

ANNUAL REPORT 2024

SURGE

A Global Umbrella Partnership
for Sustainable Urban and
Regional Development

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SURGE
Sustainable Urban and
Regional Development



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SURGE

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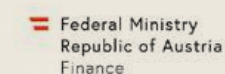




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Key Acronyms and Abbreviations

ATF	Associated Trust Fund
BRT	Bus Rapid Transport
BMF	Federal Ministry of Finance, Austria
C&CC	Cities and Climate Change
CAP	Climate Action Plans
CBP	Capacity Building Program
CCDR	Climate Change and Development Report
CIDMS	Cities, Infrastructure Delivery and Management System
COFOPRI	Comisión de Formalización de la Propiedad Informal (Peru)
CPL	City Planning Labs
CSP	Cities Support Programme
DRM	Disaster Risk Management
ECA	Europe and Central Asia
GDP	Gross domestic product
GFDDR	Global Facility for Disaster Reduction and Recovery
GHG	Greenhouse gas
GUH	Global Urban Housing
GLRC	Green, Livable, Resilient Cities
GSCP	Global Smart City Partnership Program
ICL	Instituto Catastral de Lima
IDSUN	Indonesia Sustainable Urbanization
IDUGD	Urban, Resilience, and Land Global Department (formerly GPURL)
IFC	International Finance Corporation
KRIHS	Korean Research Institute for Human Settlements
LADM	Land Administration Domain Model
LIID	Local Infrastructure and Institutional Development
LTFS	Long-Term Financial Strategies
LVC	Land Value Capture
MDTF	Multi-Donor Trust Fund
MEF	Ministry of Economy and Finance

MFA	Royal Ministry of Foreign Affairs of Denmark
MOLIT	Ministry of Land, Infrastructure, and Transport
MPD	Ministry of Development Planning
MSDI	Municipal Spatial Data Infrastructure
MTR	Mid-Term Review
MTRS	Metropolitan Title Reform Support
MVCS	Ministry of Housing
P2P	Pancakes to Pyramids
SECO	State Secretariat for Economic Affairs (Switzerland)
SNDB	Subnational Doing Business
SUDS	Sustainable Urban Development Strategy
SURGE	Sustainable Urban and Regional Development
SWM	Solid waste management
TDD	Technical Deep Dive
UA&TA	Urban Analytics and Technical Assistance



Foreword

Cities are central to the transition to greener and more resilient economies and livelihoods, job creation and economic growth. Today nearly 60% of the world's population live in cities – a share that will rise to almost 70% by 2050 – and cities generate around 80% of global GDP. Urbanization is essential for lifting people out of poverty and achieving middle- and high-income status. Well-managed urban development boosts investment in infrastructure, residential, and commercial structures, connecting people with job opportunities. Whereas cities can enhance productivity and competitiveness and alleviate poverty, many cities have insufficient resources and capacities and struggle to benefit from their full potential. These limitations often hinder their ability to plan proactively for sustainable and inclusive urban development, finance local development priorities, operate urban systems and deliver services.

Cities are among the largest Greenhouse Gas (GHG) emitters and in many cases vulnerable to the effects of climate change. Their local economies are often hardest hit by increasingly frequent extreme weather shocks, which affect the poorest and vulnerable groups the most. Yet, cities offer tremendous potential for climate mitigation through, for example, compact footprint of the build-up area, low carbon transport and housing sectors, and improved waste management and resource efficiency towards circular economy. Nature-based solutions such as multipurpose parks and green public spaces can mitigate extreme rainfall events while reducing temperatures during heat waves—making cities more resilient and livable.

Since 2020, the World Bank's Sustainable Urban and Regional Development (SURGE) Umbrella Program has supported local and national governments in 409 cities and 37 countries to proactively plan and manage urban growth and development. This has been achieved through the reinforcement of financial and institutional instruments and capacities, improvement of spatial planning systems, provision of city-level data and analytics to guide urban policy and investment planning, and advancement of government capabilities in resilience to climate change and disasters, as well as sustainable, climate smart, and low carbon development.

As pointed out in the 2023 mid-term evaluation of the program, "SURGE has been an effective vehicle for deepening World Bank engagement with clients and strategic collaboration with its donors on sustainable urban development." Four years since its establishment, SURGE has evolved into a driver of complex programmatic change evidenced by deep and tangible results in cities and countries across all programs.

