and low carbon development (# of institutions)		N/A	0	12	
Outputs	G.1.2 Training and knowledge sharing events that contribute to sustainable, climate smart & low carbon development (# events)	N/A	2	6	
Intermediate Outcome Indicator I.1 Governance entities improved their knowledge/capacity on sustainable solid waste management practices (# of entities)		N/A	0	3	
Outputs	I.1.2 Training and knowledge sharing events that contribute to sustainable management of solid waste (# of events)	N/A	0	3	



Not on track



Partially on track



On track

Appendix F

Results Monitoring for the
Bolivia Urban Resilience
Technical Assistance
Associated Program

PROGRAM INDICATORS (all global and country programs report on these)		AS OF FY2022	AS OF FY2023
1	Number of cities/regions that have benefitted from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	2	2
2	Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	160/73	184/80
3	Number of strategies, policies, plans, procedures, or regulations of which the formulation / implementation was influenced / informed by SURGE support to cities/regions	1	1
4	Additional financing mobilized for sustainable and inclusive regional/urban development (in USD, of which public and of which private financing)	0	US\$ 1.25 million
5	Number and volume of WBG investment projects influenced through SURGE support to cities/regions	1/ US\$70 million	1/ US\$70 million
6	Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	2	2

	INDICATORS PILLAR 1: CITY MANAGEMENT, GOVERNANCE & FINANCING	AS OF FY 22	AS OF FY 23	TARGET	PERFOR- MANCE
Outcome Indicator 1 Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)		Too early	0	2	
Intermediate Outcome Indicator B.1 Systems, policies, instruments, or strategies that contribute to increased municipal OSR are introduced / improved / adopted (# of systems, policies, instruments, or strategies)		0	2	3	
Outputs	B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products)	0	2	4	
	B.1.2 Training and knowledge sharing events that contribute to improving municipal revenue (# of events)	0	7	3	



Not on track



Partially on track



On track

	INDICATORS PILLAR 3: SUSTAINABLE AND CLIMATE SMART CITIES	AS OF FY 22	AS OF FY 23	TARGET	PERFOR- MANCE
Outcome Indicator 3: Cities/regions with increased focus on low-carbon and sustainable development (# of cities)		Too early	0	2	
Intermediate Outcome G.1 Government entities have strengthened their capabilities related to sustainable, climate smart & low carbon development (# of institutions)		0	0	2	
Outputs	G.1.1 Knowledge and planning products delivered related to sustainable, climate smart & low carbon development (# of products)	0	2	2	
	G.1.2 Training and knowledge sharing events that contribute to sustainable, climate smart & low carbon development (# of events)	0	4	2	

	INDICATORS PILLAR 5: URBAN & REGIONAL RESILIENCE	AS OF FY 22	AS OF FY 23	TARGET	PERFOR- MANCE
Outcome Indicator 5 Cities/regions with strengthened resilience to climate change and disasters (# of cities)		Too early	0	2	
Intermediate Outcome Indicator O.1 Improved / New regulations, policies or planning instruments that contribute to cities' resilience to climate change and disasters (# of regulations, policies or planning instruments)		2	4	4	
Outputs	O.1.1 Knowledge and planning products delivered that strengthen cities' focus on climate resilience in regulations, policies or planning instruments (# of products, of which include a focus on gender)	5	8	19	
	O.1.2 Training and knowledge sharing events that help participants improve/introduce regulations, policies or planning instruments that contribute to cities' resilience (# of events)	0	7	5	
Intermediate Outcome Indicator P.1 Government entities with enhanced capability to plan / finance / manage resilient urban infrastructure (# of government entities)		0	3	3	
Outputs	P.1.1 Knowledge and planning products that help strengthen cities' capabilities to plan / finance / manage climate resilient infrastructure (# of products)	1	2	3	
	P.1.2. Training and knowledge sharing events that strengthen cities' capacity to plan / finance / manage climate resilient infrastructure (# of events)	0	1	1	



Not on track



Partially on track



On track

Appendix G

Results Monitoring for
the Strengthening Urban
Cadasters for Urban
Governance in Peru
Associated Program

PROGRAM INDICATORS (all global and country programs report on these)		AS OF FY2022	AS OF FY2023
1	Number of cities/regions that have benefitted from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	0	4
2	Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	339/45	426/80
3	Number of strategies, policies, plans, procedures, or regulations of which the formulation / implementation was influenced / informed by SURGE support to cities/regions	4	6
4	Additional financing mobilized for sustainable and inclusive regional/urban development (in USD, of which public and of which private financing)	0	0
5	Number and volume of WBG investment projects influenced through SURGE support to cities/regions	1/US\$50 million	1/US\$50 million
6	Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	0	0

 INDICATORS PILLAR 1: CITY MANAGEMENT, GOVERNANCE & FINANCING		AS OF FY 22	AS OF FY 23	TARGET	PERFOR- MANCE
Outcome Indicator 1 Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)		0	4	2	
Intermediate Outcome Indicator B.1 Systems, policies, instruments, or strategies that contribute to increased municipal OSR are introduced / improved / adopted (# of systems, policies, instruments, or strategies)		1	3	3	
Outputs	B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products)	2	4	3	
	B.1.2 Training and knowledge sharing events that contribute to improving municipal revenue (# of events)	6	8	4	
Intermediate Outcome Indicator C.1 Cities have strengthened institutions and improved management capacities (# of cities)		0	0	2	



