

FY 20  
22

# SURGE

A Global Umbrella Partnership  
for Sustainable Urban  
and Regional Development



**SURGE**  
Sustainable Urban and  
Regional Development

Annual Report FY 2022

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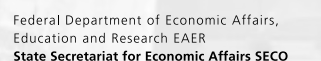
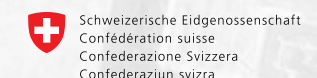
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# SURGE

## A Global Umbrella Partnership for Sustainable Urban and Regional Development



Swiss Confederation

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## Acronyms and Abbreviations

CIDMS	Cities Infrastructure Delivery and Management System
COFOPRI	Organismo de Formalización de la Propiedad Informal (Peru Agency for Property Formalization)
CPL	City Planning Lab
CSP	Cities Support Programme
DRM	disaster risk management
FY	fiscal year
GLRC	Green, Livable, and Resilient Cities (Serbia)
GOST	Geospatial Operations Support Team
GPURL	Urban, Disaster Risk Management, Resilience, and Land Global Practice (World Bank)
GRID	Green, resilient, and inclusive urban development
IPF	investment project finance?
LADM	Land Administration Domain Model (Peru)
LVC	Land Value Capture
MDPWA	Ministry of Development, Public Works, and Administration (Romania)
MDTF	multi-donor trust fund
MEF	Ministry of Economy and Finance (Peru)
MIVAH	Ministry of Housing and Human Settlements (Costa Rica)
MSCIUDP	Medium Size Cities Integrated Urban Development Project (Uzbekistan)
MVCS	Ministry of Housing, Construction, and Sanitation (Peru)
NUOPMA	National Urban Observatory (Peru) program management and administration
SECO	State Secretariat for Economic Affairs (Switzerland)
SUDS	Sustainable Urban Development Strategy (Serbia)
SWM	solid waste management
VMVU	Viceministerio de Vivienda y Urbanismo (Bolivia)

## Foreword

By 2050, cities will be home to an additional 2.5 billion people with two out of every three people living in urban areas. The increasing impacts of climate change, combined with the ongoing effects of the COVID-19 pandemic and people fleeing conflicts, hit cities hard—requiring them to become resilient to shock waves of change. But cities can also be front and center to solutions through smart, empowering, and forward-looking urban management and development.

Building cities that “work”—green, resilient, and inclusive—requires intensive policy coordination, responsible planning and investment choices, and the ability to finance and operate efficient systems and infrastructure. National and local governments are vital players as they can shape the future of their development and create opportunities for all.

Generously supported by Switzerland’s Secretariat for Economic Affairs (SECO), the World Bank’s, Sustainable Urban and Regional Development (SURGE) Umbrella Program has been helping cities and regions become drivers of green, resilient, and inclusive economic development.

In the second year of the program, results show that SURGE is supporting city leaders and stakeholders on urban policy and investment decision-making through capacity building and technical support. Part of the completed work has led to a rich set of analytical reports on sustainable urban development that city governments are using as a framework to assess their own investment priorities and strengthen development project portfolios.

During FY21, SURGE focused on establishing and structuring the program and initiating activities. In FY22, as described in this report, SURGE activities have seen strong progress, delivering analytical work, providing technical assistance to developing countries and their cities, and informing investments in green, resilient, and inclusive projects that will have a positive impact on city dwellers around the world.

Cities will continue to drive economic growth and opportunity. I am happy to present this report on the progress and results SURGE has achieved in its second full year of operation, which are facilitating this urban growth potential. Over the next year, SURGE expects to welcome additional development partners to the program—discussions with two of them are in advanced stages—whose contributions will further broaden and deepen SURGE’s impact. Working with and for city and local government officials on the ground, teams will use SURGE funds to support governments as they consolidate efforts to build livable, inclusive, competitive, low-carbon, and resilient cities and regions—building cities that “work.”



*Bernice Van Bronkhorst*

GLOBAL DIRECTOR

Urban, Disaster Risk Management, Resilience and Land Global Practice





# Executive Summary



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 green, resilient, inclusive, and sustainable cities in developing countries. The program is supported by the Swiss State Secretariat for Economic Affairs (SECO), its founding donor, and housed within the World Bank’s Urban, Disaster Risk Management, Resilience and Land Global Practice (GPURL).

In FY22, the SURGE Umbrella Program budget grew from US\$30 million to US\$35 million with a generous new contribution by SECO. During the program’s lifetime, across the SURGE trust funds, US\$19 million of the total US\$35 million budget has been approved for activities, and US\$11 million has been disbursed or committed.

The SURGE Anchor multi-donor trust fund (MDTF) supports the Urban Analytics and Technical Assistance program, which aims to enable fast-growing cities in developing countries to function as drivers of sustainable and inclusive economic development. This will be achieved by equipping and empowering city planners and policymakers to both identify and deliver the reform and investment priorities for their cities, through upstream data and diagnostics, followed by downstream appraisals and technical assistance to design and mobilize the needed reforms and financing. This global program is financing nine city engagements, one regional activity, and two global studies. An amount equivalent to the additional contribution received in FY22 will be used for a second global program: the expanded City Planning Lab (CPL) program, which aims to assist municipal governments to harness the power of data to create competitive, inclusive, and resilient cities. Since the first global CPL activities will be initiated in FY23, this Annual Report does not include CPL progress and results.

The SURGE Umbrella Program also supports four country programs—in Bolivia, Peru, Serbia, and South Africa—implemented through associated trust funds. The key deliverables for FY22 include:

SURGE ANCHOR MDTF

## Urban Analytics and Technical Assistance program

During the reporting period, two of the nine city activities led to urbanization reviews: “The Time is Now: How Can Uzbekistan Leverage Urbanization as a Driver of Sustainable Development,” and “Urbanization Review of the South Corridor within the Greater Metropolitan Area of San Jose” in Costa Rica, in addition to the “Romania Sustainable Cities Review” report that was delivered in FY21. In Angola, Madagascar, Nigeria, Philippines, and Vietnam, SURGE-funded teams completed upstream data and diagnostics work in FY22, while in Nepal a synthesis report on Kathmandu Valley and four thematic reports on urban analytics are nearing completion. Building on these activities, the World Bank teams in Costa Rica, Nigeria, Romania, Uzbekistan, and Vietnam have initiated efforts through technical assistance to enhance cities’ knowledge and capacity to identify investment projects that aim to deliver green, resilient, inclusive, and sustainable cities. Similar activities will commence in the other four countries—Angola, Madagascar, Philippines, and Nepal—in FY23.

The **regional activity** in Middle East and North Africa financed an urban economic and spatial diagnostic study called “Vibrant Cities,” which was used as a basis for technical assistance and policy engagement on urban development both in the region and internationally. The final report is expected to be published and disseminated broadly in early FY23.

**Two global technical deep dive studies** were completed in FY21 (“Pyramids to Pancakes”) and FY22 (“Mobilizing Finance for Development”); dissemination activities will continue into FY23.

Thus far, SURGE activities under the Urban Analytics and Technical Assistance program have informed three World Bank investment operations (two active projects in Uzbekistan and Angola, and two pipeline projects, in Costa Rica and Nepal) amounting to US\$726 million of financing, of which US\$450 million for the two pipeline projects. These numbers are expected to increase in FY23 with SURGE activities building on earlier analytics and focusing on technical assistance.

BOLIVIA

## Urban Resilience Technical Assistance Program

The program aims to increase urban resilience through assistance across policy areas in Santa Cruz and La Paz. During this reporting period the World Bank completed activities aimed at strengthening the cities’ institutional capacity related to disaster risk management (DRM). This was accomplished through DRM diagnostics, which helped municipalities develop DRM master plans and prioritize policy and investment activities and supported the design of tactical urbanism pilots in the city center of Santa Cruz with a citizen engagement approach. This will be followed by development of a comprehensive city center strategy. Furthermore, key program activities were launched, including support to the development of (a) Climate Action Plans for both municipalities; (b) flood risk maps



and a needs assessment for early warning systems for Santa Cruz, and (c) a renewed citizen engagement approach for urban upgrading programs in La Paz. In addition to these activities at municipal level, the program also carried out an assessment of the Urban Development Fund for the national government. These activities are informing the US\$70 million World Bank–financed Bolivia Urban Resilience Project.

**PERU**  
**Improving Urban Planning and Cadasters**

The program conducted capacity-building activities to support the government with the adaptation, adoption, and scaling up of the Land Administration Domain Model (LADM). The program provided knowledge products that laid the groundwork and conducted related training events and workshops. In parallel, the program has supported knowledge exchange activities and strengthened the governing capacities of the Ministry of Housing, Construction, and Sanitation (MVCS) with the objective that it become the leading agency on urban cadasters. Finally, the World Bank drafted guidelines for the development of Land Value Capture (LVC) models that have been discussed in workshops. The outputs of the Peru program inform and support the government in its implementation of the ongoing World Bank–financed National Urban Cadaster and Municipal Support Project (US\$50 million) as well as other urban cadaster activities.

**SERBIA**  
**Strengthening Sustainable and Resilient Urban Development Program**

Building upon last year’s preparatory work, 10 secondary and medium-sized cities were selected to take part in the Serbia program—the Green, Livable, and Resilient Cities in Serbia (GLRC) program. Following the selection, a diagnostic phase has started detailed assessments of the 10 cities, including a review of demographic trends. To inform the work on city assessments, the World Bank organized a series of cross-sectoral consultation sessions, including among the 10 beneficiary cities. These activities are informing the US\$100 million World Bank–financed Local Infrastructure and Institutional Development Operation.

**SOUTH AFRICA**  
**Urban Multi-Donor Trust Fund**

The Urban MDTF focuses on strengthening urban financing and governance in South African metro areas. Supported by the program, long-term financial strategies have been put in place in six metro areas. The strategies include recommendations on steps municipalities can take to enhance long-term financial sustainability. Additionally, an intergovernmental fiscal review was finalized covering municipal revenues, expenditures, and maintenance. The program aimed to increase climate and urban resilience through city scans and workshops on resilient capital investment planning. To drive economic development, the program supported the evaluation of incentive regimes and the development of a model metro incentive policy.



During FY22, the implementation of some SURGE-funded activities was challenged by data collection issues, continued restrictions related to the COVID-19 pandemic, and political change and, in some cases, instability, but World Bank teams have taken measures to mitigate these risks. For example, to address data collection issues, the World Bank team in Lagos, Nigeria, sought support from a professor from the University of Nigeria with access to crucial data. Travel restrictions due to COVID-19 in Angola affected government engagement, which was addressed by supplementing the team with a local expert well-known to the government. In Costa Rica, the conclusion of the urbanization review overlapped with a new administration taking office. The team is exploring the possibility of having a joint launch of the report as an entry point to kickstart conversations.





## Looking Ahead

During FY23, SURGE will start with a reallocation of remaining global funds under the Urban Analytics and Technical Assistance program to new or existing activities. Together with the imminent implementation of the new global CPL program, the expected activation of a new country program in Indonesia, and the advancing efforts to attract other development partners, the reach of SURGE activities will significantly expand. SURGE will also focus on implementing its communication strategy through dissemination and outreach activities. Furthermore, SURGE will kick off its first program-wide Mid-Term Evaluation in FY23, which will provide recommendations and lessons to guide implementation in the coming years.

The SURGE Anchor trust fund will continue to focus on building cities' capacity to deliver green, resilient, and inclusive development. Under the Urban Analytics and Technical Assistance program, five out of the

nine city-level activities and one regional activity have already moved from the analytical into the technical assistance phase. This can be illustrated through the activities in Costa Rica, where the World Bank team completed an urbanization review as part of the analytical phase. Based on the key challenges and recommendations in this document, a comprehensive technical assistance package is being developed for the second phase. That package aims to support the government in the identification of urban areas where the World Bank or other financial institutions can potentially provide support, as well as to inform the preparation of the Costa Rica Climate Resilient Recovery and Territorial Development Project, the goal of which is to increase access to disaster- and climate-resilient infrastructure services in vulnerable regions of Costa Rica. The remaining four city activities, as well as the newly proposed activities, will focus on technical assistance in FY23.

The four associated country programs will concentrate their FY23 efforts on the following:

- The Bolivia Urban Resilience Technical Assistance Program will continue its focus on municipal-level activities started in FY22; in parallel, it will explore expanding the support to national government entities. Also, the task team will start disseminating results by developing and sharing communication materials, including blogs and a factsheet.
- The associated trust fund focused on improving urban planning and cadasters in Peru will continue its assistance to the government related to the development and formal adoption of a LADM Peru profile. At the local level, the Peru program will support municipal capacity for the use of cadastral information and LVC instruments.
- The Serbia program will focus on local-level support to city-specific assessments and, building on these, strengthening capacity related to investment prioritization, planning, efficiency, and effectiveness. At the national level, the Serbia program will provide the government with analytical advice to implement the Sustainable Urban Development Strategy (SUDS) agenda and support the government on municipal solid waste management (SWM) investments.
- Finally, the Urban MDTF for South Africa, aiming to promote integrated urban transformation and sustainable practices toward sustainable and inclusive metro areas, will focus continued support on, among others, infrastructure development management systems, the climate-resilient infrastructure asset management system, change management processes, and economic development in the metro areas.





# About SURGE



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. The program is supported by the Swiss State Secretariat for Economic Affairs (SECO), its founding donor, and housed within the World Bank’s Urban, Disaster Risk Management, Resilience and Land Global Practice (GPURL).



Currently, SURGE consists of five trust funds: the global Anchor trust fund, which contributes to sustainable urban and regional development globally, and four associated country trust funds. SURGE currently funds activities in 13 countries, 9 of them through its Urban Analytics and Technical Assistance global program, and four through the associated country programs (see figure 1). Its combined budget is close to US\$35 million. The global Anchor trust fund has grown in fiscal year 2022 through a US\$5 million contribution from SECO that preferences urban spatial management and planning; an equivalent amount is proposed for the expansion of the City Planning Lab (CPL; see box 1 on page 44).

FIGURE 1. Countries Where SURGE is Financing Activities





SURGE’s development objective is to enable cities and regions in developing countries to drive green, resilient, and inclusive economic development. SURGE tracks progress toward achieving its development objective by monitoring progress on more than 40 results indicators. The program delivers results through four types of activities:



**Knowledge Creation and Innovation**

Conducting research and analytical work and creating a knowledge base of technical and operational best practice, proven policies, strategies, and action plans; and facilitating knowledge exchanges and disseminating lessons learned on urbanization and regional development.



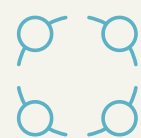
**Capacity Building and Training**

Assisting country clients in building their capacity to formulate policies and strategies, as well as their knowledge to develop projects, aimed at improving sustainable urban and regional development, including through the provision of technical assistance to local and national governments.



**Supporting Finance Mobilization**

Supporting national and local governments in building their capacity to conduct finance mobilization and finance diversification for investment projects to support sustainable urban and regional development.



**Stakeholder Collaboration and Knowledge Sharing**

Establishing and facilitating stakeholder collaborations to promote synergies and share knowledge at global, regional, and national levels for sustainable urban and regional development.

All the activities focus on five thematic areas reflected in SURGE’s five pillars:



**PILLAR 1**  
City Management, Governance, and Financing

Strengthening the financial and institutional dimensions of urban and regional development and management in developing countries.



**PILLAR 2**  
Territorial and Spatial Development

Supporting the adoption of the spatial and territorial dimension as an organizing element in World Bank operations to spur local and regional development and growth.



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

Promoting innovation and technical excellence in the urban and regional climate-smart development agenda and strengthening the quality of developing countries’ climate adaptation and mitigation portfolios.



**PILLAR 4**  
Urban Poverty and Housing

Fostering more inclusive urban areas and addressing issues related to urban poverty, slum upgrading, low-cost housing, resilient housing, and solutions to tackle increasingly urgent issues of migration and forced displacement in urban centers.



**PILLAR 5**  
Urban and Regional Resilience

Increasing urban and regional resilience in developing countries by strengthening disaster risk management in cities, enabling resilient recovery after disasters, increasing understanding of climate risks, and supporting resilient investments.

Distribution of the funds over the five SURGE pillars is shown in table 1. Through the end of FY22, no funds were received and allocated for activities related to pillar 4 (Urban Poverty and Housing).

**TABLE 1**  
SURGE—Budget by Pillar (million US\$)

PILLAR	10 YEAR TARGET	CURRENT (ESTIMATE)
PILLAR 1—City Management, Governance, and Financing	30	9.3
PILLAR 2—Territorial and Spatial Development	40	14.7
PILLAR 3—Sustainable and Climate-Smart Cities	40	1.8
PILLAR 4—Urban Poverty and Housing	38	0
PILLAR 5—Urban and Regional Resilience	40	6.8
Program management and administration	12	2.0
<b>TOTAL</b>	<b>200</b>	<b>34.7</b>

Note: The amounts per pillar are estimates because several country programs have components that go across two or more of the five pillars. For these components, program teams estimated the budget distribution.

Source: SURGE data



# SURGE at-a-glance

## 4 Activity Lines



Knowledge Creation and Innovation



Capacity Building and Training



Supporting Finance Mobilization



Stakeholder Collaboration and Knowledge Sharing

## SURGE:

Sustainable Urban and Regional Development

## 1 Umbrella Trust Fund Program

## 1 Global program

on Urban Analytics and Technical Assistance: for inclusive, resilient, and sustainable cities worldwide

## 4 Country Programs:

Bolivia, Peru, Serbia, and South Africa

## US\$35 million budget,

including a new US\$5 million contribution preferencing urban spatial management and planning

## Tracking results through 42 indicators

## 61 cities

in 12 developing countries benefited from SURGE support for:

## 2,290 people

participated in SURGE events for:

## US \$946

million of World Bank financing for seven investment projects (of which US\$450 million in pipeline projects) informed on:

Sustainable and inclusive regional and urban development

## 5 Thematic Pillars



### 1.

City Management, Governance, and Financing



### 2.

Territorial and Spatial Development



### 3.

Sustainable and Climate-Smart Cities



### 4.

Urban Poverty and Housing



### 5.

Urban and Regional Resilience





CHAPTER 1  
Results



The Sustainable Urban and Regional Development (SURGE) program tracks progress toward achieving its development objective by monitoring a set of results indicators. In fiscal year 2022 (FY22), the results indicators were updated to better balance the reporting needs of SURGE’s contributing partner with the World Bank trust fund reform principles. The latter require the integration of results indicators of associated trust fund programs into a comprehensive umbrella framework. SURGE’s updated results framework now comprises 42 indicators, aggregating results under overarching program indicators, while also monitoring results at the level of individual pillars.

The SURGE global team worked closely with country teams to integrate their country program indicators into the global integrated SURGE Results Framework. Internal reporting mechanisms also have been established—including internal review to ensure depth, quality, and indicator scoring consistency among the various activities and programs—and an indicator tracking database was developed to facilitate results monitoring and reporting.

This chapter presents the cumulative results achieved by SURGE through June 30, 2022, via its Urban Analytics and Technical Assistance global program (under the Anchor multi-donor development trust fund) as well as its four associated country programs. Results and indicators specific to pending programs as well as the new global City Planning Lab (CPL) program are not included, as activities have not yet started under these programs. The SURGE Results Framework is organized by pillar, with a separate section for the overarching program indicators. 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 their legacy country-level results framework. This chapter reports results from activities funded through the Anchor multi-donor trust fund (MDTF) and integrates the country programs in Bolivia, Peru, and Serbia; reports on the individual country programs are in subsequent sections. 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.

## PROGRAM RESULTS

The SURGE program indicators measure aggregate results for the entire umbrella program. This means that all activities funded through SURGE and its country programs report on these indicators, including the activities from the country programs in Bolivia, Peru, Serbia, and South Africa.





PROGRAM INDICATOR 1

# 61 cities

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



A total of 61 cities in Angola, Costa Rica, the Arab Republic of Egypt, Jordan, Madagascar, Morocco, Nepal, Nigeria, the Philippines, South Africa, Uzbekistan, and Vietnam, have benefited from SURGE activities. Assessments, training programs, and other assistance is under way for several other cities.