Last year the Urban, Resilience and Land Department which manages SURGE joined the Infrastructure Vice-Presidency as part of World Bank reorganization creating exciting opportunities for deeper collaboration on urban mobility and energy efficiency of urban services and infrastructures. Last year also marked significant expansion of the donor support for the Program with two new donors - Denmark's Ministry of Foreign Affairs and the Korean Research Institute for Human Settlements (KRIHS) – joining Switzerland's State Secretariat for Economic Affairs (SECO) - the founding SURGE donor, Austria's Ministry of Finance (BMF), and Korea's Ministry of Land, Infrastructure, and Transport (MOLIT).

In my first year as Global Director for Urban Development, I am honored to present this report on the progress and results SURGE has achieved in its fourth year of operation. We express our deep gratitude to our partners for their strong support and collaboration. Looking ahead, SURGE is eager to continue working together with its partners toward supporting local and national governments to build the livable cities of tomorrow.



Ming Zhang

GLOBAL DIRECTOR

Urban, Resilience and Land Global Department
Infrastructure Vice Presidency



Executive Summary

The Sustainable Urban and Regional Development (SURGE) Umbrella Program, established by the World Bank in 2020, is a collaboration platform that aims to build **livable, inclusive, resilient, and sustainable cities in developing countries**. It supports governments and local authorities in addressing challenges related to rapid urbanization and unequal regional development. SURGE operates under the Urban, Resilience, and Land Global Department (IDUGD), part of the Infrastructure Vice-Presidency of the World Bank.



Aligned with the World Bank’s vision of creating a world free of poverty on a livable planet, SURGE focuses on five interlinked pillars to enhance urban livability: City Management, Governance, and Finance (Pillar 1), Territorial and Spatial Development (Pillar 2), Sustainable and Climate-Smart Cities (Pillar 3), Urban Poverty and Housing (Pillar 4), and Urban and Regional Resilience (Pillar 5).

The SURGE umbrella program comprises **six trust funds**: the Anchor Trust Fund, which includes four global programs, and two geographical programs in Europe and Central Asia (ECA) and Rwanda. Additionally, five associated country trust funds are being implemented in Bolivia, Peru, Serbia, South Africa, and Indonesia.

This annual report summarizes the progress and results of SURGE during FY24 (July 2023–June 2024), highlighting cumulative achievements since inception, key accomplishments in FY24, and the next steps for the program. The report concludes with a financial overview and priorities for FY25.

SURGE progress during FY24

By the end of FY24, the **SURGE Umbrella Program** increased its donor contributions to **US\$ 57.5 million**, strengthening partnerships with its main donor, Switzerland's State Secretariat for Economic Affairs (SECO), as well as Austria’s Ministry of Finance (BMF) and Korea’s Ministry of Land, Infrastructure, and Transport (MOLIT). Two new donors, Denmark’s Ministry of Foreign Affairs (MFA) and the Korean Research Institute for Human Settlements (KRIHS), joined the program in FY24, highlighting SURGE’s commitment to expanding collaboration for effective urban development.

Key achievements in FY24 included (i) successful completion of most activities under the global Urban Analytics and Technical Assistance (UA&TA) program, (ii) sustained progress of the City Planning Labs (CPL), the Global Smart City Partnership Program (GSCP), the ECA Cities and Climate Change (ECA C&CC) program and the Peru associated trust fund (ATF); (iii) extension of three ATFs — Bolivia, Serbia, and South Africa—to allow additional implementation time, (iv) commencement of the Indonesia’s ATF, and (v) launch of two new programs to begin implementation on FY25: the **Global Urban Housing (GUH) Program**, supported by KRIHS, and the **Climate Adaptation and Enhanced Resilience Program in Rwanda**, funded by Denmark’s MFA.

Highlights of SURGE key achievements during FY24

As of the end of FY24, 409 cities in 37 countries across eight regions have benefited from SURGE support for implementing or formulating more than 60 sustainable and inclusive urban or regional economic development strategies, policies, projects, plans, procedures, or regulations. During the first four years of the program, 44 World Bank-supported investments amounting to US\$ 9.1 billion¹ were informed through SURGE activities, and US\$ 9.3 million additional finance was mobilized to advance sustainable and inclusive urban development.