Not on track



Partially on track



On track

	INDICATORS PILLAR 1: CITY MANAGEMENT, GOVERNANCE & FINANCING	AS OF FY 22	AS OF FY 23	TARGET	PERFOR- MANCE
Outputs	C.1.1 Knowledge and planning products delivered that help cities strengthen their institutions and management capacities (# of products)	0	0	1	
	C.1.2 Training and knowledge-sharing events that contribute to strengthening city management and institutions (# of events)	2	2	3	

	INDICATORS PILLAR 2: TERRITORIAL & SPATIAL DEVELOPMENT	AS OF FY 22	AS OF FY 23	TARGET	PERFORMANCE
Outcome Indicator 2 Cities/regions which spurred equitable regional and local development (# of cities/regions)		Too early	4	2	
Intermediate Outcome Indicator E.1 Government entities with improved spatial development planning systems and capacities (# of entities)		5	5	12	
OUTPUTS	E.1.1 Knowledge and planning products delivered that contribute to better spatial development planning systems and capacities (# of products)	3	5	8	
	E.1.2 Training and knowledge-sharing events that contribute to improved spatial development planning systems and capacities (# of events)	3	5	5	



Not on track



Partially on track



On track

Appendix H

Results Monitoring
Associated for the
Green, Livable,
Resilient Cities in Serbia
Associated Program

PROGRAM INDICATORS (all global and country programs report on these)		AS OF F7202	AS OF FY2023
1	Number of cities/regions that have benefitted from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	0	10
2	Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	121/41	421/206
3	Number of strategies, policies, plans, procedures, or regulations of which the formulation / implementation was influenced / informed by SURGE support to cities/regions	0	2
4	Additional financing mobilized for sustainable and inclusive regional/urban development (in USD, of which public and of which private financing)	0	0
5	Number and volume of WBG investment projects influenced through SURGE support to cities/regions	1/ US\$300 million	1/ US\$300 million
6	Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	0	8

	INDICATORS PILLAR 3: SUSTAINABLE AND CLIMATE SMART CITIES	AS OF FY 22	AS OF FY 23	TARGET	PERFOR-MANCE
Outcome Indicator 3 Cities/regions with increased focus (awareness) on low-carbon and sustainable development (# of cities/regions)		Too early	10	5	
Intermediate Outcome Indicator G.1 Government institutions have strengthened their capabilities related to sustainable, climate smart & low carbon development (# of institutions)		Too early	2	5	
Outputs	G.1.1 Knowledge and planning products delivered related to sustainable, climate smart & low carbon development (# products)	0	3	5	
	G.1.2 Training and knowledge sharing events that contribute to sustainable, climate smart & low carbon development (# events)	2 ²⁰	9	5	

²⁰ In the Annual Report for FY22, this indicator was reported as 11. However, starting from FY23, a series of workshops is now counted as a single workshop. Thus, for FY22, two workshops are counted: a series of cross-sectoral consultation sessions with the ten beneficiary cities and a city-to-city workshop.

Intermediate Outcome Indicator I.1 Governance entities improved their knowledge/capacity on sustainable solid waste management practices (# of entities)		1	8	3	
Outputs	I.1.1 Knowledge and planning products delivered that promote/inform the sustainable management of solid waste (# of products)	1	1	1	
	I.1.2 Training and knowledge sharing events that contribute to sustainable management of solid waste (# of events)	0	2	2	

	INDICATORS PILLAR 5: URBAN & REGIONAL RESILIENCE	AS OF FY 22	AS OF FY 23	TARGET	PERFOR-MANCE
Outcome Indicator 5 Cities/regions with strengthened (awareness raised) resilience to climate change and disasters (# of cities/regions)		0	10	5	
Intermediate Outcome Indicator O.1 New / Improved regulations, policies or planning instruments that contribute to cities’ resilience to climate change and disasters (# of regulations, policies, or planning instruments)		0	1	5	
Outputs	O.1.1 Knowledge and planning products delivered that strengthen cities’ focus on climate resilience in regulations, policies or planning instruments (# of products, of which include a focus on gender)	0	3	5	
	O.1.2 Training and knowledge sharing events that help participants improve/introduce regulations, policies or planning instruments that contribute to cities’ resilience (# of events)	0	7	5	
Intermediate Outcome Indicator P.1 Government entities with enhanced capability to plan / finance / manage resilient urban infrastructure (# of government entities)		2	8	3	
Outputs	P.1.1 Knowledge and planning products that help strengthen cities’ capabilities to plan/ finance / manage resilient infrastructure (# of products)	0	1	3	
	P.1.2 Training and knowledge sharing events that strengthen cities’ capacity to plan / finance / manage resilient infrastructure (# of events)	1	4	3	

 Not on track

 Partially on track

 On track

Appendix I

Results Monitoring for
the Urban Multi-Donor
Associated Trust Fund
for South Africa

Most results indicators for the South Africa program had already been defined before the establishment of the SURGE Umbrella Program. They are considered legacy indicators, so they report in separate periodic reports. To measure how the Urban MDTF for South Africa contributes to achieving the overarching SURGE objective, progress on the SURGE program indicators is being tracked.

PROGRAM INDICATORS (all global and country programs report on these)		AS OF FY2022	AS OF FY2023
1	Number of cities/regions that have benefitted from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	8	8
2	Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	922	1335/185
3	Number of strategies, policies, plans, procedures, or regulations of which the formulation / implementation was influenced / informed by SURGE support to cities/regions	2	3
4	Additional financing mobilized for sustainable and inclusive regional/urban development (in USD, of which public and of which private financing)	US \$490,000	US \$2.9 million
5	Number and volume of WBG investment projects influenced through SURGE support to cities/regions	0	0
6	Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	0	0

ANNUAL REPORT FY 2023



SURGE
Sustainable Urban and
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