**THE PHILIPPINES:**

The cities of Bacolod, Baguio, Iligan, Iloilo, and Naga were assisted with formulating development strategies for sustainable and inclusive growth and competitiveness as part of the government's COVID-19 economic recovery program. Support to the five cities was used to identify and characterize the economic drivers for growth, formulate a development vision and strategies, and identify catalytic investment opportunities.

PROGRAM INDICATOR 2

# 2,290 participants

in knowledge-related events on sustainable and inclusive regional/urban economic development. For the 2,090 participants for which gender data was available, 403 were women.



Over 2,000 people attended events contributing to sustainable and inclusive urban development. Many events facilitated peer-to-peer knowledge exchanges, while others entailed multi-day 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. Participants ranged from ministers and mayors to city planners and local business owners. An estimated 36 percent of participants were female.

**SERBIA:**

The Green, Livable, and Resilient Cities (GLRC) program organized a city-to-city workshop as part of Serbia's first-ever National Urban Forum in April 2022. During the workshop, 15 representatives (including 5 women) from eight beneficiary cities exchanged lessons learned and experiences on key urban development challenges.

PROGRAM INDICATOR 3

# 15

strategies, policies, plans, procedures, or regulations for which formulation or implementation was influenced or informed by SURGE support to cities/regions.

When SURGE activities influence the formulation or implementation of strategies, policies, plans, procedures, or regulations, the impact lasts far beyond the life of the activity itself. A total of 15 such cases can already be reported as of June 2022. These include informing solid waste management (SWM) policies in Nepal, presidential decrees on supplying small industrial zones with needed infrastructure in Uzbekistan, triggering the development of urbanization strategies, and more. Beyond their formulation, SURGE activities focus on supporting governments on implementation of these strategies, policies, and plans through technical assistance and capacity building. The impact is felt in Bolivia, Jordan, Nepal, Peru, the Philippines, Romania, South Africa, and Uzbekistan.

**PERU:** SURGE activities in Peru are informing the regulatory process of the Sustainable Urban Development Law, with a specific focus on land management, Land Value Capture instruments, and the national urban observatory. Several workshops have been held with relevant public officials to enhance their knowledge and capacity in these topics. The regulations are expected to be enacted in the coming year.

PROGRAM INDICATOR 4

# US \$1.5 million

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



To create more resilient, low-carbon, and productive cities, large investments are needed in urban infrastructure and capacity. SURGE contributes to mobilizing resources for sustainable and inclusive urban development. As of June 2022, US\$1.5 million has been mobilized by SURGE to advance sustainable urban development in Nigeria, South Africa, and Uzbekistan.

**SOUTH AFRICA:**

US\$490,000 of additional financing was mobilized from the Global Infrastructure Facility (GIF) following a four-day workshop on resilient capital investments in December 2020. The workshop convened over 80 participants and used city scans as an initial screening instrument toward cross-sectoral collaboration on resilience. After the workshop, metro areas submitted expressions of interest for technical assistance and additional resources from GIF.



PROGRAM INDICATOR 5

7

World Bank investment projects, including 2 pipeline projects were influenced through SURGE support to cities/regions, with a total value of US\$946 million (including US\$450 million for pipeline projects)



SURGE's unique position enables it to influence, through knowledge and technical assistance, the design and implementation of World Bank investment projects. As of June 2022, SURGE-supported knowledge work was used in the design or implementation of five World Bank investment operations in Angola, Bolivia, Peru, Serbia, and Uzbekistan. In addition, two World Bank investment projects under preparation, in Costa Rica and Nepal, were influenced. The value of those operations is counted in its totality and amounts to US\$946 million, including US\$450 million for pipeline projects.

**UZBEKISTAN:** The analysis conducted under Uzbekistan's urbanization review informed the design of the second phase of the Medium Size Cities Integrated Urban Development Project, which was processed as additional financing and approved by the World Bank Board in June 2021. For example, after the analysis revealed the formation of agglomerations of urban settlements that cross administrative boundaries, the project adopted a city-regional approach. Under this approach, urban agglomerations that span several smaller settlements are eligible for project investments.

PROGRAM INDICATOR 6

15 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 for all those who live in them. SURGE therefore aims to support the implementation of participatory planning processes to make cities work for everyone. Since inception, 15 municipalities have strengthened their participatory and gender-inclusive planning capacity; plans for next year indicate strong potential to increase the number of municipalities with similar plans.

**BOLIVIA:** SURGE activities in Bolivia contribute to strengthening the capacity of the municipal governments of Santa Cruz de la Sierra and La Paz to design and implement urban investments through structured consultations with local communities, with a focus on gender and vulnerable groups.



Results for Pillar 1: City Management, Governance, and Financing

The global urban infrastructure financing requirement is estimated at US\$4 to US\$5 trillion per year, most of which is in developing countries. Relative to this need, developing country city resources are extremely limited and financial capacities, systems, and frameworks are often weak, fractured, and constraining. Institutional capacity is also often in need of significant enhancement to allow cities to plan and operate infrastructure, execute development projects, and regulate the built and local economic environments. Under SURGE pillar 1, the program aims to strengthen the financial and institutional dimensions of urban development and management toward more effective and efficient cities.

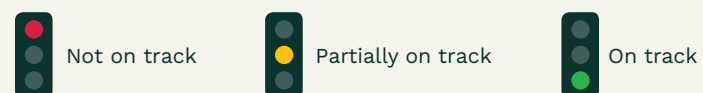
The cumulative and program-wide results related to pillar 1, achieved through SURGE-funded activities through the end of FY22, are shown in table 2. Examples of SURGE-funded activities that have contributed to strengthened city management, governance, and financing through knowledge products and training events are found in the Peru and Bolivia country programs. In Peru, the program has worked closely with the municipalities to help improve municipal revenue, organizing diverse meetings



and workshops to promote Land Value Capture (LVC) instruments that are being included in the Sustainable Urban Development Law and urban cadasters. Public officials are being trained and benefiting from these capacity-building activities. Additionally, the program already has generated knowledge products that inform the design of LVC models as well as the implementation of pilots in Lima and other municipalities. In Bolivia, the trust fund has been supporting the cities of Santa Cruz de la Sierra and La Paz through the introduction of new strategies such as seed projects for finance diversification. This initiative will contribute to identifying resilient investments suitable for green financing.

TABLE 2.  
Status of the SURGE Pillar 1 Indicators

INDICATORS PILLAR 1: City Management, Governance, and Financing		STATUS	TARGET	PERFORMANCE
OUTCOME INDICATOR 1 Cities/regions with strengthened financial and institutional dimensions of urban development and management (# of cities/regions)		Too early	4	
INTERMEDIATE OUTCOME INDICATOR B.1 Systems, policies, instruments, or strategies that contribute to increased municipal Own-Source Revenue (OSR) are introduced / improved / adopted (# of systems, policies, instruments, or strategies)		3	6	
OUTPUTS	B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products)	2	7	
	B.1.2 Training and knowledge-sharing events that contribute to improving municipal revenue (# of events)	6	7	
INTERMEDIATE OUTCOME INDICATOR C.1 Cities have strengthened institutions and improved management capacities (# of cities)		Too early	2	
OUTPUTS	C.1.1 Knowledge and planning products delivered that help cities strengthen their institutions and management capacities (# of products)	0	1	
	C.1.2 Training and knowledge-sharing events that contribute to strengthening city management and institutions (# of events)	2	3	



### Results for Pillar 2: Territorial and Spatial Development

Territorial development can help reduce territorial gaps and contribute to promoting economic activity in cities. It uses a geographical lens to analyze the opportunities and challenges of a country, and thus to identify the policies necessary to support economic growth and improve the standard of living of its residents. This process helps prioritize actions based on the needs of each area and facilitates coordination between sectors and actors. Through SURGE pillar 2, the program aims to produce the adoption of the spatial and territorial dimensions as an organizing element in World Bank operations to spur local and regional development and growth.

The cumulative and program-wide results related to pillar 2, achieved through SURGE-funded activities through the end of FY22, are shown in table 3. Examples of SURGE-funded activities that have contributed to these results are:

- The Peru associated program worked closely with various governmental entities to help them strengthen their urban cadaster and



urban management capabilities through capacity-building activities and knowledge exchanges and provided them with tools to design the National Urban Observatory.<sup>2</sup> The team has already provided the government with reports that will help them conceptualize the Land Administration Domain Model (LADM) and strengthen the Ministry of Housing, Construction, and Sanitation (MVCS) as the leading agency on urban cadaster matters.

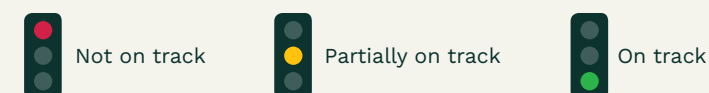
- Through technical work, SURGE-funded activities in Nepal, the Philippines, and Uzbekistan have reported influencing laws, policies, and procedures and contributing to improved spatial development planning systems and capacities. For example, in Uzbekistan, the team is working on the development of an urbanization strategy with the Ministry of Economic Development and Poverty Reduction. The work has informed plans to expand the city boundaries of Samarkand, contributed to the revision of the law on privatization of nonagricultural land, and influenced a presidential decree on development of small industrial zones.

As part of their work contributing to finalizing urbanization reviews and other urban analytical reports, SURGE-supported country teams have delivered diagnostics on urbanization trends, governance models, technical notes on urban growth and resilience, roadmaps, and assessment studies. In some cases, these documents have been shared with the respective governments, discussed in workshops and training events, and contributed to the finalization of urbanization reviews. For instance, in Costa Rica the team held three workshops with national and subnational representatives to present the main recommendations of the report and receive their feedback. Uzbekistan and Costa Rica have finalized their urbanization reviews and the Uzbekistan report was already downloaded 269 times. Other analytical reports have been completed, including the Sustainable Cities Review in Romania a granular diagnostic of demographic, space, and economy trends of urban areas, with a further focus on green and climate considerations. Additionally, Vietnam completed a diagnostic of the urbanization trends and coordination mechanisms in the southeast region, regional dialogue to identify the constraints for regional collaboration, and a qualitative analysis of governance models.

<sup>2</sup> National Urban Observatories are governmental agencies, research centers, or educational institutions where monitoring tools are developed and used for policymaking through consultative processes. [https://unhabitat.org/sites/default/files/2020/06/urban\\_observatory\\_guide.pdf](https://unhabitat.org/sites/default/files/2020/06/urban_observatory_guide.pdf)

TABLE 3.  
Status of the SURGE Pillar 2 Indicators

INDICATORS PILLAR 2: Territorial and Spatial Development		STATUS	TARGET	PERFORMANCE
OUTCOME INDICATOR 2 Cities/regions that spurred equitable regional and local development (# of cities/regions)		Too early	18	
INTERMEDIATE OUTCOME INDICATOR E.1 E.1 Government entities with improved spatial development planning systems and capacities (# of entities)		5	12	
OUTPUTS	E.1.1 Knowledge and planning products delivered that contribute to better spatial development planning systems and capacities (# of products)	3	8	
	E.1.2 Training and knowledge-sharing events that contribute to improved spatial development planning systems and capacities (# of events)	3	5	
INTERMEDIATE OUTCOME INDICATOR F.1 Laws, policies, procedures, or plans (including 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	16	
OUTPUTS	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)	19	34	
	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)	25	32	
	F.1.3 Downloads of SURGE-supported official outputs related to improved city-level data and analytics (# of downloads)	3,774	6,000	
INTERMEDIATE OUTCOME INDICATOR F.2 Improved/New data systems, platforms, portals, or tools used by cities/metros (# of systems, platforms, portals, or tools)		1	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	4	







### Results for Pillar 3: Sustainable and Climate-Smart Cities

Cities throughout the world are facing climate risks, while at the same time holding the key to successfully limiting global warming. SURGE pillar 3 aims to support climate-smart and low-carbon city development. While all SURGE-supported activities engage on the topic of climate change in one way or another, the Bolivia and Serbia programs articulated a specific focus on low-carbon and sustainable city development. They committed to monitoring and reporting on the indicators associated with SURGE pillar 3.

The cumulative and program-wide results related to pillar 3, achieved through SURGE-funded activities through the end of FY22, are shown in table 4. With both programs only recently having started implementation, and outcomes expected toward the later part of the reporting period, it is still too early to report on these. SURGE did see progress at the output level, however. In Serbia for example, a series of city-level consultation sessions was organized, and a city-to-city knowledge exchange was facilitated. Multiple training sessions are planned in

Bolivia and Serbia for the coming year, and knowledge products will be finalized. The latter include vulnerability analysis of Santa Cruz and La Paz and city assessments in Serbia. A note on SWM has already been delivered to Serbia’s Ministry of Environmental Protection.

TABLE 4.  
Status of the SURGE Pillar 3 Indicators

INDICATORS PILLAR 3: Sustainable and Climate-Smart Cities		STATUS	TARGET	PERFORMANCE
OUTCOME INDICATOR 3 Cities/regions with increased focus on low-carbon and sustainable development (# of cities/regions)		Too early	7	
INTERMEDIATE OUTCOME INDICATOR G.1 Government institutions have strengthened their capabilities related to sustainable, climate-smart, and low-carbon development (# of institutions)		Too early	7	
OUTPUTS	G.1.1 Knowledge and planning products delivered related to sustainable, climate-smart, low-carbon development (# products)	0	7	
	G.1.2 Training and knowledge-sharing events that contribute to sustainable, climate-smart, and low-carbon development (# events)	11	7	
INTERMEDIATE OUTCOME INDICATOR I.1 Governance entities improved their knowledge/capacity on sustainable solid waste management practices (# of entities)		1	3	
OUTPUTS	I.1.1 Knowledge and planning products delivered that promote/inform the sustainable management of solid waste (# of products)	0	1	
	I.1.2 Training and knowledge-sharing events that contribute to sustainable management of solid waste (# of events)	2	3	

Not on track    Partially on track    On track





### Results for Pillar 5: Urban and Regional Resilience

How cities deal with two ongoing mega trends—rapid urbanization and climate change—will shape how city dwellers worldwide experience natural hazards and other disasters. Under SURGE pillar 5, the program helps cities strengthen their resilience to climate change and disasters. All SURGE-supported activities, one way or another, contribute to making cities more resilient. The programs in Bolivia and Serbia, however, have a specific focus on strengthening urban resilience and therefore report on the SURGE pillar 5 indicators.

While it is still too early to claim that cities already strengthened their resilience because of SURGE activities (outcome 5), SURGE sees noteworthy progress at the output level, as shown in table 5. In Bolivia for example, several knowledge products were delivered, including a socioeconomic and resilience diagnostic of Santa Cruz city center. Additionally, an assessment of La Paz’s institutional capacity for DRM and geohazard risk management provides guidelines to ensure resilience of public works through supervision. This is based on the World Bank’s resilient infrastructure lifecycle approach. The Serbian cities of Niš and Novi Sad enhanced their capacity to plan and finance for resilient urban infrastructure following their participation in a five-day workshop in March 2022. More training and knowledge-sharing events will take place in the next reporting period, including on DRM-related activities and Municipal Climate Action Plans in Santa Cruz and La Paz.

**GUIDELINES FOR INCLUSION OF GENDER AND VULNERABILITY IN RESILIENCE INVESTMENT PROJECTS:** The SURGE program in Bolivia supported the development of guidelines for climate resilient, inclusive, and equitable urban design for Santa Cruz’s Pirai Metropolitan River Park. These guidelines have equity and inclusivity at their core and promote extensive community engagement processes that continue throughout the lifecycle of an investment.

TABLE 5. Status of the SURGE Pillar 5 Indicators

INDICATORS PILLAR 5: Urban and Regional Resilience		STATUS	TARGET	PERFORMANCE
<b>OUTCOME INDICATOR 5</b> Cities/regions with strengthened resilience to climate change and disasters (# of cities/regions)		Too early	7	
<b>INTERMEDIATE OUTCOME INDICATOR O.1</b> New / Improved regulations, policies or planning instruments that contribute to cities’ resilience to climate change and disasters (# of regulations, policies, or planning instruments)		2	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 (1)	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	10	
<b>INTERMEDIATE OUTCOME INDICATOR P.1</b> Government entities with enhanced capability to plan / finance / manage resilient urban infrastructure (# of government entities)		2	6	
OUTPUTS	P.1.1 Knowledge and planning products that help strengthen cities’ capabilities to plan/ finance / manage resilient infrastructure (# of products)	1	6	
	P.1.2 Training and knowledge-sharing events that strengthen cities’ capacity to plan / finance / manage resilient infrastructure (# of events)	1	4	

Not on track    Partially on track    On track





CHAPTER 2  
SURGE  
Umbrella  
Anchor  
Multi-donor  
Trust Fund



The SURGE Anchor multi-donor trust fund currently consists of the Urban Analytics and Technical Assistance program and the newly started global City Planning Lab (CPL). The results presented in this chapter relate only to the Urban Analytics and Technical Assistance program, given that during FY22 only preparational activities were undertaken related to the global CPL, and program activities will be initiated in FY23 (see box 1).

## BOX 1

### The global City Planning Labs (CPL) program

The Global City Planning Labs (CPL) program is a technical assistance initiative that aims to assist municipal governments to harness the power of data to create competitive, inclusive, and resilient cities. Building on the approaches piloted under the Indonesia Sustainable Urbanization Trust Fund (IDSUN), the World Bank team focused during FY22 on preparing to scale up globally. This included a full review of existing CPL content and processes against the requirements for global scaling. This led to the development of templates for prospective new cities to use at key points in the process, and preparation of revisions to existing materials and processes to ensure simplification for the scaling up. The team also initiated identification of synergies with other SURGE programs and mapping of the available content to CPL Global's

planned activities, milestones, and indicators. CPL Global's vision and implementation plan was presented to the management team of the Urban, Disaster Risk Management, Resilience, and Land Global Practice (GPURL), including regional practice managers and global leads to ensure strong buy-in. The regional GPURL leadership gave their strong endorsement to the program and agreed with the prioritized criteria for city selection, including strong client demand, complementarity or potential link with pipeline or ongoing operations or advisory services, and articulation of the value the program adds to ongoing initiatives. Implementation of activities under the global CPL program will start in FY23, and therefore this SURGE FY22 Annual Report does not include reporting on CPL progress and results.

The Urban Analytics and Technical Assistance program is aiming to contribute to results related to SURGE pillar 2 (Territorial and Spatial Development). The overall budget for this program is US\$6 million. Through the end of FY22, US\$4.56 million was allocated to the program's components and US\$3.59 million approved for activities under these components, of which US\$2.57 million, 57 percent, was disbursed and committed (see financial overview in table 12 in the Financial Overview chapter). Looking at FY22 alone, allocations decreased by US\$1.2 million due to two dropped activities and budget reductions—SURGE is planning a reallocation exercise in early FY23, FY22 approvals amounted to US\$1.23 million, and FY22 disbursements plus commitments increased by US\$1.06 million. This chapter of the report surveys the program's activities as of June 2022, and the results achieved.

The Urban Analytics and Technical Assistance program supports nine city engagements and one regional activity related to the diagnostic (sub)national urbanization reviews and similar urban analytics (component 1, or phase 1) and the subsequent technical assistance in the same city or urban area to support cities toward investment prioritization and implementation (component 2, or phase 2), and two global technical “deep dive” studies (component 3). A series of national and regional urbanization reviews and urban analytic reports<sup>2</sup> financed through these activities will contribute to improved policy dialogue with clients, the mobilization of additional financing to support priority investments, strengthened capacity at national and local levels, and enhanced quality of World Bank lending. Under SURGE, the activities have an increased focus on translating evidence into policy and results—that is, support to the implementation of urban policies, plans, or strategies at city level, and pipeline and ongoing development projects.