In FY24, SURGE conducted its first independent evaluation – Mid-Term Review (MTR)– which emphasized the significance of the program in advancing urban development and established that the program is on track to achieve its results.

The UA&TA program, launched in 2020, aims to diagnose urban challenges and support cities in identifying policy interventions and priority investments for sustainable urbanization. It consists of three phases: in-depth urban analytics, targeted technical assistance (TA), and global studies exploring solutions to urbanization challenges. As of FY24, the program has supported 15 city engagements across six regions, delivering key outputs in urban planning, investment mobilization, and operational management. Twelve engagements concluded by FY24 and the remaining three – in Nepal, Sri Lanka and India – will be completed by December 30, 2024. Main achievements included strengthened policy and institutional frameworks across 13 countries, in areas like housing, urban resilience, and climate risk analysis. The program has

influenced investment mobilization in Africa, East Asia, South Asia, Latin America, and Europe. It also conducted three global technical deep dive studies promoting evidence-based decision-making in urban planning and finance. In the second half of FY25, the program plans to launch a second phase, currently under discussions with SECO, focused on long-term sustainability and enhanced communication of results.

The CPL program aims to strengthen municipal governments' ability to use geospatial data for evidence-based urban planning. Since 2022, SURGE has supported CPL in scaling its approach globally, building on successful pilots in Indonesia. The program includes four components: establishing city data ecosystems, supporting Municipal

¹ Additional finance refers to public or private financing (other than SURGE grants) that becomes available for a sustainable and inclusive urban development project or activity as a result of the SURGE funded activity. It only considers funds from other institutions or other WB programs or trust funds. WB lending operations are not considered in this indicator.

Spatial Data Infrastructure (MSDI) implementation, fostering innovation, and sharing knowledge. CPL operates in six countries, with grants supporting projects for up to 24 months. Key accomplishments include launching demo tools for urban planning, developing a capital investment prioritization platform, and creating training programs on geospatial data governance. Notable achievements include MSDI assessments in Jordan and Kenya, data-driven urban upgrades in Amman, and the application of CPL tools for urban recovery in Ukraine. Knowledge-sharing efforts included presentations at global conferences and development of online training modules for city stakeholders.

GSCP3 builds on the success of the earlier program. From 2018 to 2023, the World Bank, in collaboration with MOLIT, implemented two phases of the GSCP. Building on this experience, GSCP Phase 3 was launched under SURGE in 2023 to enhance smart city strategic planning and interoperability. The program is structured into three components: technical support for smart city planning, operational support for foundational projects, and knowledge sharing. In FY24, GSCP3 provided technical assistance to seven cities, improving urban planning through the development of data systems for transport and housing. The program also published five key knowledge products. Upcoming priorities include launching new projects in India, Pakistan, and Türkiye, and organizing knowledge-sharing events and webinars to disseminate global best practices.

The ECA C&CC program was developed in partnership with Austria's Ministry of Finance to support urban climate adaptation and mitigation across ECA. The program focuses on two main components: technical assistance for implementing urban climate investments and fostering knowledge exchange. In FY24, the program provided technical assistance to nine countries, facilitating investments totaling US\$1.0 billion, and enhancing climate resilience in 29 cities. Key achievements include integrating climate measures into urban projects in Albania, conducting climate risk screenings in Armenia, and enhancing municipal climate capacity in Türkiye, Kazakhstan, and North Macedonia. Additionally, sustainable waste management initiatives were supported in Bosnia and Herzegovina, Tajikistan, and Uzbekistan. The program has also significantly contributed to housing policy and reconstruction efforts in Ukraine. Upcoming steps include advancing climate-smart infrastructure, enhancing waste management, and supporting ongoing housing reforms in Ukraine.

The Bolivia Urban Resilience Program was launched in 2020 to address the challenges of the rapid urbanization in the country, such as urban sprawl, inadequate service provision, pollution, and vulnerability to natural hazards. More specifically, the program aims to enhance the technical and financial capacity of cities to invest in resilient urban development. The program has three components: improving resilient infrastructure and urban mobility in Santa Cruz and La Paz, support-

ing the creation of Municipal Climate Action Plans and green financing, and strengthening national government capacity in urban resilience tools and disaster risk management. Key FY24 achievements include flood risk mapping and disaster risk management capacity-building in Santa Cruz and La Paz, finalizing Climate Action Plans, and supporting Bolivia's national policy framework for urban resilience. The program will continue to focus on enhancing flood and disaster preparedness, municipal finance reforms, and national policy implementation in FY25.