Some of the city engagements already completed their upstream data and diagnostics work—the urban analytics—and during FY22 moved to building cities' knowledge and capacity to identify investment projects that aim to deliver dynamic, inclusive, and sustainable cities. Results from several of the analytical activities are being disseminated within the countries and shared with city and national governments to facilitate the initiation of the second technical assistance phase. A status update on each activity under the subsequent component and phases 1 and 2 is presented below, organized by region.

<sup>2</sup> Of the nine activities under the Urban Analytics and Technical Assistance program, five have performed analytical work at subnational level (in Costa Rica, Nepal, Nigeria, Philippines, and Vietnam). The other four activities have supported national-level urbanization reviews (Angola, Madagascar, Romania, and Uzbekistan).



# Africa



Cities in Africa are experiencing rapid population growth, yet their economic growth has not kept pace. The SURGE Umbrella Program is supporting local and national governments in Africa to strengthen their urban planning and investment skills.



## Angola

To tackle urban challenges, the SURGE-supported team working on Angola completed activities in FY22 including the preparation of an urbanization review (policy note and diagnostic report) and background analytical work. Some of the milestones achieved during the year included the completion of data inventories and technical background notes, including on urbanization trends (geospatial analysis), urban resilience (with a focus on exposure to flooding), solid waste management (SWM), and municipal finance.

The (draft) Angola Urbanization Review points out that the key constraints to urban development are related to weak urban planning and management capacity; land and housing market distortions; and a limited ability to generate, retain, and manage resources at the municipal level. The urbanization review offers four recommendations: (a) Build local capacity for strategic capital investment planning; (b) Invest in infrastructure, urban services, and rural-urban



connectivity; (c) Activate land markets to grow the formal housing sector; and (d) Mobilize local revenues to finance the delivery of urban infrastructure and services. After consultation with the government, the diagnostic report is expected to be published in FY23. Through SURGE, the World Bank's Angola team will then proceed to support the government with technical assistance toward implementation of these recommendations. Based on the recommendations of the urbanization review, Phase II will focus on building institutions and systems at local government levels (for example, Luanda and secondary cities). Sector topics being considered for Phase II include urban transport, housing, and economic diversification in cities.

Although the urbanization review was not yet finalized in FY22, the SURGE-funded activities—including background notes and dialogue with the government—informed the design of subcomponent 2C: Improving Urban Planning and Land Management of Municipal Governments (US\$36 million, targeting 12 cities across Angola) of the proposed Angola Public Financial Management for Improved Local Service Delivery Project, led by the Governance Global Practice.



## Madagascar

By 2050 Madagascar is expected to have tripled its urban population. This rapid urbanization has put tremendous pressure on the infrastructure and services in Malagasy cities, as investments have not kept pace with changing needs. To analyze and address the urbanization issues, the World Bank team initiated the development of

the Madagascar Urbanization Review in February 2021. The report proposes a system of city approaches considering territorial approach and leveraging cities as engines of growth and structural transformation. Recommendations on policy reforms and investments have been developed at the national level and for each type of city: metropolitan areas, large cities, medium-sized cities, and small cities. Additionally, a long-term roadmap for exploiting Madagascar's urbanization potential has been developed, from which other sectoral policies can identify critical reform contributing to the objective. The Madagascar Urbanization Review report will include recommendations to strengthen city and community resilience.

The findings and recommendations are being discussed through bilateral follow-up meetings with the Ministry of Territory Planning and Management and other key stakeholders that are helping with the collection of data. In September 2021, the directorate in charge of sustainable urban development within the ministry set up a committee in charge of the realization and implementation of the urbanization review through a ministerial note (N°145/MATP/SG/DGTE/DDUD.21). That committee is also supporting the implementation of the urbanization review and serving as a platform of exchange between the World Bank and government teams. This committee consists of key actors in urban development, such as donors, key ministries, technical agencies, and the association of mayors of larger cities. This committee will also be the interlocutor for the validation of the urbanization review and the dissemination of the study. The report is being discussed by this technical committee, which resembles the level of engagement of the government with SURGE.

As part of the next steps, the urbanization review is expected to be delivered in October 2022 and disseminated to all urban development stakeholders. Phase 2, focused on technical assistance toward investment prioritization, is expected to begin in November 2022, when the World Bank and the government agree on the specific recommendations for follow-up. Among the Phase II activities will be: (a) Strengthening local government's capacity for urban management and service provision, with a focus on secondary cities and working jointly with the World Bank's Governance team in the preparation of the upcoming Madagascar Enhancing Governance Capacity for Decentralized Service Delivery Program-for-Results project; (b) Development of urban climate mitigation and adaptation strategies and detailed climate change measures for strengthening urban resilience; and (c) Support the implementation of key urban land policy reforms and their operationalization under the Integrated Urban Development and Resilience Project for Greater Antananarivo.





## Nigeria

Through the Lagos Platform for Development the World Bank team has committed to long-term multisectoral strategic advice to the Lagos state government. During FY22, supported by SURGE, the team started preparing an urbanization review. The review focused on the following sectoral issues: (a) wastewater, water, and sanitation; (b) solid waste management; (c) transportation; (d) housing; (e) disaster risk management; and (f) planning, governance, and finance in Lagos. As part of the review, the World Bank will review key findings with the government and develop recommendations to tackle the challenges. The team will also include cost estimates and funding options for prioritized interventions and support the institutional arrangements among identified sectors of the government to operationalize the plans. Feeding into the urbanization review, a report was produced in FY22 that describes the proposed roadmap to help the Lagos state government work toward achieving sustainable and coordinated urban development. It highlights the process to arrive at a list of prioritized investments drawing from ongoing analytical work and from a review of the government's new 30-year development plan.

The team is expected to complete the urbanization review during FY23 and organize workshops to share the results with the local government of Lagos. To expand activities, the World Bank team is requesting additional SURGE funding as part of the FY23 reallocation process. Moreover, to expand the focus on climate resilience, at government request, funding is being sought from the World Bank's City Climate Finance Gap Fund.

## East Asia and the Pacific





An unfinished development and growth agenda remains for developing countries in East Asia and the Pacific, a region with a population of over 2.1 billion. Rapid urbanization and business demands are feeding a massive need for investment in infrastructure across the region. Reducing exposure to climate risks is critical for a region that includes 13 of the world's 30 most climate-vulnerable countries. The SURGE umbrella has been contributing to tackling these challenges through the following Urban Analytics and Technical Assistance activities.



## The Philippines

Supported by SURGE, the World Bank team in the Philippines has assisted five secondary cities (Bacolod, Baguio, Iloilo, Iligan, and Naga) in formulating development strategies aimed at guiding the cities in pursuing sustainable and inclusive growth and competitiveness as part of the government's COVID-19 economic recovery program. Through virtual workshops, the five cities were assisted to help

them identify and characterize the economic drivers for growth, formulate a development vision and strategies, and identify catalytic investment opportunities. One of the highlighted events was a knowledge-sharing workshop, in conjunction with the celebration of World Cities Day organized by the League of Cities of the Philippines and attended by member cities and multiple national agencies. The concluding session of the workshop focused on potential downstream follow-up activities for agencies and generated takeaways for scalability and replicability of the cities' catalytic projects. Other workshops, focused on options analysis, validation, and knowledge sharing, were held to help the cities integrate their city profiling and assessments in developing their catalytic project plans. These activities were designed to empower local government units to craft visions, strategies, and actions toward green and resilience planning.

Assessment activities were carried out to help participating cities understand and prioritize development issues and challenges and facilitate the visioning process for greener and more resilient cities. This engagement process built on and fed into the city's local planning processes including the comprehensive land use, master plan, and investment prioritization at the local level. Getting clarity on the cities' strengths and areas for improvement was necessary for the action planning process that followed. Case studies of how other cities solved specific green and resilience problems were presented to give cities ideas for green and resilience solutions. Based on the assessments, the five cities wrote the initial content of their Green and Resilience Playbooks: commitment, pillars, recommendations, and catalytic project plans focusing on four areas: land use, flooding and climate risk, smart city management, and urban regeneration.

Next steps include sharing the assessment reports with the new city administrations to kick off phase 2, planned for September 2022. This will also include discussions on how the cities can start on their catalytic project plans based on the assessment studies and baseline data provided in the studies.





## Vietnam

The technical and analytical basis of the SURGE-supported activities in Vietnam was influenced by the urbanization review titled *Vietnam's Urbanization at a Crossroads (2020)*. The report identified a major challenge of inefficiency in Vietnam: the misallocation of fiscal, land, and labor factors and policies. The country's urbanization pattern in past decades, although it ensured regional balance across various parts of the country, caused a slowdown of the country's main growth poles, notably the southeast region, the most urbanized and economically the most vibrant and important region, responsible for the lion's share of Vietnam's growth and development.

Building on the review, the World Bank Vietnam team has completed three analytical activities to improve regional coordination in the southeast: a diagnostic of the urbanization trends and coordination mechanisms, regional dialogue to identify the constraints for regional collaboration, and options for a model of regional governance in the southern region. The activities' findings have been shared with the Ministry of Planning and Investment and the Central Economic Commission.

Due to travel restrictions related to COVID-19, field visits necessary for some outputs were stopped and the fieldwork was shifted to an online platform for engaging with the main stakeholders. Sixty-seven participants were interviewed about strategic planning, resource management, asset development, and institutional governance. Based on these interviews, a Collaborative Governance Index comprising more than 40 indicators was developed to capture in a structured way the primary gaps for regional collaboration. In April 2022, the work was formally

presented to more than 50 stakeholders. The response from the government has been positive, and the team has been asked to provide more detailed analysis on governance models so the government can advance a directive to formally suggest modifications to the existing regional planning and governance framework.

The next steps as part of the SURGE-funded activities include providing support to the development of a regional capital investment framework and plan. This work has already started. It aims to provide a screening framework of projects with a regional footprint and to facilitate the identification of an investment plan. This activity is being developed in coordination with other initiatives that the World Bank is developing for Vietnam and with the existing planning and budgeting frameworks. Once that activity is completed, the team will prepare a comprehensive report covering the four main activities of the study. This is expected to be ready by December 2022.

In addition, the World Bank's Vietnam team has requested supplemental SURGE funds as part of the FY23 reallocation process. The proposed new activities (regulatory and institutional analysis and development, regional investment mechanism, and capacity building to help create a regional vision among the stakeholders and decisionmakers) will complement the existing work to fully develop implementable solutions related to regional integration and coordination in Vietnam's Southern Key Economic Region that are legally and institutionally suitable.



## Europe and Central Asia



The urbanization experience of countries in Eastern Europe and Central Asia is unique for several reasons. First, most of these countries attained high urbanization levels under a centrally planned system, in which noneconomic factors shaped the spatial distribution of both the population and economic activities. Second, urbanization in the region's countries today is also profoundly affected by demographic transition. Having experienced more than two decades of fertility rates below replacement levels, and currently experiencing negative net-migration rates, many countries are seeing an overall decline in population.



### Uzbekistan

The World Bank team in Uzbekistan completed the urbanization review *The Time is Now: How Can Uzbekistan Leverage Urbanization as a Driver of Sustainable Development* in June 2022 as part of the SURGE-funded activities. It combines in-depth



spatial analysis of urbanization trends in Uzbekistan, their impacts on economic growth potential and sustainable development, and policy-relevant conditions that result in urbanization failing to meet its full potential as a driver of economic growth and sustainable development. In addition to data analysis, the report includes in-depth case studies of local development issues (urban sprawl and local government capacity for implementing local economic development programs).

The report concludes that urbanization in Uzbekistan is not fulfilling its promise, and so far, urban growth is not driving economic growth and not resulting in better living conditions for the population. To address the main identified issues, the review recommends that the government (a) adopt and implement the national urbanization strategy to provide the vision for quality of urbanization and identify required policy priorities; (b) strengthen and empower local governments to become the local leaders of implementation of the national vision of urbanization; and (c) advance critical structural reforms that are needed to transition to a more sustainable and efficient model of urbanization. The initial results of the analysis for the urbanization were critical for the formulation and development of the \$240 million additional financing of the Medium Size Cities Integrated Urban Development Project (MSCIUDP) that was approved by the World Bank Board in June 2021.

The SURGE-funded activities in Uzbekistan informed the following laws, policies, procedures, or plans:

- One recommendation in the urbanization review relates to the development of the urbanization strategy. Informing development of such a strategic framework is the major focus of ongoing technical assistance activities. Development of the urbanization strategy has been discussed by the government of Uzbekistan and specifically by the Ministry of Economic Development and Poverty Reduction.
- Plans to expand the city boundaries of Samarkand, turning it into a large agglomeration of 1 million people, are informed by a long-standing discussion of the urbanization review team and the ministry about the prominence of urban sprawl and resulting formation of fragmented urban agglomerations around major cities.
- The new presidential decree on development of small industrial zones was informed through the urbanization review research into issues with existing industrial zones.
- The team working on the land section of the urbanization review contributed comments to the revision of the law on privatization of nonagricultural land that were informed by the results of the research done for the report. The team continues to collaborate closely with the Ministry of Construction on implementation of the legislation.

The results of the analytical work as part of phase 1 of the activities were broadly accepted by the government. A launch event in June 2022 was opened by the Dep-

uty Minister of Economic Development and Poverty Reduction, who expressed appreciation for the work of the World Bank team and the expectation that continued collaboration will help address key issues identified in the report. Since its publication, the report has received broad coverage in the media, including TV reports and at least one long and detailed article in a leading newspaper.

The team has identified follow-up studies to support the government in addressing the key challenges of urbanization identified in the report, and to incorporate the findings of the report into the implementation of the ongoing MSCIUDP. The expected next steps as part of the SURGE-funded activities as part of phase 2 (technical assistance) include supporting the government on (a) completing the preliminary results of the agglomeration spatial development study; (b) development of the urbanization strategy framework that will inform the preparation of the Presidential Decree on policy priorities and responsibilities to support sustainable and productive urbanization; and (c) preparation of urban upgrading investments in Kagan under the MSCIUDP project. The World Bank team is also planning to draft a note on decentralization of government function and finance.



## Romania

SURGE supported the Romania World Bank team on the development of an urbanization review (the Romania Sustainable Cities Review) to inform investment decisions toward more sustainable cities in Romania. Following completion of the analytical work leading to the review, which was reported in the previous Annual Report, the



team finalized the design of the summarized version of the main report in both English and Romanian and focused on ongoing dialogue to initiate follow-up activities.

The follow-up activities in phase 2 of the SURGE-funded engagements will focus on a set of comprehensive studies and technical assistance with the aim of designing a program that will provide targeted city-level support and incentives toward a more sustainable long-term urban trajectory. The specific activities are informed by the urbanization review and the ongoing client dialogue in the context of the pending adoption of the Romania National Urban Policy and the implementation of the National Recovery and Resilience Plan as a key COVID-19 recovery mechanism.

The Romania Sustainable Cities project continues to be used as vehicle to leverage and crowd in additional funds (World Bank funds and other trust funds) for the cities agenda and for specific topics. Given the neighborhood-level focus called for as a result of the Sustainable Cities Review, the team secured additional funds through the European Commission to provide specific technical assistance to the Ministry of Development, Public Works, and Administration (MDPWA) and Ministry of European Investments related to the topic of informal settlements (a subset of what is referred to as marginalized neighborhoods). Specifically, the ministries require assistance with accelerating processes to regularize these neighborhoods, which would unlock development funds from various sources to upgrade infrastructure and improve living conditions for the poorest and most vulnerable portion of the population. Based on engagements with the MDPWA, phase 2 technical assistance activities to be undertaken in the next reporting period and in support of a potential lending operation, are as follows:

- Understanding in more depth the current structure, disbursement rules, and allocations for a limited set of existing programs focused on local governments that might receive support from a lending operation.
- Deepening understanding of local investment needs, local capacity, and potential performance indicators to track improvements at the local level.

## Latin America and the Caribbean





With more than 70 percent of its population living in cities, Latin America and the Caribbean is among the most urbanized regions in the world. More specifically, Central America is undergoing an important transition. Urban populations are increasing at accelerated speeds, bringing pressing challenges for development, as well as opportunities to boost sustained, inclusive, and resilient growth. The SURGE-funded activity in Costa Rica, one of the most urbanized countries in Central America, is aiming to increase economic growth and competitiveness.



## Costa Rica

The SURGE-supported Urbanization Review of the South Corridor within the Greater Metropolitan Area of San Jose has been completed in English and Spanish. The World Bank team worked with Costa Rican counterparts, including the Ministry of Housing and Human Settlements (MIVAH), the Ministry of Planning and Economic Development (MIDEPLAN), and municipal authorities of

the three target municipalities (Alajuelita, Aserri, and Desamparados) to gather information and better understand the local context of the southern corridor. In December 2021, the World Bank organized a series of workshops with national (MIVAH) and subnational (technical representatives from the three municipalities) counterparts to present the main messages and recommendations of the report. Their feedback was included.

The scope of technical assistance activities under the second phase of the SURGE-funded activity “Support for Resilient Investment Prioritization in Urban Areas” was broadened to inform the preparation of the Costa Rica Climate Resilient Recovery and Territorial Development Project, a US\$350 million investment operation that aims to increase access to disaster- and climate-resilient infrastructure services in vulnerable regions of Costa Rica. Following the heavy storms in July 2021, which triggered extensive floods in 30 percent of the country and generated additional damage to infrastructure and reconstruction needs, the Ministry of Finance requested World Bank financing support for developing resilient infrastructure and supporting reconstruction activities in areas affected by hydrometeorological hazards, focusing on protection works near rivers (dams and levees), transport infrastructure, water and sanitation infrastructure, and resilient urban interventions in highly vulnerable areas. Moreover, activities under Phase II will keep a flexible approach to maintain the dialogue with the new government authorities and scope potential engagements in the future.

As next steps, the World Bank team is planning to (a) formally launch the urbanization review in the context of the planned “urban forum” organized by the government of Costa Rica in November 2022; (b) support the MIVAH on the development of a dissemination strategy to present the results more broadly; and (c) support the identification of urban areas for which the World Bank can provide support. The World Bank team will also meet with the MIVAH authorities to confirm further priorities, including the potential support on the application of best practices for housing reconstruction, which is a topic aligned with an ongoing investment in preparation.



## Middle East and North Africa



In the Middle East and North Africa region, about 65 percent of the population lives in urban areas, exceeding the global average of 55 percent, and consumes about 78 percent of countries' energy and produces more than 60 percent of their greenhouse gas emissions. By 2050, the number of inhabitants in the region is projected to double, amplifying the exposure to unprecedented natural and social hazards, putting many lives at stake.

### Vibrant Cities

To support the economic and inclusive growth of cities of the region, SURGE completed an urban economic and spatial diagnostic of the constraints on the ability of cities to contribute to economic growth and improved labor markets. The diagnostic provides new evidence, analysis, and policy insights to advance green, resilient, and inclusive urban development (GRID). In doing so, it operationalizes the World Bank's GRID approach and lays the foundations to shore up technical assistance and policy engagement on urban development—in the Middle East and North Africa and elsewhere.

More specifically, as reported in the previous FY21 SURGE Annual Report, the analytical work focused on: (a) impact and the evolution of economic activity following the COVID-19 pandemic identified and monitored on a 156 city sample in the region; (b) climate compatible urban development models were developed and the source of carbon dioxide emissions was identified for the region's cities and contrasted with earth observation data; (c) a quantitative Spatial Computerized General Equilibrium urban model was developed for the cities of Amman, Cairo, and Casablanca, through which key policy scenarios for each city were simulated along with their economic impacts; and (d) analysis of service delivery governance in the region using cutting-edge analytical work on public sector performance and the management of complex public organizations for local service delivery. Additionally, specific land management policies to increase land productivity and sustainable urbanization were identified for Amman, Cairo, and Casablanca.

Findings from the activity are applicable globally, and findings from specific case studies in the background papers benefited Amman, Cairo, and Casablanca. For example, (a) the urban model was used to inform the efficacy of a World Bank transport operation in Amman that included investments in new Bus Rapid Transit infrastructure; (b) the background paper on land and asset management provided a technical assessment on underutilized land and public assets, bolstering the need to better invest in Land Value Capture, and enhance planning policies in Amman; and (c) the report assessed the outcomes of transport investments in Cairo.

The immediate next steps include (a) finalization of the Vibrant Cities publication; (b) dissemination of the key findings to relevant stakeholders; and (c) application of selected approaches developed by the report for operational work and engagement with country governments and partners.



## South Asia



South Asia's urbanization has been challenging as seen in the widespread prevalence of slums. At least 130 million South Asians—equivalent to more than the entire population of Mexico—live in informal urban settlements characterized by poor construction, insecure tenure, and underserviced plots. The Kathmandu Valley has become one of the fastest growing metropolitan regions in South Asia. It accounts for about one-third of the country's urban population and has an annual population growth rate of about 4.3 percent. The valley is characterized by high and sustained population growth in the urban core and rapid sprawling at the periphery. A SURGE-funded activity aims to help address the urbanization challenges by identifying key constraints and opportunities for more efficient and inclusive urbanization.

### Nepal: Catalyzing Sustainable and Inclusive Urban Development in Kathmandu Valley

The World Bank has established an extensive team to address urbanization challenges in the Kathmandu Valley, consisting of economists, urban planners, cultural heritage and tourism experts, SWM specialists, and municipal finance specialists. This team aims to examine the pace and form of urbanization in Kathmandu, identify key constraints and opportunities for more efficient and inclusive urbanization, and inform priority policy options and investment areas.

Five draft analytical reports have been developed: a synthesis report, the Kathmandu Valley Integrated Urbanization Diagnostic, and thematic reports on Solid Waste Management, Municipal Finance, Cultural Heritage and Creative Cities, and Economic Geography and Jobs. Various tools were applied to inform the diagnostic work across the reports including innovative work with the World Bank Data Lab using cellphone data to conduct analysis on urban spaces and mobility, data collection and analysis at municipal level, geospatial analysis using maps to show change in built-up areas over time, and more. The findings of the reports highlight key spatial and sectoral priorities and provide sequential proposals for implementations. Validation workshops on each of the thematic focus areas took place in December 2021; the findings of the draft reports were presented and discussed with stakeholders, including from local and federal government, private sector, development partners, and civil society.



Findings and data from the Solid Waste Management diagnostic guided the World Bank in discussions with the government on their Solid Waste Management policy, which was approved in May 2022 and was one a trigger for the establishment of the World Bank-financed US\$100 million Green, Resilient, and Inclusive Development project that was approved in July 2022 (shortly after the reporting period for this report).

As the next steps, the five reports will be finalized and a set of recommendations from the reports will be taken forward in phase 2 aimed at providing technical assistance to the government—expected to be completed in FY23. This will include area-based work in selected municipalities, focusing on integrated investments as per the diagnostic reports.



## Global Technical Deep Dives

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<sup>2</sup>, SURGE’s global activities provide developing countries and partners access to advanced approaches in sustainable urban development. SURGE supports research and analysis on frontier issues faced by cities globally. This enhances the global understanding of urbanization and helps create tools and policy frameworks for decision makers globally. During FY22, SURGE’s global work helps understand the drivers of city growth and offers insights on how to anticipate economic impact of urban infrastructure.

### Pancakes to Pyramids



Co-financed by SURGE, a deep dive study resulted in the flagship report *Pancakes to Pyramids: City Form to Promote Sustainable Growth*. The first-of-its-kind World Bank analysis of the shape and growth of nearly 10,000 cities between 1990 and 2015 helps illuminate the economic and institutional forces that determine the evolution of urban form and function. The report examines how economic and spatial development processes align with the GRID approach in pursuing poverty reduction and sharing prosperity sustainably. Through advancements in satellite imagery and urban economics, the report offers new tools for investigating the effects of economic drivers and policy choices on a city’s development path. This enables city leaders to anticipate and prepare for future needs, choosing the plans, policies, and investments that will create enabling conditions for the city’s sustainable growth.

The report, delivered in June 2021 during the previous reporting period but dissemination activities continued in FY22, developed a new evidence base on urban floorspace, providing new metrics of urban livability. These data were central

<sup>2</sup> For example, the teams have worked with Vivid Economics and HR&A Advisors as well as with Oxford University, London School of Economics, University of South California, and University of Pennsylvania.



to the World Bank’s work on predicting COVID-19 contagion and vulnerability hotspots. By anticipating emerging hotspots, city officials were provided with decision support tools to better prioritize interventions to target medical and civil resources and identify vulnerable groups. The work was implemented in 55 cities, with major World Bank engagement in cities such as Cairo, Kinshasa, and Manila. The analytic work and empirical findings strengthened the World Bank’s partnerships with the Organisation of Economic Cooperation and Development 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 Europe and Central Asia, Latin America and the Caribbean, and Africa, as well as a global report on Vibrant Cities. Extensions to the report carried out in FY22 are clarifying relationships between urban form, public transport, and reductions in carbon dioxide emissions.

#### Mobilizing Finance for Development

SURGE also supports a deep dive study to help teams appraise the wider economic benefits of urban infrastructure investments. Substantive research, analyses, and production of outputs has been completed. The team produced a paper summarizing infrastructure appraisal methodologies and discussed their applicability and limitations in terms of urban infrastructure projects; a guidance note explaining applicability and limitations of Hedonic pricing approach; and an assessment of global case studies of various categories of urban infrastructure investments (such as urban park space and public transit) that catalyzed broader economic impact. Next steps are the dissemination of findings—including sharing examples of how to conduct economic impact estimates and how to leverage urban infrastructure investments to catalyze follow-up private investment. Such knowledge-sharing activities and dissemination of information will be conducted through the informal thematic Communities of Practice within the World Bank, whereby urban economists and task team leaders as well as external experts share useful information and good practices.

## Implementation Challenges

During FY22, the implementation of SURGE grant activities was challenged by continued restrictions related to the COVID-19 pandemic, political instability, and by data collection difficulties. In Vietnam, for example, the pandemic resulted in delays that caused the activity to be extended. Travel restrictions due to COVID-19 in Angola affected client engagement. The team reported difficulty establishing a relationship with a new client over videoconference. To address this challenge, a local expert well-known to the government was hired to support the team both technically and politically.

SURGE-supported activities in some other countries are affected by political changes and elections. In Costa Rica, the conclusion of the urbanization review for the South Corridor within the Greater Metropolitan Area of San Jose overlapped with a new administration taking office. The team is exploring the possibility of having a joint launch of the report in the coming months as an entry point for conversation about the design of a territorial approach to allow coordinated work between the central government, the regions, and municipalities which would support implementation of the Costa Rica Climate Resilient Recovery and Territorial Development Project. In Peru, political challenges have led to multiple changes in key government positions and priorities. Furthermore, there will be municipal elections in October and new authorities will take office in January 2023. In Romania, some political instability at the national level toward the end of 2021 delayed the planned progress in dialogue. Given the uncertainty the team opted to delay the start of the second phase of activities, which was only initiated in early May 2022. In Madagascar, changes in the government at ministry level are limiting the ownership of some principles agreed with the technical committee.

In some countries there have been difficulties with data collection. In Lagos, the team has had difficulties accessing key data from Lagos state agencies. To mitigate this the team has brought in a professor from the Department of Urban and Regional Planning of the University of Nigeria who has access to a lot of the data that the team needs to complete the urbanization review. In Uzbekistan, the team has faced challenges and limitations of available data that are affecting the progress of agglomeration spatial analysis exercise. The depth and practical applicability of results and recommendations will depend on the quality of the data that the Ministry of Economic Development and Poverty Reduction, Cadaster Agency, and the statistics committee are able to provide.

## Results Monitoring

Within the SURGE Results Framework, the results achieved by the Urban Analytics and Technical Assistance program under in the Anchor MDTF are measured through SURGE’s pillar 2 results indicators, as well as through overarching SURGE program indicators. Appendix A of this Annual Report offers a numerical status update of results achieved by this program as part of the SURGE Umbrella Program.





CHAPTER 3

# Bolivia Urban Resilience Technical Assistance Program



TRUST FUND PROGRAM

Bolivia Urban Resilience  
Technical Assistance Program

OBJECTIVE

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 2  
Urban and Regional Resilience

CONTRIBUTING DEVELOPMENT PARTNER  
Swiss State Secretariat for Economic Affairs  
(SECO)

AMOUNT  
US\$4.38 million

IMPLEMENTATION PERIOD  
December 2020–January 2025



Strengthening Urban  
Resilience in Bolivia

Bolivia’s rapid urbanization has resulted in many challenges, including limited access to affordable housing and basic services, and precarious development in risky areas. Additionally, cities in Bolivia are being exposed to natural hazards exacerbated by climate change, such as flooding, landslides, and wildfire. Aiming to address these challenges, the Bolivia Urban Resilience Program is contributing to strengthening the municipal institutional and financial capacity and the national policy environment for resilient urban development. This program was built on the initial results and engagement financed by the World Bank’s City Resilience Program, which supported rapid capital assessments for La Paz and Santa Cruz and a comprehensive institutional diagnostic on emergency and disaster management capacity in Santa Cruz. At results level, the program is aiming to contribute to outputs and outcomes of SURGE pillar 1 (City Management, Governance, and Financing) and pillar 5 (Urban and Regional Resilience).

The overall budget for this trust fund is US\$4.38 million. Through the end of FY22, US\$2.97 million was allocated and approved across the program’s three components, of which US\$2.01 million, or 68 percent, was disbursed and committed (see financial overview in table 6). Looking at FY22 alone, allocations and approvals amounted to US\$0.76 million, and disbursements plus commitments to US\$1.75 million. This chapter offers an overview of the program’s activities as of June 2022, and the results achieved.



**COMPONENT 1:  
Resilient Infrastructure,  
Public Space,  
and Urban Mobility  
in Bolivian Cities**

The first component under the program seeks to improve capacities for implementing resilient infrastructure, public space, and urban mobility in Bolivian cities. The program has been supporting the city of Santa Cruz in planning and building an effective institutional DRM system. The SURGE-funded program finalized a technical review of the Draft Law to establish a Municipal System for Risk Reduction, Emergency Response, and Climate Adaptation (SIMPATEDAC), as prepared by the Municipal Secretariat for Public Safety, and conducted relevant institutional capacity building. This Draft Law is currently under review by the Municipal Council, which will consider further revision of the document or recommend its adoption. The inputs include institutional and coordination arrangements envisaged under the DRM system and the incorporation of climate change adaptation. The law will provide a solid legal foundation to establish and operationalize the municipal DRM system.

**TABLE 6.**  
Associated Multi-Donor Trust Fund Financial Overview  
(in US\$ million, as of June 30, 2022)

	NEW OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED PLUS COMMITTED	
				AMOUNT	PERCENT OF ALLOCATION
COMPONENT 1 Improving capacities for implementing resilient infrastructure, public space, and urban mobility	2.15	1.39	1.39	1.00	72%
COMPONENT 2 Mobilization and diversification of financing for urban resilience	1.06	0.75	0.75	0.59	78%
COMPONENT 3 Strengthening the capacity of the government of Bolivia on urban resilience	0.91	0.68	0.68	0.35	52%
PMA	0.26	0.15	0.15	0.07	46%
<b>TOTAL</b>	<b>4.38</b>	<b>2.97</b>	<b>2.97</b>	<b>2.01</b>	<b>68%</b>

Note: PMA = project management and administration.

Source: SURGE data

Also, a draft of the technical guidelines to inform the preparation of the first DRM Master Plan for Santa Cruz has been prepared with the Municipal Secretariat for Public Works. Furthermore, to increase Santa Cruz's capacity to understand and manage flood risks and develop early warning systems (EWS), the World Bank team has collected key geographical, spatial, and hydrological data and agreed on the final scope of the activity with the Public Works Secretariat.

In terms of the revitalization of the city center of Santa Cruz, a report with technical recommendations to inform the design of five tactical urbanism pilots in the city center has been delivered. These pilots are to be implemented by the Municipal Secretariat of Technology, Innovation, and Planning, funded through the World Bank-financed US\$70 million Bolivia Urban Resilience Project. The Bolivia program is also supporting the municipality on the development of the Comprehensive Strategy for the City Center with a vision for 2030. Through the completion of the city center diagnostics, technical reports, and subsequent training sessions, Santa Cruz's municipal government has improved its understanding of the key socioeconomic factors in the city center. The municipality has also enhanced its capacity to design tactical urbanism pilots with a citizen engagement approach. These outputs (along with the inputs to inform the city center vision for 2030 to be developed in FY23) are serving as a key catalyst for the re-activation of Santa Cruz's city center.

The program has also finalized a diagnostic assessing La Paz's institutional capacity for DRM and geohazard risk management practice (based on the World Bank's resilient infrastructure lifecycle approach). Additionally, the program is supporting the redesign of its neighborhood improvement program (Barrios de verdad) with a more participatory approach to address the needs and aspirations of its residents.

**Next Steps**

During FY23, in Santa Cruz the program will continue working closely with the Municipal Public Works Secretariat and the Municipal Secretariat for Public Safety to revise and finalize the guidelines for the DRM Master Plan and support the task team's dialogue with the municipal government to explore potential technical support under this activity (including advisory and capacity-building sessions) to operationalize the new Law SIMPATEDAC (to be approved by September 2023). To continue supporting Santa Cruz's capacity to understand and manage flood risks the program will initiate the dialogue with technical counterparts from the Municipal Secretariat for Public Works to analyze geographical and socioeconomic information required for flood risk mapping and modeling and identify additional data to be acquired, with a focus on existing needs for the update of the city's Stormwater Drainage Master



Plan and development of EWS, conduct a kick-off meeting with technical counterparts to present initial results, and finalize the inception report.

Support for the revitalization of the city center of Santa Cruz will be continued through consultative workshops led by UrbanSEED to train municipal counterparts and other relevant stakeholders and support the launch of the five tactical urbanism investments. The program will support the development of the Comprehensive Strategy for the City Center through stakeholder engagement workshops to ensure the inclusion of all relevant actors in the process.

In La Paz during FY23, the program will help the municipality develop the risk mapping methodology (for geohazards and floods) and provide recommendations of investment options to upgrade the city's flood and geohazards early warning system, which could be financed by the Bolivia Urban Resilience Project. Regarding the citizen engagement framework, the program will review the current neighborhood improvement program and will work with the municipality to define the scope and vision of future interventions. Furthermore, to respond to the municipality's urgent need to advance slope stabilization works for the 2019 landslide<sup>2</sup> site before the rainy season, which will be financed by the project, the program will provide technical support to help the municipality finalize its designs by mobilizing international experts and sharing global best practices.

COMPONENT 2  
**Mobilization and Diversification of Financing for Urban Resilience**

The second component under the program is the mobilization and diversification of financing for urban resilience. To achieve this, the program is supporting Santa Cruz and La Paz to develop Municipal Climate Action Plans and diversify options for financing urban resilience. The team already agreed on the terms of reference for the support with both municipalities. The program is also supporting three activities (a) a review of the regulations and methodology used for the cadastral processes and the valuation of properties and lots; (b) a comprehensive diagnosis of the administration of the property tax and guidance on an action plan for its improvement and strengthening; and (c) an assessment of payment defaults, examining the root causes and providing recommendations on how to improve debt management. An initial diagnostic of the La Paz cadaster system was completed and presented to the municipal government. The diagnostic will be a key input to inform the upcoming support to update the cadaster database and improve information systems in the next reporting period (FY23).

<sup>4</sup> A major landslide on April 30, 2019, displaced almost 400 people in the La Paz community of Bajo Llojeta.

Next Steps

During FY23, the team will continue to support the development of Municipal Climate Action Plans through completing the data collection, agreeing on a final work program with municipal counterparts, delivering initial diagnostics identifying sectors and sources of information for the plans, and conducting trainings and workshops. The program will continue supporting La Paz with the preparation of the support areas per the cadaster diagnostics and conduct an analysis of diagnostic and taxpayer survey results to identify areas of support. Expected outputs will include: (a) for tax management, a comprehensive diagnosis of the tax administration and action plan for its improvement and strengthening, an economic evaluation of fees and patents, and an analysis of compliance with tax obligations; and (b) for cadaster system management, support to update the cadaster database and improve information systems.

COMPONENT 3  
**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 program is supporting the Viceministerio de Vivienda y Urbanismo (VMVU) to structure the Urban Development Fund by completing an initial report that includes an assessment of VMVU's institutional structure, various alternatives for the Urban Development Fund (including advantages and disadvantages), and an overview of global and regional best practices establishing similar funds.

Next Steps

During FY23, the program will continue supporting the VMVU by sharing global and regional lessons learned and providing recommendations for the fund, leading a knowledge exchange session to include representatives from three national governments (Brazil, Colombia, and Georgia) that have learned relevant lessons in establishing urban development funds. The task team will also continue exploring potential DRM engagement at the national level.



## Results Monitoring

Within the SURGE Results Framework, the results achieved in Bolivia are measured through SURGE's pillar 1, 2, and 5 results indicators, as well as through overarching SURGE program indicators. As explained in chapter 2 of this report, an updated agreement was reached about which SURGE performance indicators will be used to monitor results. Appendix B offers a numerical status update of results achieved by this program as part of the SURGE Umbrella Program.

## Implementation Challenges and Mitigation Measures

The main implementation challenges include the limited institutional capacity of municipal counterparts in Santa Cruz and La Paz to simultaneously manage competing priorities, including the activities under this program and the investments under the Bolivia Urban Resilience Project. This can affect the degree and speed of implementation of proposed program activities. Moreover, the lack of baseline information, studies, and data presents challenges that could delay implementation or compromise the quality of results. In addition, lack of clear institutional settings and champions for cross-cutting themes, such as climate action plans, can create lack of ownership and implementation delays. To mitigate these risks and ensure implementation and continuity of activities, the task team will: (a) conduct capacity-building activities and maintain a continuous dialogue with all relevant stakeholders through frequent virtual and in-person missions to advance both project and technical assistance activities seamlessly; (b) use globally available data and qualitative data to enhance the robustness of the analytical work and adjust the scope of analysis by focusing on priority areas; and (c) create technical committees for cross-cutting themes such as climate action plans to strengthen the institutional coordination and communication mechanism and enhance ownership among stakeholders.







CHAPTER 4

# Strengthening Urban Cadasters for Urban Governance in Peru



TRUST FUND PROGRAM

## Strengthening Urban Cadasters for Urban Governance in Peru

OBJECTIVE

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

CONTRIBUTING DEVELOPMENT PARTNER  
Swiss State Secretariat for Economic Affairs (SECO)

AMOUNT  
US\$5.43 million

IMPLEMENTATION PERIOD  
December 2020–April 2026



## Strengthening Municipal Finances in Peru

Peru has one of the lowest levels of property tax collection in its region due to the lack of cadasters and a weak tax administration capacity at the municipal level. To help municipalities in Peru strengthen their municipal finances, since 2021 the Swiss State Secretariat for Economic Affairs (SECO) and the World Bank have been supporting the government through the Strengthening 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 program’s objective is to 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.

The overall budget for this trust fund is US\$5.43 million. Through the end of FY22, US\$3.34 million was allocated and approved across the program’s three components, of which US\$1.05 million, 31 percent, was disbursed and committed (see financial overview in table 7). Looking at FY22 alone, allocations and approvals amounted to US\$1.08 million, and disbursements plus commitments to US\$0.54 million. This chapter surveys the program’s activities as of June 2022 and the results achieved.

## Adoption, Adaptation, and Scaling Up of the Land Administration Domain Model

The first component of the program is providing technical assistance and capacity-building activities to promote and support the government’s design of the Peruvian profile of the Land Administration Domain Model (LADM). To date the Peruvian government has not implemented the LADM and, before program activities started, public officials lacked a clear understanding of its use. For this reason, during FY22 one of the first steps taken was to present the LADM and its advantages to key stakeholders, including the Ministry of Housing, Construction, and Sanitation (MVCS), the Agency for Property Formalization (COFOPRI), the



Ministry of Economy and Finance (MEF), and the Metropolitan Municipality of Lima. After several meetings, there is now a shared understanding of LADM and consensus about its adoption to modernize the urban land administration system.

TABLE 7.

Associated Multi-Donor Trust Fund Financial Overview (in US\$ million, as of June 30, 2022)

	NEW OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED PLUS COMMITTED	
				AMOUNT	PERCENT OF ALLOCATION
COMPONENT 1 Support national and municipal governments in adoption, adaptation, and scaling up of the Land Administration Domain Model	0.65	0.53	0.53	0.15	28%
COMPONENT 2 Support the MVCS to enhance the capacity of municipalities and relevant agencies on urban cadaster production, management, and use	3.05	1.77	1.77	0.46	26%
COMPONENT 3 Strengthen institutional capacity of the MVCS and municipal governments on the use of cadastral information and Land Value Capture instruments	1.41	0.87	0.87	0.40	46%
PMA	0.33	0.17	0.17	0.04	25%
<b>TOTAL</b>	<b>5.43</b>	<b>3.34</b>	<b>3.34</b>	<b>1.05</b>	<b>31%</b>

Note: MVCS = Ministry of Housing, Construction, and Sanitation; PMA = project management and administration.

Source: SURGE data

Parallel to this, the program laid the technical groundwork for the adoption and adaptation of the LADM Peru profile through: (a) Six discussion and dissemination workshops held with managerial authorities held with MVCS, COFOPRI, Municipality of Lima, and MEF on the relevance of a cadastral information interoperability standard, the rationale of LADM, and the proposed strategy for adoption; (b) Four consultation workshops on the proposed LADM Peru urban profile were held with technical and business staff from MVCS, COFOPRI, Municipality of Lima, and MEF; (c) Roadmap for the development of extended valuation models and specific work plan toward developing a LADM Peru profile adopted by the MVCS; and (d) a proposal for a LADM Peru data profile developed based on the assessment of the current land information processes and installed capacities by MVCS with support of the program.

To continue the adoption, adaptation, and scaling up of the LADM during FY23, the MVCS, the leading agency on urban cadaster matters, will formalize the approval of the technical documents through the appropriate administrative or regulatory instrument, as well as initiate procedures for the adoption of LADM. Capacity-building activities will be organized through knowledge exchange of best practices with countries with similar contexts. Lastly, the program will identify municipalities where the use of LADM can be tested.

### Toward an Urban Cadaster in Peruvian Municipalities

The second component is financing technical assistance activities for the assessment of the MVCS as the leading agency on urban cadasters and supporting the design of its capacity strengthening strategy, as well as capacity building on urban cadaster-related responsibilities. During FY22, a legal and institutional diagnosis of the governing capacities of the MVCS was performed. The analysis also includes COFOPRI (the executive agency of the central government) and selected municipalities. In addition, a benchmarking on urban cadaster governance in Latin America was completed. The objective of this activity was to provide MVCS with relevant examples that could inform the design of reforms and institutional arrangements to enable it to perform its role as the leading agency on urban cadaster matters.

A report on the diagnosis as well as recommendations for the institutional and organizational strengthening of the MVCS was shared with officials of the MVCS and constitute technical underpinnings for the upcoming reforms. Based on the diagnosis and international benchmarks, the report provides recommendations aimed at strengthening the urban cadaster governance system, including MVCS's capacities (organizational and human resource-related institutional arrangements) to perform



its urban cadaster-related responsibilities. The report also includes a roadmap prioritizing key actions to be performed in the short and medium term to build the capacities of the ministry.

It is important to note that a 2018 legislative decree, which was regulated in 2020, assigned the MVCS as the leading and regulatory entity on urban cadaster matters. However, to date the MVCS has not taken any concrete actions to assume that role. No regulations or specific legal instruments have been approved to implement such legislation. As a result, although urban cadasters are the responsibility of the municipalities, they still lack policy guidelines and standards from MVCS on promoting the generation of urban cadasters and integrating and managing cadastral information. The World Bank's technical assistance has been key in supporting the MVCS in undertaking its urban cadaster responsibilities. The ministry has asked the World Bank to continue providing technical assistance to aid its efforts to incorporate its responsibilities as the leading agency on urban cadastral matters into its regulatory framework and organizational structure.

As next steps during FY23, the World Bank will provide technical assistance to support the MVCS on the design of legal, administrative, and management instruments to enable the MVCS to undertake its responsibilities as the leading agency on urban cadaster matters at the national level. The technical assistance will include recommendations to distribute the specific leading and regulatory functions assigned to the MVCS by the legal framework among its different offices and administrative units. It will also identify the human resources required to perform the responsibilities, as well as the assessment of staffing or skills gaps in each of these areas to inform recruitment processes for new staff, or capacity-building interventions for existing staff.

Additionally, the program will organize activities and help develop instruments for capacity building including a peer-to-peer learning scheme that allows municipalities to share knowledge, experiences, and strategies related to the functioning of urban cadasters as well as workshops on selected municipalities to strengthen their knowledge on urban cadasters.

## Use of Land Value Capture Instruments in Peruvian Municipalities

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 FY22, the program continued focusing on three topics in coordination with the MVCS, MEF, and COFOPRI.

- Technical assistance on the simplification of the methodology to calculate the value of building units. A draft report was shared with MEF, MVCS, and COFOPRI. The conclusions of the report informed the preparation of a Directorial Resolution (N°



003-2022-VIVIENDA-VMVU-DGPRVU) that has simplified the current valuation methodology. This simplification will enable streamlining of the urban cadaster survey form, which will enable greater coverage of cadastral surveys, guarantee the maintenance of data at reasonable costs, and the integration of cadastral data for various purposes, including property tax collection.

- Provision of technical assistance on LVC instruments to the MVCS and MEF to inform the preparation of the regulations of the Sustainable Urban Development Law. In July 2021, the government enacted the Sustainable Urban Development Law (Law No.31313). It seeks to promote sustainable urban development, as defined by four elements: (a) land use in harmony with the common good and the general interest; (b) disaster risk management; (c) equitable and accessible urban development, and the reduction of urban and territorial inequality; and (d) the preservation of cultural patterns, knowledge, and lifestyles of traditional communities and Indigenous and native peoples. As part of the technical assistance, the World Bank has organized several activities, including workshops with MVCS staff to improve their understanding of various aspects of the law, especially related to land management and Land Value Capture instruments.
- Provision of technical assistance to the MVCS for the design and implementation of the National Urban Observatory (NUO). The MVCS envisages that the NUO should facilitate citizen participation in the design of urban planning instruments. Initial technical assistance activities focused on the design of this functionality. In addition, the World Bank team provided technical assistance in the identification



of international best practices and preparation of a benchmarking report on urban observatories. Topics such as the objective, methodology, governance, and financing were included as part of the benchmark. The report also included a draft roadmap for the design and implementation of an urban observatory in Peru. The MVCS has formed a team dedicated to the implementation of the NUO, with which the World Bank team has held several coordination meetings. Furthermore, the program provided technical assistance in the context of the drafting of regulations of the Sustainable Urban Development Law concerning the NUO.

Overall, both the MVCS and MEF are aware of the importance of the simplification of the current valuation methodology (and consequently the urban cadaster survey form). The technical assistance provided by the World Bank, including the workshops and capacity-building activities, has been key in informing the reform efforts. Through several meetings and workshops the World Bank team has explained the scope of land management and LVC instruments and produced guidelines for the development of LVC models. Finally, the MVCS is making progress on the design of the NUO and has requested technical assistance from the World Bank to define the governance mechanism and support the process.

During FY23, the World Bank will continue to support MVCS's reform efforts by providing technical assistance on property valuation. In October 2022, the MVCS must enact a regulatory instrument establishing the property unit value charts that should be used by all municipalities to calculate the value of property units. These charts will reflect the changes in the valuation methodology performed by the MVCS. Additionally, the MVCS is planning to enact the regulations of the Urban Development Law, including regulations for land management and Land Value Capture instruments and the NUO. Moreover, the MVCS plans to finish the design of the NUO portal by the end of 2022. The World Bank will continue providing technical assistance on each of these topics, including capacity-building activities to strengthen the roles of both central and local governments, and the use of land management and LVC instruments.

## Results Monitoring

Within the SURGE Results Framework, the results achieved in Peru are measured through SURGE's pillar 1 and 2 results indicators, as well as through overarching SURGE program indicators. As explained in chapter 2 of this report, an updated agreement was reached about which SURGE performance indicators will be used to monitor results. Appendix C offers a numerical status update of results achieved by this program as part of the SURGE Umbrella Program.

## Implementation Challenges and Mitigation Measures

The program has faced delays in implementation mainly due to Peru's political challenges that have led to multiple changes in key government positions and priorities. 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. This has demanded flexibility from the technical assistance as the team needs to respond to government priorities while at the same time focus on the program's objectives and technical approach. These changes also affect the enactment of normative instruments, some of which are necessary to make progress on program implementation.

COVID-19 has also created implementation challenges, as until recently technical assistance was provided remotely without face-to-face meetings. Now that travel and work restrictions have been partially lifted, the team has started to hold face-to-face meetings with government counterparts and has already performed a supervision mission to visit national and local government agencies engaged on the program activities.

Furthermore, there will be municipal elections in October, and new authorities will take office in January 2023. The World Bank will seek to seize this opportunity to promote the public policy and operational dialogue toward the institutional strengthening of municipalities and establish a technical dialogue with the new authorities once they are appointed and brief them on the objective and activities of the program. The government has agreed on timelines for the rollout of the various activities as well as on deadlines for the issuing of administrative resolutions on valuation and the regulation of the Sustainable Urban Development Law.

To mitigate implementation challenges the program is taking 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), using them as a platform to facilitate technical consistency, support normative changes, and promote coherence across different administrations. The program is also providing permanent support to: (a) maintain the technical scope and streamlined approach for the modernization of cadaster services; (b) facilitate technical discussions and agreements among the related institutions; (c) promote the public policy and operational dialogue toward the institutional strengthening of municipalities; and (d) establish a technical dialogue with the new authorities once they are appointed and brief them on the objective and activities of the program. Furthermore, the program is sharing the different produced assessments and reports with the government and holding meetings with top-level officials to present the main findings and agree on next steps. Lastly, the World Bank and the government have agreed on timelines for the rollout of the various activities as well as on deadlines for the issuing of administrative resolutions.





CHAPTER 5

# Strengthening Sustainable and Resilient Urban Development In Serbia



TRUST FUND PROGRAM

Green, Livable, Resilient Cities in Serbia

OBJECTIVE

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

CONTRIBUTING DEVELOPMENT PARTNER  
Swiss State Secretariat for Economic Affairs (SECO)

AMOUNT  
US\$3.85 million

IMPLEMENTATION PERIOD  
December 2020–April 2025



For cities in Serbia to become drivers of low-carbon resilient economic growth and to increase livability for their residents, they need to be better managed. In 2021, the World Bank initiated the Green, Livable, Resilient Cities in Serbia Program (GLRC) under SURGE to help cities plan for more green, inclusive, and resilient development. Over four years, selected cities in Serbia will receive support for planning and implementing sustainable, low-carbon, and resilient urban development programs. The GLRC team will also support the national government with the implementation of its first-ever Sustainable Urban Development Strategy (SUDS) and associated action plan to strengthen sustainable and resilient urban development in Serbia. The program is aiming to contribute to results related to pillar 3 (Sustainable and Climate-Smart Cities) and pillar 5 (Urban and Regional Resilience) of the umbrella program.

The overall budget for this trust fund is US\$3.85 million. Through the end of FY22, US\$3.31 million was allocated and approved across the program’s three components, of which US\$1.55 million, 47 percent, was disbursed and committed (see financial overview in table 8). Looking at FY22 alone, allocations and approvals amounted to US\$1.63 million, and disbursements plus commitments to US\$1.52 million. This chapter of the SURGE Annual Report offers an overview of the program’s activities as of June 2022, and the results achieved.

Assessing Resilient Development Needs in 10 Serbian Cities

Building upon last year’s preparatory work, 10 secondary and medium-sized cities were selected in November 2021 to take part in the GLRC program. The cities were chosen based upon predefined selection criteria and agreed with Serbia’s Ministry of Construction Transport and Infrastructure and members of the GLRC’s National Coordination Committee to become the main beneficiaries of the program, namely: Kragujevac, Kraljevo, Leskovac, Niš, Novi Pazar, Novi Sad, Šabac, Sombor, Užice, and Zrenjanin. le 8. Associated Multi-Donor Trust Fund Financial Overview (in US\$ million, as of June 30, 2022)



TABLE 8.

Associated Multi-Donor Trust Fund Financial Overview (in US\$ million, as of June 30, 2022)

	NEW OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED PLUS COMMITTED	
				AMOUNT	PERCENT OF ALLOCATION
COMPONENT 1AB Local support: Improving capacity for resilience, planning, and development	2.15	1.92	1.92	1.00	52%
COMPONENT 2A CITIES National support: Analytical and technical assistance support to green, livable, and resilient	1.47	1.23	1.23	0.50	41%
<b>PMA</b>	0.23	0.17	0.17	0.05	30%
<b>TOTAL</b>	<b>3.85</b>	<b>3.31</b>	<b>3.31</b>	<b>1.55</b>	<b>47%</b>

Note: PMA = project management and administration.

Source: SURGE data

Following this selection, a diagnostic phase has started which entails detailed assessment of the 10 cities and a review of demographic trends. The objective of the city assessments is to: (a) determine how well the city is performing its legal obligations; (b) whether an integrated approach exists that considers climate change mitigation and disaster risk management in urban development; (c) identify gaps in the areas analyzed, from service delivery to infrastructure; (d) identify areas where investments are needed; (e) identify capacity-building needs by area; and (f) propose recommendations for the city and national level administration for improvements in planning and implementing sustainable urban development and resilience investments in line with SUDS and action plan. Initially, desk research of key development challenges in the 10 selected cities was completed and priority projects were pre-identified for further analysis. Next, interviews and cross-sectoral consultation sessions were organized for each city.

TABLE 9.

Indicative Intervention Areas for GLRC's Beneficiary Cities

CITIES	INDICATIVE INTERVENTION AREAS—CITIES PERSPECTIVE
KRAGUJEVAC	Coordination of strategic and urban planning, SMART city, energy efficiency, waste management
KRALJEVO	Coordination of urban and strategic planning, waste management, floods, and landslides
LESKOVAC	Coordination of strategic and urban planning, flood protection, urban mobility
NIŠ	Coordination of urban and strategic planning, urban development of Nišava river area, management of green public spaces
NOVI PAZAR	Energy efficiency, urban mobility, waste and wastewater management
NOVI SAD	Urban mobility, urban regeneration, disaster risk management (DRM)
ŠABAC	Coordination of strategic and urban planning, DRM, urban mobility
SOMBOR	Coordination of strategic and urban planning, waste and wastewater management
UŽICE	Urban mobility, waste and wastewater management, Djetinja riverfront development
ZRENJANIN	Waste management (regional sanitary landfill), flood protection, DRM

The assessments are planned to be finalized in FY23 and reflect the cities' sustainable, low-carbon and resilient urban development needs and gaps. They serve as a baseline and will inform the development and roll-out of city-specific support plans, as well as help identify investment needs and provide recommendations for investment prioritization.

### Gathering Knowledge and Data for Evidence-Informed Policy Making

At the national level, in-depth analytical work is ongoing to support implementation of the SUDS and to advance the green, livable, and resilient city agenda.

As a first step, desk research and a review of existing information, including a literature review and geospatial analysis, were completed. The review of existing information covered: (a) national-level strategies and laws related to spatial and urban development, climate change, resilience,



and municipal finance; (b) key European Union directives and legislation; and (c) reports and analytical work done by the World Bank in Serbia pertaining to urbanization and local governance. The findings of the review informed the design of the subsequent analytical outputs as it helped understand existing gaps in knowledge and data, as well as identified priority challenges in cities and municipalities, and mapped out relevant stakeholders and donors. In addition, a geospatial analysis of urban footprint and urban spatial form was performed with help from the World Bank Geospatial Operations Support Team (GOST). For the 10 cities, the GOST team ran analyses on built-up area growth, landscape expansion index, spatial extents, and pollution data.

As a second step, an **Urban Policy Note** was developed. The policy note identifies key urban development challenges and provides an overview of existing policy responses to those challenges. It evaluates the policies considering their adequacy to address the issues at hand and their alignment to international policies and best practices. Areas of focus include urban and spatial planning, housing, municipal finance, economic development, environment, and climate. The policy note presents gaps in policy responses and helps guide future project activities.

The policy note's findings, geospatial analysis, and literature review have informed subsequent technical work, with a focus on the **upcoming report on green, livable, and resilient cities**. This report will synthesize the work undertaken to be able to communicate the key messages in a succinct manner to key national and local-level policy makers in Serbia. The report will cover the urbanization process and the urban system, incorporating migration and poverty, spatial development, and economic development with the aim of providing an assessment of the urban development dynamics and identify existing and projected trends and challenges in urban areas in Serbia. The work sets the foundation for the second part of the analysis, which will focus on evaluating the performance of the urban sector in terms of overall environmental management and, more specifically, in its response to the impacts of climate change by building resilience through climate adaptation and mitigation measures.

In addition, sector-specific analytical activities on **solid waste management (SWM)** are being pursued. A team of World Bank specialists and external experts met in December 2021 with the Ministry of Environmental Protection to discuss Serbian waste management policy, short- and long-term objectives, as well as the challenges in waste management, particularly municipal waste management. Subsequently, in February 2022, the GLRC team delivered a note to Serbia's Ministry of Environmental Protection, presenting priority challenges in the sector, identifying gaps in knowledge and data, and proposing areas and topics for further support

and collaboration at national and local levels. The note was informed by the review of (a) national-level strategies and laws related to SWM, recycling, extended producer responsibility, and other issues; (b) an in-depth analysis of the recently adopted Serbian National Waste Management Program for the period 2022–31 and its relation to and operationalizing of the European Union Waste Framework Directive; and (c) existing reports and analytical work done by the World Bank in Serbia pertaining to SWM as well as similar work done in European Union countries, such as Estonia.

### GLRC Results as Part of the SURGE Umbrella Program

GLRC aims to 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. This objective aligns with the overarching SURGE objective to enable cities and regions in developing countries to function as drivers of sustainable and inclusive economic development. 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 GLRC 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. Appendix D of the Annual Report offers a numerical status update of results achieved by GLRC as part of the SURGE Umbrella Program.





## Implementation Challenges and Next Steps

The program faced slight delays for some activities due to Serbia's general election in the spring of 2022. The elections influenced the engagement level and responsiveness of some national government entities, most predominantly for the Ministry of Environmental Protection. This has caused delays in reaching an agreement on the focus areas for the SWM activities. Therefore, the team will now use the data collected on SWM to deliver a comprehensive baseline assessment. The assessment takes advantage of an existing World Bank tool for conducting such assessments and includes engagements with city counterparts and other stakeholders. The assessment and report are expected to be finalized and published in the coming months. As the program plans to re-engage with the Ministry of Environmental Protection as soon as the government is formed and confirmed, it will use the baseline assessment and earlier mentioned note to encourage national-level buy-in toward further SWM activities.

As mentioned earlier in this chapter, the GLRC will also finalize the 10 city assessments in the coming year. These assessments will inform tailor-made capacity-building programs for the cities. In addition to capacity-building activities, the program will include discussions on recommendations for green and resilient urban development and priorities investments. A consolidated cities report is also planned to be delivered by the end of 2023. This report will include a comparative analysis of the 10 cities, as well as recommendations for sustainable, low-carbon, and resilient urban development.

At the national level, the report on green, livable, and resilient cities is planned to be delivered in 2023. The report aims to capture the urban performance of Serbia's system of cities, assess the green and resilient city development challenges in the country's context, and develop policy recommendations to help implement the green and resilient city development agenda in Serbia.

Furthermore, city-to-city dialogue and knowledge exchange events will be organized in the coming year. These events will gather national and city-level administrations, local and international experts, academics, civil society organizations, and other stakeholders. Progress of the GLRC program will be presented and discussions on the SUDS revision and new action plan can take place. The events will also offer cities and national administration the opportunity to discuss common interests related to urban and resilient development and the green city agenda, as well as to share good practices and challenges. In October 2022, an exchange between the city of Niš—the third largest city in Serbia—and cities in Croatia is already planned. The city of Niš requested the knowledge exchange as it embarks on a new planning cycle (general and spa-

tial plan). They identified specific topics about which they would like to learn from Croatian cities, including: (a) integrating strategic and spatial planning; (b) green and climate investments, including waterfront investments (in context of the Nišava riverfront); and (c) public consultations and community buy-in to city-level planning.





CHAPTER 6:  
Urban  
Multi-Donor  
Trust Fund  
for South  
Africa





TRUST FUND PROGRAM

Urban Multi-Donor Trust Fund for South Africa

OBJECTIVE

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

CONTRIBUTING DEVELOPMENT PARTNER  
Swiss State Secretariat for Economic Affairs (SECO)

AMOUNT  
US\$9.96 million

IMPLEMENTATION PERIOD  
August 2020–October 2024

South Africa has a large and growing urban population. Many of the urban areas do not serve the needs of the population, however, and are vulnerable to extreme weather events. One of the government’s responses to the urban challenges is the establishment of the Cities Support Programme (CSP). The World Bank provides technical assistance to the CSP through an Urban Reimbursable Advisory Services agreement with South Africa’s National Treasury. In support of this agreement, Swiss State Secretariat for Economic Affairs (SECO) supports the CSP team through the World Bank’s Urban Multi-Donor Trust Fund (MDTF) for South Africa. This program aims to build the capacity of eight South African metro 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. The program started in 2020 and was later associated with SURGE.

The program aims to contribute to results related to pillar 1 (City Management, Governance, and Financing), pillar 2 (Territorial and Spatial Development), and pillar 5 (Urban and Regional Resilience) of the umbrella program. 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 10). Looking at FY22 alone, allocations and approvals amounted to US\$2.00 million, and disbursements plus commitments to US\$1.70 million. This chapter offers a progress overview of the Urban MDTF for South Africa.



## Strengthening Urban Financing and Governance

For integrated urban transformation to be more compact and inclusive, cities need to plan, manage, and finance their urban development carefully. Governance and urban financing have therefore been among the focus areas of the Urban MDTF for South Africa. Technical assistance and capacity-building activities already resulted in six South African metro areas that now have long-term financial strategies in place. The strategies include a set of recommendations on corrective steps municipalities can take to enhance long-term financial sustainability. Additionally, an intergovernmental fiscal review was finalized covering the areas of municipal revenues, expenditures, and maintenance. Comments from South Africa’s National Treasury were incorporated.

TABLE 10.

Associated Multi-Donor Trust Fund Financial Overview (in US\$ million, as of June 30, 2022)

	NEW OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED PLUS COMMITTED	
				AMOUNT	PERCENT OF ALLOCATION
COMPONENT 1 Effective and sustainable fiscal and urban financing and strengthened governance capabilities	3.34	1.67	1.67	1.24	74%
COMPONENT 2 Sustainable and climate-resilient infrastructure and land planning and delivery	3.96	1.96	1.96	1.49	76%
COMPONENT 3 Capacity and relevant business process reforms at city, regional, and national levels	2.15	1.37	1.37	0.57	41%
<b>PMA</b>	0.51	0.51	0.51	0.38	75%
<b>TOTAL</b>	<b>9.96</b>	<b>5.50</b>	<b>5.50</b>	<b>3.67</b>	<b>67%</b>

Note: PMA = project management and administration.

Source: SURGE data

## Climate Resilience Infrastructure

Treasury requested follow-up analysis on a potential business tax for metro areas as part of its broader strategy to expand the range of available revenue options for municipalities. The World Bank team is also rolling-out the Cities Infrastructure Delivery and Management System (CIDMS) across the eight metro areas. Work is under way to update the CIDMS toolkit and training on asset management practices. Other training supported by the program focuses on transversal management and change management to improve governance capabilities. Several training modules have been drafted and a workshop in June 2022 drew 35 participants from metro areas, National Treasury, and other stakeholders. A series of executive leadership training sessions is planned for late 2022 and 2023.

Another focus for the Urban MDTF is strengthening the climate resilience of infrastructure in metro areas. City scans were completed and workshops were held on resilient capital investment planning. Delegations from Buffalo City, Cape Town, Ekurhuleni, eThekweni, Johannesburg, Mangaung, and Tshwane attended. The World Bank also made progress with the implementation of Urban Heat Assessment (Johannesburg and Ekurhuleni), Urban Simulation Modeling (Cape Town), and portfolio analysis with Resilience Rating system (Ekurhuleni and Tshwane). In parallel, an assessment of all 12 CIDMS modules was done and a report is under preparation that will serve as a road map for better integrating climate response to the asset management process.

To address water resilience challenges, problem assessments and action plans are under way across the eight metro areas. Dialogue and knowledge sharing is ongoing through City Water Managers Forum meetings. Several reports and knowledge pieces have been developed, including tariff studies and a report on the enabling environment and legal basis for effective management contracts. Across cities, there has been an emphasis on strengthening the enabling environment, especially on the use of management contracts and procurement reforms to accelerate and institutionalize water business turnarounds in metro areas. A Policy, Institutions, and Regulation report was also finalized and used as a guiding policy document for showcasing the state of water in South Africa’s metro areas. Targeted water resilience support is being provided to four metro areas: City of Buffalo City, Cape Town, eThekweni, and Nelson Mandela Bay Municipality. The water crisis in Nelson Mandela Bay has been a priority.

## Driving Inclusive Economic Development

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. The program therefore supported the evaluation of incentive regimes



and the development of a model metro incentive policy. The work was informed by verification and consultation workshops with a wide range of stakeholders, including focus group discussions in the City of Cape Town and eThekwinim. The resulting City Economic Incentives Review was disseminated widely, to all the metro areas and key national departments and entities. The Model City Economic Incentive Policy Guide is now purposefully being structured as toolkit to guide cities in the review of their city incentives so that they enact incentives that assist cities.

Additionally, to better inform city planning and investments, a strategy is developed to provide metro areas access to spatially oriented city economic data. A report on the economic data incorporated comments from government counterparts, metro areas, academia, and other stakeholders. The strategy provides recommendations for an approach and methodology toward economic data collection and maintenance that can deliver: (a) a comprehensive business sampling frame; (b) economic data coverage of both formal and informal firms; and (c) broad or universal coverage of firms. To institutionalize the recommendations from the report, a set of next steps has been defined.

To further spur inclusive economic development, the Urban MDTF for South Africa also helps metro areas deliver Subnational Doing Business reforms that create an enabling, inclusive, and competitive business environment. The work focuses on improving business processes including for property registration and construction permitting. It already resulted in significant reduction of turnaround times in metro areas. The work continues with increased focus on reform implementation the institutionalization.

## Tracking Results in South Africa Within the Surge Umbrella Program

The Urban MDTF for South Africa aims to build the capacity of eight South African metro areas to promote an integrated urban transformation agenda that is more compact and inclusive. This objective aligns with the overarching SURGE objective to enable cities and regions in developing countries to drive sustainable and inclusive economic development. To measure progress toward achieving these targeted results, many results indicators are being tracked. Most results indicators for specifically 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 report. 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. Appendix E features the status of the SURGE program indicators for the Urban MDTF for South Africa.

## Implementation Challenges and Next Steps

South Africa held municipal elections in November 2021 that disrupted some activities during the election and post-election periods when city officials diverted their attention to the elections. Political leadership and stability in several metro areas remain highly unstable. The change in governing party in some metro areas also negatively affect the CSP as priorities are changed. This instability has limited continuity and institutional memory in certain cases across the various metros. This is being addressed in part through the CSP's focus on mid-level officials who are likely to remain longer in the municipalities.

As such, the technical nature of the program's activities has helped sustain sufficient implementation to continue and soon pick up speed again after the election period. Other challenges emerged due to varying unforeseen pressures or crises, such as a flood in eThekwinim and drought in Nelson Mandela Bay. This resulted in varying degrees of fiscal, human capital, and technical shortfalls. This is to be mitigated through continued close engagement with the metro areas to ensure that the program keeps focused on responding to the needs of each metro areas.

Over the last reporting period, numerous activities have been completed successfully. During the next reporting period the program will offer more training to metro personnel on change management and transversal management. An executive leadership program is also expected to be deployed. The team plans to strengthen the City Water Managers Forum and to finalize the Model City Economic Incentive Policy Guide. They will also continue to facilitate the metro areas' implementation of business process reform interventions (optimization and automation) and support implementation of and institutionalization of the work.

At the programmatic level, over the last reporting period it was noted that there is no evidence to suggest that the CSP's critical role as a convenor of several government structures will be sustained in the absence of the CSP. As such, stakeholders expressed concern about the future of this function post-CSP II. Moving forward it will be imperative that clear institutionalization plans for key projects, components, and metro areas are developed in consultation and cooperation with key partners. The World Bank team is aiming to discuss these matters with the government of South Africa.





CHAPTER 7

# Communica- tions and Knowledge Management

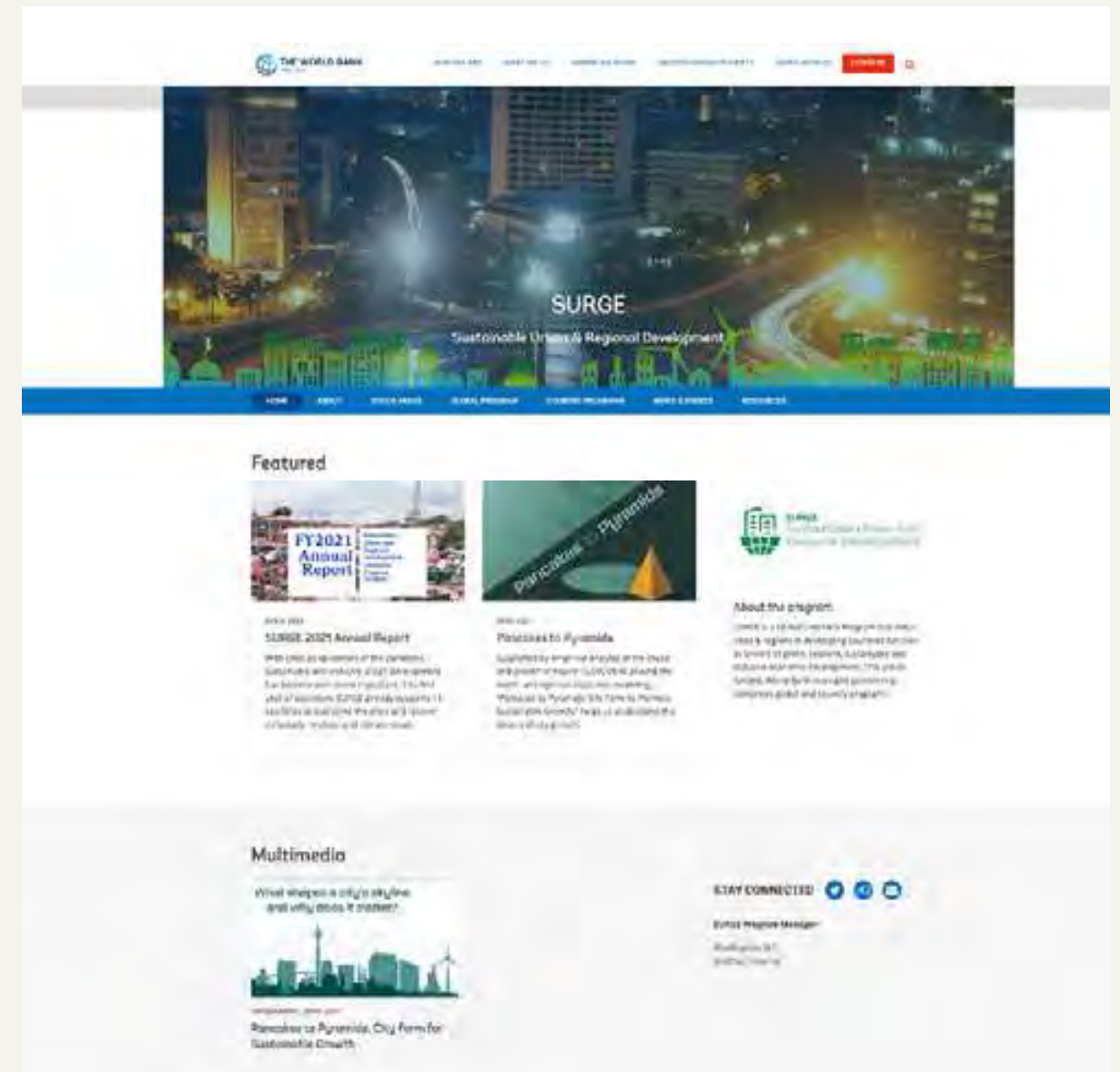


## Outreach and Communications

Communication and outreach are essential to achieving the SURGE objective. In FY21, the SURGE project management team defined a Communication and Visibility Plan that outlined a communication framework for the entire umbrella program, including for the associated trust funds. To best support SURGE in achieving its mission the following communication and visibility objectives were articulated:

- Promote SURGE as a thought leader in urban and regional development and provide visibility to SURGE’s results and partners.
- Raise awareness about how people (including marginalized populations), the economy, and the environment are affected by urban growth and which opportunities it generates.
- 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.
- Advocate for actions, policies, plans, and financing in support of sustainable development in cities and regions.

During FY22, the first year of implementation for the Communication and Visibility Plan, the program management team focused its communication efforts on building the main infrastructure. This included development of a web page ([www.worldbank.org/surge](http://www.worldbank.org/surge)) that features the four country programs, the global program, urbanization reviews, and much more.



SURGE Website | Access [here](http://www.worldbank.org/surge).





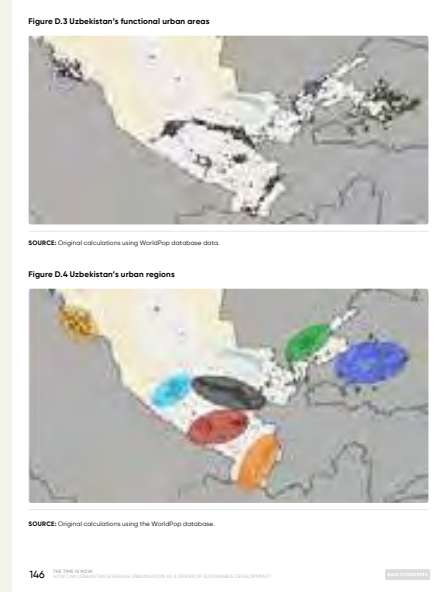
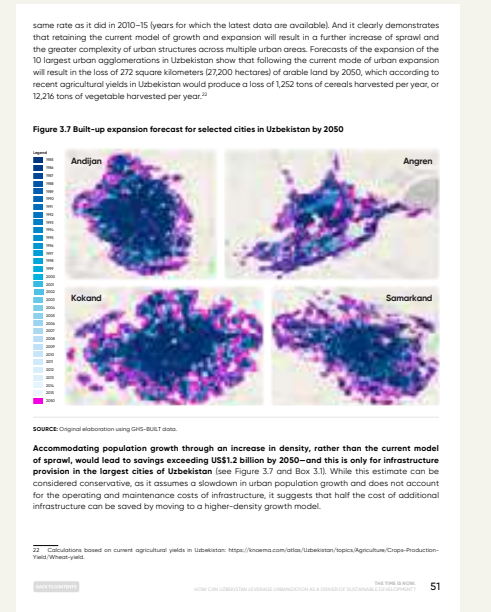
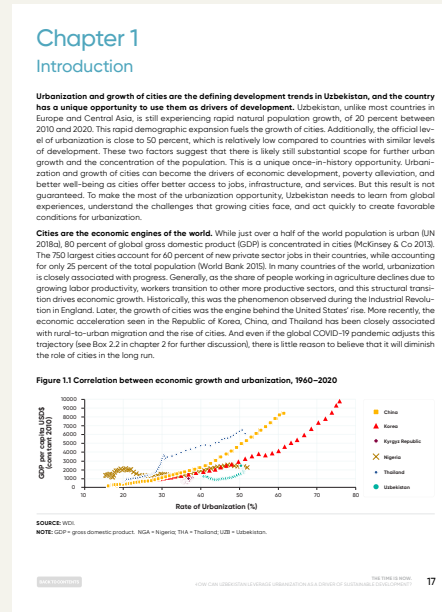
About SURGE Brochure | Download available [here](#).

The team also developed an internal SURGE page and promotional material, including a slide deck and brochure for fundraising and outreach. Internal coordination mechanisms, through periodic check-ins, were also established to ensure a coordinated communication approach among the trust fund programs and initiatives comprising the umbrella program. Communication guidance was developed for teams that receive SURGE support in the form of branding guidelines, standard templates, and more. The program also initiated collaboration with the new Urban, Disaster Risk Management, Resilience, and Land Global Practice (GPURL) communication team and will continue to work with them for upcoming communication campaigns, the website, and more. The establishment of this basic communication infrastructure will support the program in achieving its objectives and allow upcoming campaigns to be more effective.

At country level, communication efforts have also taken off. While many activities funded by SURGE are finalizing their first big deliverables and planning dissemination efforts, others have already engaged in promoting and sharing their work. The public seminar about land management and LVC instruments in Peru, for example, received over 700 views on Facebook. Another example is the urbanization review for Uzbekistan, which was downloaded 269 times shortly after it was published. The team had organized a launch event that received broad press attention, including coverage on Uzbekistan's national news TV channel and an article offering key conclusions of the report on [www.gazeta.uz](http://www.gazeta.uz).

## Featured Publication

# The Time is Now: How Can Uzbekistan Leverage Urbanization as a Driver of Sustainable Development?





In Bolivia, the team promoted activities related to tactical urbanism through various social media channels, including stories on Facebook and articles on a local news web page. The team in Serbia developed a brief about the program to share with the public through the SURGE and World Bank web pages.

Since inception, SURGE-supported activities have also reached almost 2,300 stakeholders through events, ranging from five-day in-person workshops to shorter online seminars, as well as peer-to-peer knowledge exchanges, training modules, and more. One thing they have in common is that they all concern aspects of sustainable and inclusive urban economic development. The events help raise awareness, share good practices, and advocate for action among the many participants. They also often have a multiplier effect through social media. In South Africa, for example, over 100 people participated in the Resilient Project Preparation workshop, which was followed by a [LinkedIn post](#) after the event, receiving 22 likes and 10 shares. A blog post about the event was later also published on [Cities Support Program website](#).

The SURGE-supported work with a global focus has also been promoted widely in FY22. The flagship report *Pancakes to Pyramids: City Form to Promote Sustainable Growth*, which was launched the previous year has been downloaded over 3,500 times—31 percent of which was in low- and middle-income countries.<sup>2</sup> The other global deep dive report and the regional Vibrant Cities flagship report were not yet launched in FY22, but are expected in early FY23.

Communication campaigns will significantly pick up in the coming year, as more publications will be released publicly. The team is preparing a communication calendar and campaigns now that it can shift its attention from establishing the main communication infrastructure to promoting the program, sharing knowledge, and advocating for action. Additionally, the team will develop short videos on key results of SURGE-funded country programs and activities that will be published on the website.

## Knowledge Management

One of SURGE’s communication objectives is to share best practices that can help government officials work toward livable, inclusive, competitive, low-carbon, and resilient cities and regions. Thus, communication needs to go hand-in-hand with knowledge management to ensure that the knowledge that reaches the target audience is topical, timely, and di-

<sup>5</sup> The download percentage from low and middle-income countries is based on data through October 2022.

gestible for the receiver. Hence, the management and dissemination of resources is key. The new web page helps with disseminating and hosting publications as it features a “resources” section where urbanization reviews and other items are posted. Communities of Practice are also being leveraged for SURGE knowledge management and dissemination efforts. In South Africa, the team established several Communities of Practice around workstreams where they shared knowledge. For example, the team hosted the first Construction Permits Reforms Knowledge Network, a platform where technical teams from cities can showcase their successes; share lessons learned and best practices; and engage relevant technical public, civic, or private stakeholders to collaboratively improve efficiencies and ease the cost of doing business within the property value chain.

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. The site also features the Swiss State Secretariat for Economic Affairs as donor of SURGE and information about pillars and activity streams.





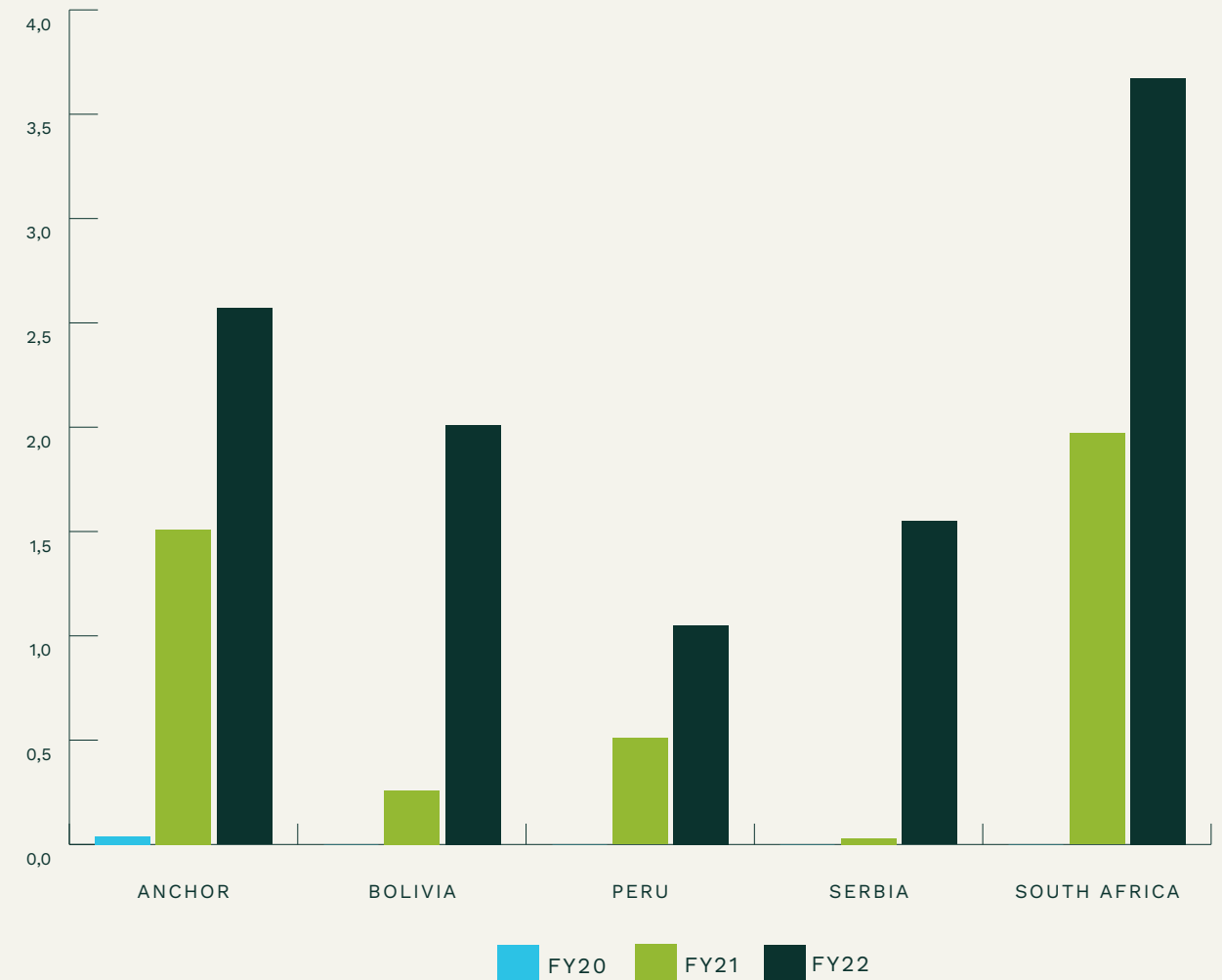
CHAPTER 8

# Financial Overview



This chapter provides financial information for the SURGE global Anchor multi-donor trust fund (MDTF) and the four associated country MDTFs related to donor contributions, approvals, and disbursements of activities, and program management and administration (PMA) costs. This report covers a 32-month period, from trust fund inception in November 2019 through June 2022 and provides financial information on FY22 (July 2021 to June 2022). During FY22, a new contribution by the Swiss State Secretariat for Economic Affairs (SECO) boosted the total SURGE budget from US\$30 million to US\$35 million. During its lifetime, across the SURGE trust funds US\$18.7 million of the total US\$34.7 million budget has been approved for activities, and US\$10.9 million has been disbursed or committed. In FY22 approvals increased by US\$6.7 million and disbursements and commitments grew US\$6.6 million. Figure 2 shows the disbursements plus commitments per MDTF for FY20 to FY22. In each MDTF the disbursements have continued to grow from steadily to exponentially.

FIGURE 2.  
Disbursements Plus Commitments per SURGE Multi-Donor Trust Fund for FY20 to FY22



Donor Contributions to the SURGE Umbrella Program

Total donor contributions to the SURGE Anchor MDTF and associated trust funds received through June 30, 2022, were US\$23 million, US\$6 million of which occurred in FY22—out of the US\$35 million overall funds committed by SECO as founding donor or the SURGE Umbrella Program—see table 11.



TABLE 11.  
Overview of Donor Contributions to SURGE

		AMOUNT PLEDGED (CHF MILLION)	AMOUNT PLEDGED (US\$ MILLION) <sup>2</sup>	AMOUNT RECEIVED (US\$ MILLION)	AMOUNT PENDING (US\$ MILLION) <sup>4</sup>	INVESTMENT INCOME (US\$ MILLION)
Switzerland (SECO)	<b>TOTAL</b>	-	<b>11.1</b>	<b>7.6</b>	<b>3.5</b>	
SURGE anchor multi-donor trust fund	Urban analytics and technical assistance	-	6.0	6.0	0	0.057
	City Planning Lab—Global	4.8	5.1	1.6	3.5	
Associated trust funds	<b>TOTAL</b>	<b>20.9</b>	<b>23.6</b>	<b>15.5</b>	<b>8.2</b>	<b>0.035</b>
	Bolivia	4.0	4.4	3.0	1.4	0.007
	Peru	5.0	5.4	3.3	2.1	0.007
	Serbia	3.5	3.8	3.3	0.5	0.006
	South Africa	8.4 (US\$ million 0.9 <sup>3</sup> )	10.0	5.8	4.2	0.014
Total SURGE amounts		-	<b>34.7</b>	<b>23.1</b>	<b>11.6</b>	<b>0.092</b>

Source: SURGE data

<sup>2</sup> CHF to USD exchange rate of June 30, 2022.

<sup>3</sup> In addition to the CHF 8.4 million contribution from SECO, US\$886,853.48 (remaining funds from a closed SECO-funded trust fund in South Africa) was transferred from SECO’s Donor Balance Account to the South Africa Trustee upon signature of the Administration Agreement.

### Overview of the SURGE Global Anchor MDTF Allocations and Activity Portfolio

This section focuses on activities under the Urban Analytics and Technical Assistance program of the global SURGE Anchor MDTF. Initially, nearly the entire \$6 million overall budget was allocated under the four components of this program, but in FY22 activities in two countries were dropped and two others were reduced, leaving a considerable budget (US\$1.44 million) available at the end of FY22, reducing the allocated amount to US\$4.46 million. In consultation with SECO, a reallocation process is proposed for early FY23.

Since trust fund inception in November 2019, US\$2.69 million has been approved for 10 activities under components 1 and 2, representing the sequenced phase 1 (component 1: urban analytics) and 2 (component 2: technical assistance) in 10 countries. Specifically, US\$1.05 million has been approved for 10 activities under component 1, and US\$1.64 million for six phase 2 activity under component 2. Focusing on FY22, the main change in approvals is the additional US\$1.26 million for five new phase 2 activities.

An amount of US\$700,000 was originally approved<sup>4</sup> for the two deep dive studies under component 3, but in FY22 this was reduced to US\$500,000 since part of the funds under one of the two activities remained unused it was added to the FY23 reallocation budget. PMA received an allocation of US\$250,000 at program inception, and the \$150,000 component 4 budget for outreach, communication, and coordination was added to the PMA allocation, bringing the total approved amount to US\$3.6 million—which includes a US\$1.2 million increase during FY22.

The disbursements and commitments under the global Anchor MDTF from inception amount to US\$2.57 million. By fiscal year, the disbursements and commitments grew US\$44,000 in the period from inception to June 2020, US\$1.47 million from July 2020 to June 2021 (the period covered by the previous Annual Report), and US\$1.06 million during FY22.

<sup>4</sup> The Urban Analytics and Technical Assistance program of the SURGE global Anchor MDTF was originally proposed as part of the Sustainable Urban Development – Phase 2 MDTF, which was restructured to create the SURGE Anchor MDTF. The original four components and their budgets were continued under the SURGE Umbrella Program as described here.



Table 12 and figure 3 show the current allocations, approval status, and expenditures of the components.

TABLE 12.  
SURGE Global Anchor Multi-Donor Trust Fund Financial Overview  
(in US\$ million, as of June 30, 2022)

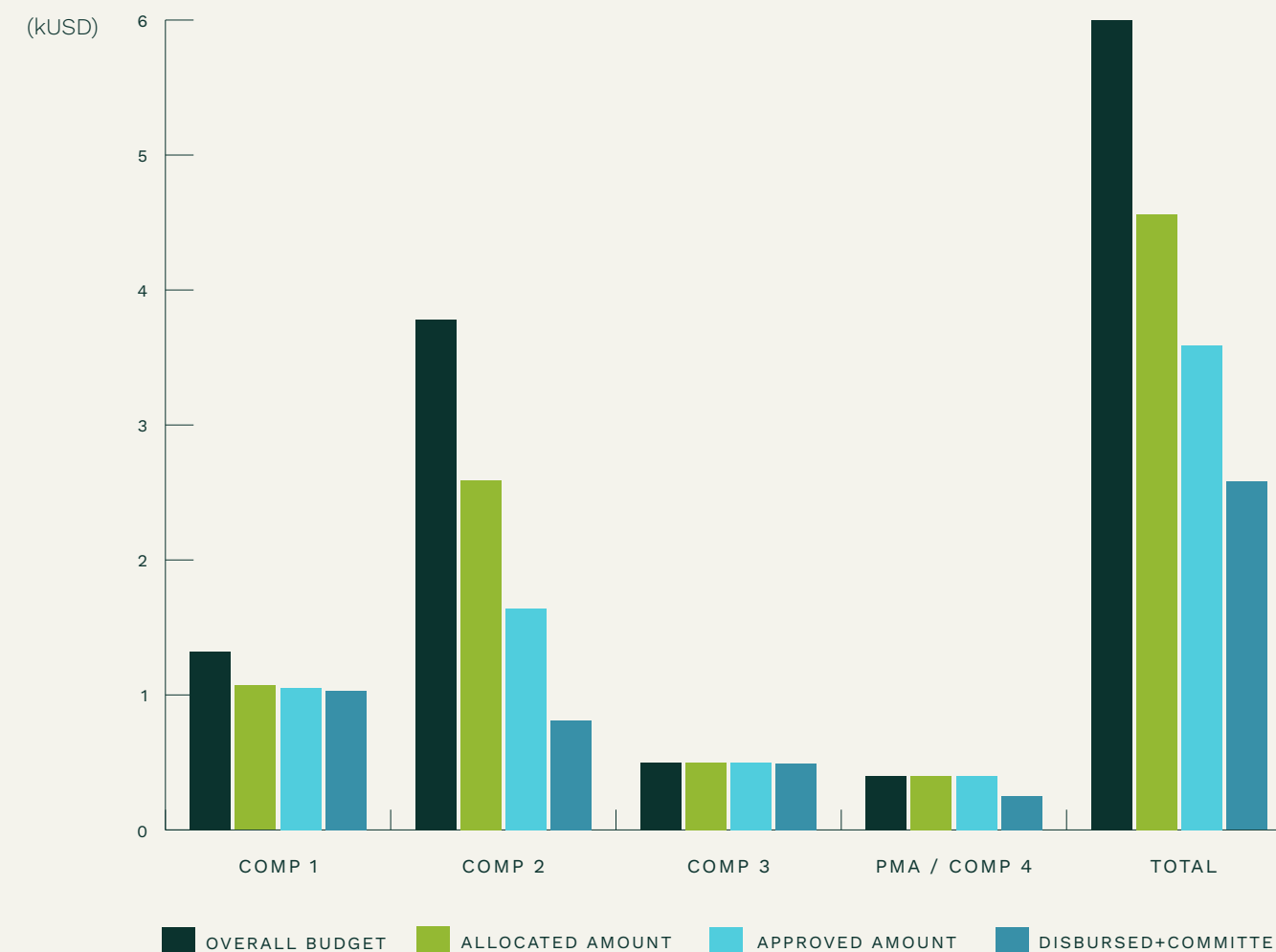
	OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED PLUS COMMITTED	
				AMOUNT	PERCENT OF ALLOCATION
<b>COMPONENT 1</b> Urban Analytics	1.32	1.07	1.05	1.03	96%
<b>COMPONENT 2</b> Technical Assistance	3.78	2.59	1.64	0.81	31%
<b>COMPONENT 3</b> Technical Deep Dives	0.50	0.50	0.50	0.49	98%
<b>COMPONENT 4</b> Outreach, comms, and coordination (part of PMA)	0.40	0.40	0.40	0.25	63%
PMA					
<b>TOTAL</b>	6.00	4.56	3.59	2.57	56%

Note: PMA = project management and administration.

Source: SURGE data

In terms of fund usage, respectively 96 percent of the component 1 allocations and 31 percent of component 1 has been disbursed or committed, which shows progress as expected given that these components correspond with phase 1 and 2 of country-level activities. Fund usage under component 2 increased exponentially in FY22, as expected, and is projected to continue to grow in FY23. Under component 3 (deep dive activities), 98 percent of the allocation has been disbursed or committed, and 63 percent of the PMA allocation (including component 4) has been used. The component 4 activities, related to outreach and communication, are expected to increase in the coming year as activity results will be disseminated and communicated through the SURGE website (published in FY22) as well as other media.

FIGURE 3.  
Current Budget, Allocations, Approvals, and Expenses for the SURGE Global Anchor Multi-Donor Trust Fund



### Overview of the SURGE Associated Country MDTF Allocations and Activity Portfolio

Since trust fund inception (ranging from June to December 2020), US\$14.13 million has been allocated and approved<sup>5</sup> for technical components of the four associated country MDTFs, divided over 13 activities and components. This is a US\$5.2 million increase compared to the previous fiscal

<sup>5</sup> For the associated country trust funds, virtually the entire received donor contributions amount is allocated to approved activities at component level.



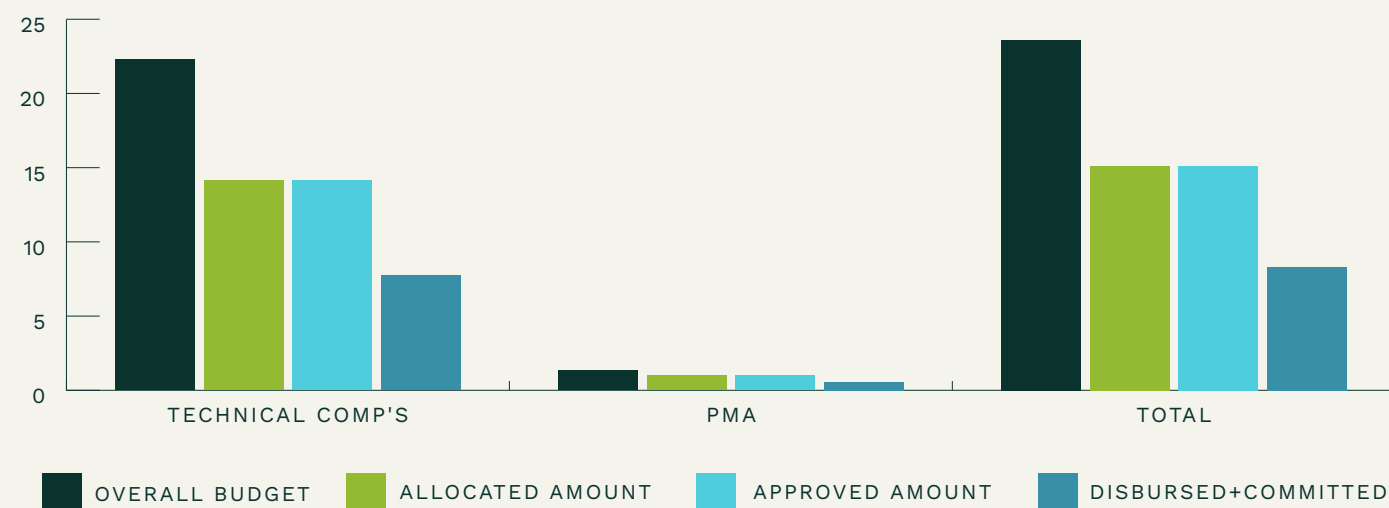
year’s allocations and approvals. The total PMA approved budget for the four associated MDTFs is US\$0.99 million. Total disbursement and commitments across the four country programs at the end of FY22 was US\$8.29 million—up from US\$2.76 million at the end of FY21.

TABLE 13.  
SURGE Associated Multi-Donor Trust Fund Financial Overview  
(in US\$ million, as of June 30, 2021)

	OVERALL BUDGET	ALLOCATED AMOUNT	APPROVED AMOUNT	DISBURSED PLUS COMMITTED	
				AMOUNT	PERCENT OF ALLOCATION
Technical components	22.29	14.13	14.13	7.74	55%
PMA	1.33	0.99	0.99	0.55	55%
TOTAL	23.62	15.12	15.12	8.29	55%

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

FIGURE 4.  
Current Budget, Allocations, Approvals, and Expenses  
for the SURGE Global Anchor MDTF



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

Table 13 and figure 4 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, 55 percent of the allocation to technical components of the four associated country programs has been disbursed or committed, as has 55 percent of the allocated PMA. This represents an increase of 26 to 27 percent over the previous fiscal year, which shows that the country programs have significantly accelerated implementation during FY22.

### 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, 2022, amounts to US\$0.79 million, equal to 7 percent of the total SURGE disbursements and commitments—down from 9 percent during the previous annual reporting period. FY22 PMA disbursements alone amount to US\$0.42 million.

As 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. To accommodate substantial Mid-Term Evaluations of the SURGE umbrella, including its associated trust fund country programs, which are budgeted as part of PMA costs, the World Bank and SECO have agreed to increase the PMA budget from 5 percent to 6 percent overall.<sup>6</sup> The program has set limits in the financial systems to ensure that PMA spending cannot exceed 6 percent of the total SURGE umbrella contributions.

<sup>6</sup> Except for the South Africa associated trust fund program, which remains at 5 percent due to legacy arrangements.





CHAPTER 9

# Looking Ahead



In FY22, the SURGE Umbrella Program has continued to grow, showing strong progress across its global and country programs, which are achieving early results and building foundations for long-term impact for the benefit of those who live in the targeted cities and regions. The program also solidified its trust fund arrangements by strengthening reporting procedures, including the revitalization of the SURGE Results Framework into a flexible instrument that can accommodate further growth. For the coming year and beyond, the program will continue to focus on results and impacts, aiming to contribute to the overall objective of enabling cities and regions in developing countries to drive sustainable and inclusive economic development. Two main elements will be critical to the success of the program. First is an emphasis on addressing the multiple crises that the world is facing—from the existing and existential climate change crisis to the pandemic impacts and the global food and energy crises. Second is expansion of the SURGE partnership by attracting other development partners. SURGE believes support to cities and regions across its five pillars will be crucial to fighting poverty and increasing prosperity. In addition, expanded collaboration with current partners as well as new partnership will be needed to elevate results and impacts. On the latter, SURGE is expecting to yield quick results as there are advanced conversations with two other development partners.

In terms of program management, FY23 will start with a reallocation of remaining global funds to new activities in other cities and countries and to top-up existing activities that have a strong need for additional funds to support cities and regions. Together with the imminent implementation of the new global City Planning Lab (CPL) program, the expected activation of a country program in Indonesia, and the advancing efforts to bring in other partners, this will significantly expand the reach of SURGE activities. In FY23 SURGE will also kick off its first program-wide Mid-Term Evaluation, which will guide implementation in the coming years. With many activities producing final analytical reports and achieving results in support to developing countries and their cities toward investment prioritization, preparation and implementation, SURGE will also focus on implementation of its communication and visibility strategy through dissemination and outreach activities.

A detailed work plan has been prepared for FY23 illustrating next steps for each trust fund encompassing SURGE. This section of the Annual Report presents a summary of the workplan. Table 14 shows the allocations made through FY22 as well as the proposed FY23 and tentative FY24 allocations for each trust fund.

The SURGE Anchor Trust Fund

**The SURGE Anchor trust fund** will continue to focus in FY23 on building cities' capacity to deliver dynamic, inclusive, and sustainable cities. Under the Analytics and Technical Assistance program, once project teams complete their upstream diagnostics work, they will shift focus to building city government capacity to deliver the priorities identified in urbanization reviews and other analytical work. Six of the 10 activities have already moved into this next phase, the other 4, as well as the new activities, will focus on the technical assistance phase as well in FY23 and beyond.

The new global CPL program aims to enhance city capacity to use geospatial data for evidence-led urban planning and management, allowing them to react to rapid urbanization processes with informed decisions. The program includes support on the city level as well as global activities. At the city level, activities range from baseline assessments of data ecosystems leading to the development of roadmaps or action plans, to technical assistance for enhanced data-driven urban management. At the global level, the CPL team will strengthen existing and develop new training materials and tools and focus on knowledge sharing and dissemination. Selection of cities and training and knowledge activities will be done in the first half of FY23.

BOLIVIA  
The Bolivia Urban Resilience Technical Assistance Program

**The Bolivia Urban Resilience Technical Assistance Program** will in FY23 continue its focus on activities at municipal level as started in FY22 and strengthen and potentially expand the support to national government entities. More specifically, in Santa Cruz the program will provide support related to effective institutional disaster risk management, flood risk management, tactical urbanism, and (potentially) citizen engagement activities, while in La Paz support is focused on flood and geohazard risks management and early warning systems, the 2019 Kantutani landslide stabilization works, and (potentially) citizen engagement activities. Also,



one or both cities will be supported in their development of Municipal Climate Action Plans, and both cities will receive support on leveraging private capital for urban development and reviews related to municipal budget national finance frameworks. At the national level, the program will support the government on the promotion and operationalization of a national framework for urban resilience, on the structuring of its Urban Development Fund, and on strengthening DRM at the national and subnational levels.

**PERU**  
Improving Urban Planning and Cadasters

**The associated trust fund focused on improving urban planning and cadasters in Peru** plans to continue its assistance to the Peruvian government in the development and formal adoption of a Peru profile for the Land Administration Domain Model (LADM). The program will assist the Ministry of Housing, Construction, and Sanitation (MVCS) with its design of (a) legal administrative and management instruments on urban cadaster matters at the national level; and (b) a capacity-building strategy in urban cadaster-related responsibilities at the central and local levels. Also at local level, the program will support capacity for the use of cadastral information and Land Value Capture (LVC) instruments. Here, FY23 efforts will focus on simplification of the building unit value calculation by MVCS as well as technical assistance to the MVCS on the design and implementation of LVC instruments.

**SERBIA**  
Strengthening Sustainable and Resilient Urban Development program

**The Strengthening Sustainable and Resilient Urban Development program in Serbia** aims to strengthen the capacity of local and national governments to achieve sustainable and resilient urban development and management for local economy recovery and growth. In FY23, the program will focus its local-level support on city-specific assessments and, building on these, capacity strengthening on prioritization criteria, capital investment planning, and investment efficiency and effectiveness, to maximize impact in the context of limited available financial resources. At the national level, the program will in FY23 provide (a) country-level analytical advice to the Serbian government to implement the Sustainable Urban Development Strategy (SUDS) agenda for green and resilient cities and lagging regions, and (b) support to the government in analysis, identification, and prioritization of municipal solid waste management (SWM) investments based on analysis of national and local context. In addition, several city-to-city dialogues, peer-to-peer exchange, and knowledge exchange events are planned for FY23.

**SOUTH AFRICA**  
Urban Multi-Donor Trust Fund

**The Urban MDTF for South Africa**, aiming to promote integrated urban transformation and sustainable practices toward sustainable and inclusive metro areas, will focus in FY23 on continued support to the CIDMS and the work toward creating a change management process and climate-resilient infrastructure development and management facility. The program is expecting that support to the government to develop a strengthened and climate-resilient infrastructure asset management system will reach completion in FY23. The component focusing on the economic de-

velopment in the metro areas will work in FY23 on supporting the creation of specialized processes to strengthen business, such as the use of spatialized economic data and incentives to strengthen the economies of metropolitan municipalities.

TABLE 14.  
SURGE FY22, Proposed FY23, and Tentative FY24 Allocations by Trust Fund (US\$ millions)<sup>a</sup>

	TOTAL BUDGET			ALLOCATIONS THRU FY22			PROPOSED ALLOCATIONS FY23			TENTATIVE ALLOCATIONS FY24		
	Act./ Comp.	PMA (6% <sup>b</sup> )	Total	Act./ Comp.	PMA	Total	Act./ Comp.	PMA (6% <sup>b</sup> )	Total	Act./ Comp.	PMA (6% <sup>b</sup> )	Total
<b>SURGE ANCHOR MDTF TF073394-TOTAL</b>	10.34	0.70	11.04	4.16	0.40	4.56	3.24	0.12	3.36	1.70	0.11	1.81
Urban Analytics and TA	5.60	0.40	6.00	4.16	0.40	4.56	1.44	-	1.44	-	-	-
CPL Global	4.74	0.30	5.04	-	-	-	1.80	0.12	1.92	1.70	0.11	1.81
<b>ASSOCIATED COUNTRY MDTFS -TOTAL</b>	22.29	1.33	23.62	14.13	1.00	15.12	2.89	0.13	3.02	4.29	0.13	4.43
Bolivia MDTF TF073571	4.12	0.26	4.38	2.82	0.15	2.97	0.71	0.07	0.78	0.59	0.04	0.63
Peru MDTF TF073594	5.10	0.33	5.43	3.17	0.17	3.34	-0.03	0.03	-	0.98	0.06	1.05
Serbia MDTF TF073593	3.62	0.23	3.85	3.15	0.17	3.31	-0.02	0.03	0.01	0.49	0.03	0.52
South Africa MDTF TF073516	9.45	0.51	9.96	4.99	0.51	5.50	2.23	-	2.23	2.23	-	2.23
<b>TOTAL SURGE UMBRELLA</b>	32.63	2.03	34.66	18.29	1.40	19.68	6.13	0.25	6.38	5.99	0.24	6.24

Notes:

a. Total amounts are based on recent currency exchange rates and may therefore slightly differ from the original indicated budgets.

b. South Africa MDTF (TF073516) has a PMA percentage of 5 percent for legacy reasons.

Act = activity; Comp = component; CPL = City Planning Lab; MDTF = multi-donor trust fund; PMA = project management and administration; TA = technical assistance. | Source: SURGE data



# Appendixes

**APPENDIX A:  
Results Monitoring  
SURGE Anchor MDTF**

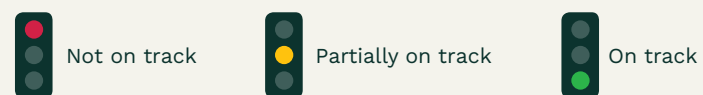
Within the SURGE Results Framework, the results achieved by the Urban Analytics and Technical Assistance program under the Anchor multi-donor trust fund (MDTF) are measured using SURGE’s pillar 2 results indicators, as well as through overarching SURGE program indicators. This appendix updates the quantitative results achieved by this program.

SURGE PROGRAM INDICATORS	STATUS
1. Number of <b>cities/regions</b> 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)	51
2. Number of <b>participants</b> of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	748 (244)
3. Number of <b>strategies, policies, plans, procedures, or regulations</b> of which the formulation / implementation was influenced / informed by SURGE support to cities/regions	8
4. Additional <b>financing</b> mobilized for sustainable and inclusive regional/urban development (of which public and of which private financing)	US\$1 million
5. Number and volume of <b>World Bank investment projects</b> influenced through SURGE support to cities/regions	US\$726 million
6. Number of municipalities/cities with improved <b>participatory</b> planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	13



The Urban Analytics and Technical Assistance program aims to support governments on investment prioritization and implementation based on strong analytical foundations. The quantitative results of this program are tracked under SURGE pillar 2 performance 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.

INDICATORS PILLAR 2: TERRITORIAL AND SPATIAL DEVELOPMENT		STATUS	TARGET	PERFORMANCE
Outcome Indicator 2 Cities/regions which spurred equitable regional and local development (# of cities/regions)		Too early	16	
Intermediate Outcome Indicator F1 Laws, policies, procedures, or plans (including 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	16	
OUTPUTS	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)	19	34	
	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)	25	32	
	F.1.3 Downloads of SURGE-supported official outputs related to improved city-level data and analytics (# of downloads)	3774	6000	
Intermediate Outcome Indicator F.2 Improved/New data systems, platforms, portals, or tools used by cities/metros (# of systems, platforms, portals, or tools)		1	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	4	



### APPENDIX B: Results Monitoring Associated Bolivia Program

Within the SURGE Results Framework, the results achieved in Bolivia are measured using SURGE’s pillar 1, 2, and 5 results indicators, as well as the overarching SURGE program indicators. As explained in chapter 2 of this report, an agreement was reached about which SURGE performance indicators will be used to monitor results. This appendix updates the quantitative results achieved by this program.

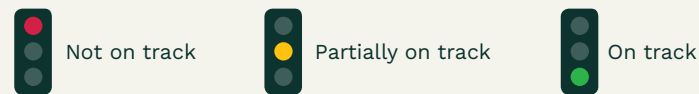
The table below shows the status of SURGE program indicators for the Bolivia Trust Fund program.

SURGE PROGRAM INDICATORS	STATUS
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. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	160 (73)
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation / implementation was influenced / informed by SURGE support to cities/regions	1
4. Additional financing mobilized for sustainable and inclusive regional/urban development (of which public and of which private financing)	0
5. Number and volume of World Bank investment projects influenced through SURGE support to cities/regions	1 (US\$ 70m)
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



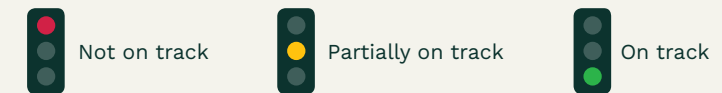
The MDTF contributes to resilient and sustainable urban development in Bolivia. These results are tracked under SURGE pillar 1 performance indicators. Performance ratings for pillar indicators are visualized using a simple traffic light image, with green indicating the program is on track, orange partially on track, and red not on track.

BOLIVIA – INDICATORS PILLAR 1: CITY MANAGEMENT, GOVERNANCE, AND FINANCING		STATUS	TARGET	PERFORMANCE
Outcome Indicator 1 Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)		Too early	2	
Intermediate Outcome Indicator B.1 Systems, policies, instruments, or strategies that contribute to increased municipal Own-Source Revenue (ORS) are introduced / improved / adopted (# of systems, policies, instruments, or strategies)		1	3	
OUTPUTS	B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products)	0	4	
	B.1.2 Training and knowledge sharing events that contribute to improving municipal revenue (# of events)	0	3	



The Bolivia MDTF contributes to an increased focus on low-carbon and sustainable development. These results are tracked under SURGE pillar 3 performance indicators.

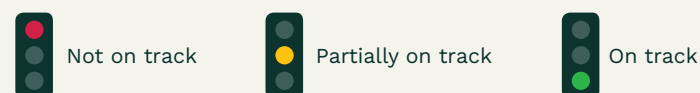
BOLIVIA – INDICATORS PILLAR 3: SUSTAINABLE AND CLIMATE-SMART CITIES		STATUS	TARGET	PERFORMANCE
Outcome Indicator 3: Cities/regions with increased focus on low-carbon and sustainable development (# of cities)		Too early	2	
Intermediate Outcome G.1 Government entities have strengthened their capabilities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





The Bolivia MDTF contributes to strengthening urban and regional resilience by strengthening policies and planning instruments and the government’s capability of managing, financing, and planning resilient urban infrastructure. These results are tracked under SURGE pillar 5 performance indicators. This section presents the scores for the indicators.

BOLIVIA – INDICATORS PILLAR 5: URBAN AND REGIONAL RESILIENCE		STATUS	TARGET	PERFORMANCE
Outcome Indicator 5 Cities/regions with strengthened resilience to climate change and disasters (# of cities)		Too early	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	
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	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	5	
Intermediate Outcome Indicator P.1 Government entities with enhanced capability to plan / finance / manage resilient urban infrastructure (# of government entities)		0	3	
OUTPUTS	P.1.1 Knowledge and planning products that help strengthen cities’ capabilities to plan / finance / manage climate resilient infrastructure (# of products)	1	3	
	P.1.2. Training and knowledge sharing events that strengthen cities’ capacity to plan / finance / manage climate resilient infrastructure (# of events)	0	1	



### APPENDIX C Results Monitoring Associated Peru Program

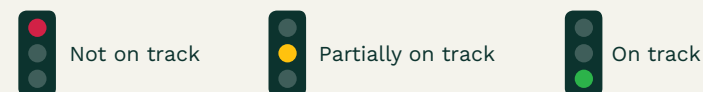
Within the SURGE Results Framework, the results achieved in Peru are measured using SURGE’s pillar 1 and 2 results indicators, as well as the overarching SURGE program indicators. This appendix updates the results achieved by this program.

SURGE PROGRAM INDICATORS	STATUS
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)	Too early
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	339 (45)
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation / implementation was influenced/informed by SURGE support to cities/regions	4
4. Additional financing mobilized for sustainable and inclusive regional/urban development (of which public and of which private financing)	0
5. Number and volume of World Bank investment projects influenced through SURGE support to cities/regions	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



The MDTF contributes to resilient and sustainable urban development in Peru. These results are tracked under SURGE pillar 1 performance 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.

PERU – INDICATORS PILLAR 1: CITY MANAGEMENT, GOVERNANCE, AND FINANCING COME		STATUS	TARGET	PERFORMANCE
Outcome Indicator 1 Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)		Too early	2	
Intermediate Outcome Indicator B.1 Systems, policies, instruments, or strategies that contribute to increased municipal Own-Source Revenue (ORS) are introduced / improved / adopted (# of systems, policies, instruments, or strategies)		1	3	
OUTPUTS	B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products)	2	3	
	B.1.2 Training and knowledge sharing events that contribute to improving municipal revenue (# of events)	6	4	
Intermediate Outcome Indicator C.1 Cities have strengthened institutions and improved management capacities (# of cities)		0	2	
OUTPUTS	C.1.1 Knowledge and planning products delivered that help cities strengthen their institutions and management capacities (# of products)	0	1	
	C.1.2 Training and knowledge sharing events that contribute to strengthening city management and institutions (# of events)	2	3	



The Peru MDTF contributes to improved spatial development planning systems and capacities by strengthening and modernizing Peru’s urban land administration system. These results are tracked under SURGE pillar 2 performance indicators.

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





APPENDIX D  
Results Monitoring  
Associated Serbia  
Program

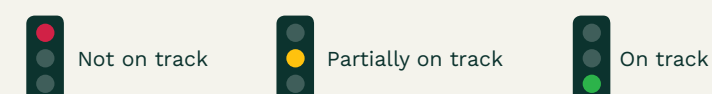
To measure progress toward achieving the targeted results of the Serbia program, several results indicators are being tracked. Given the program’s focus on resilience and sustainability, the SURGE in-dicators from pillar 3 (Sustainable and Climate-Smart Cities) and pillar 5 (Urban and Regional Resilience) are best suited to monitor Green, Livable, and Resilient Cities (GLRC) progress, together with the overarching SURGE program indicators. This appendix updates the results achieved by GLRC.

The table below presents the status of SURGE program indicators for the GLRC.

SURGE PROGRAM INDICATORS	STATUS
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)	Too early
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	121 (41)
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation / implementation was influenced/informed by SURGE support to cities/regions	Too early
4. Additional financing mobilized for sustainable and inclusive regional/urban development (of which public and of which private financing)	0
5. Number and volume of World Bank investment projects influenced through SURGE support to cities/regions	1 project – US\$100 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)	Too early

GLRC contributes to an increased focus on low-carbon and sustainable development by promoting the sustainable management of solid waste and strengthening government capabilities for green urban development. These results are tracked under SURGE pillar 3 performance indicators. The table below presents GLRC’s FY22 status for the 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.

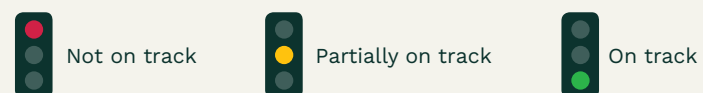
SERBIA – INDICATORS PILLAR 3: SUSTAINABLE AND CLIMATE SMART CITIES		STATUS	TARGET	PERFORMANCE
Outcome Indicator 3 Cities/regions with increased focus on low-carbon and sustainable development (# of cities/regions)		Too early	5	
Intermediate Outcome Indicator G.1 Government institutions have strengthened their capabilities related to sustainable, climate-smart, and low-carbon development (# of institutions)		Too early	5	
OUTPUTS	G.1.1 Knowledge and planning products delivered related to sustainable, climate-smart, and low-carbon development (# products)	0	5	
	G.1.2 Training and knowledge sharing events that contribute to sustainable, climate-smart, and low-carbon development (# events)	11	5	
Intermediate Outcome Indicator I.1 Governance entities improved their knowledge/capacity on sustainable solid waste management practices (# of entities)		1	3	
OUTPUTS	I.1.1 Knowledge and planning products delivered that promote/inform the sustainable management of solid waste (# of products)	1	1	
	I.1.2 Training and knowledge sharing events that contribute to sustainable management of solid waste (# of events)	0	2	





The GLRC program contributes to strengthening urban and regional resilience by enhancing policies and planning instruments and improving the government’s capability to deliver resilient urban infrastructure. Results in this area are tracked under SURGE pillar 5.

SERBIA – INDICATORS PILLAR 5: URBAN AND REGIONAL RESILIENCE		STATUS	TARGET	PERFORMANCE
Outcome Indicator 5 Cities/regions with strengthened resilience to climate change and disasters (# of cities/regions)		Too early	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)		Too early	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	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	5	
Intermediate Outcome Indicator P.1 Government entities with enhanced capability to plan / finance / manage resilient urban infrastructure (# of government entities)		2	3	
OUTPUTS	P.1.1 Knowledge and planning products that help strengthen cities’ capabilities to plan/ finance / manage resilient infrastructure (# of products)	0	3	
	P.1.2 Training and knowledge sharing events that strengthen cities’ capacity to plan / finance / manage resilient infrastructure (# of events)	1	3	



### APPENDIX E Results Monitoring Associated South Africa Program

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

The table below presents the status of the SURGE program indicators for the Urban MDTF for South Africa

SURGE PROGRAM INDICATORS	STATUS
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
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	922
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation / implementation was influenced/informed by SURGE support to cities/regions	2
4. Additional financing mobilized for sustainable and inclusive regional/urban development (of which public and of which private financing)	US\$490,000
5. Number and volume of World Bank investment projects influenced through SURGE support to cities/regions	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



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