Strengthening Urban Cadasters for Urban Governance in Peru. The Peruvian government has recognized the need for a functional, integrated national cadaster system to improve property tax collection and urban governance. In response, the Strengthening Urban Cadasters for Urban Governance in Peru program, launched in 2020, focuses on enhancing national and municipal capacities to manage cadastral data and implement urban governance tools. The program is structured into three components: designing the technical framework for the Land Administration Domain Model (LADM), strengthening municipal and government capacity for urban cadaster management, and delivering Land Value Capture (LVC) instruments. Key FY24 achievements include workshops supporting LADM standards, capacity-building for municipalities, legal and administrative tool development for urban cadaster management, and the drafting of regulations for Peru's Urban Sustainable Development Law. Moving

forward, the program will focus on capacity-building, regulatory reforms, and piloting new land valuation methods.

Green, Livable, Resilient Cities in Serbia (GLRC) program. Serbia's cities are key to enhancing the country's livability and competitiveness, but they face challenges in sustainable urban development. In response, the World Bank, in partnership with SECO, launched the GLRC program under SURGE in 2021. The program focuses on building the capacity of local and national governments to plan and implement sustainable urban strategies. In FY24, the GLRC program achieved significant progress in strengthening urban resilience, strategic planning, and green investment initiatives across ten Serbian cities, promoting knowledge sharing, and improving multi-sectoral collaboration. It supported local governments with tailored recommendations based on a comparative analysis, advanced urban planning, and the preparation of green project proposals, while also enhancing waste management strategies and stakeholder engagement at the national level. Looking ahead to FY25, the program aims to further develop guidelines on resilient infrastructure and waste management planning, enhance urban mobility, and continue facilitating peer-to-peer city dialogues.

Urban Multidonor Trust Fund (MDTF) for South Africa. South Africa's National Development Plan identifies cities as key drivers of economic growth, but rapid urbanization has strained infrastructure and governance.

To address these challenges, the government launched the Cities Support Programme (CSP) in 2013. Building on this initiative, the World Bank and SECO launched the second Urban MDTF in 2020 to support eight metropolitan areas in advancing integrated urban transformation. The MDTF aims to promote productive, inclusive, and sustainable cities through three components: strengthening fiscal and governance capacities, delivering climate-resilient infrastructure, and supporting business process reforms at city, regional, and national levels. In FY24, key achievements include the institutionalization of long-term financial strategies, climate resilience integration in urban planning, water resilience strategies in several cities, and the enhancement of city governance for sustainable infrastructure. Moving forward, the program will focus on strengthening metro capacity, promoting inclusive economic development, and advancing reforms under its next phase.

The Indonesia Sustainable Urbanization Phase II (IDSUN-II) launched in 2023 under the SURGE Umbrella Program, aims to strengthen urban resilience by enhancing decision-making, strengthening integrated urban planning, expanding infrastructure financing, improving urban transport, and advancing disaster and water management. In FY24, IDSUN-II benefited 10 cities, influenced three climate smart investment strategies and five disaster risk management regulations, and contributed to six investment projects. Key achievements include spatial

planning analytics influencing investment projects in multiple cities, development of financing strategies for Jakarta and Bandung, and support for flood risk management in five cities. The program has also promoted sustainable urban mobility, gender inclusion in transport, and knowledge sharing through workshops and studies. Looking ahead to FY25, IDSUN-II will continue these efforts, supporting integrated planning, infrastructure financing, and disaster resilience, with a focus on long-term urban transformation across Indonesia.





Chapter 1 About SURGE

Cities are at the front line of opportunity to develop economic prosperity, climate-resilient solutions and mitigation of long-term carbon dependency. Urbanization remains one of the most important development issues of the 21st century as over half the global population: 56% or about 4.4 billion people—resides in cities. By 2050, nearly 7 of 10 people globally are expected to live in urban areas.



Still, many cities in developing countries lack the human, financial, and technical capacity to effectively plan, finance, and manage urban growth, leading to negative social, economic, and environmental outcomes. The cities of tomorrow must be supported sustainably and strategically to proactively plan and implement sustainable urban reforms.

SURGE is a Global Umbrella Program that aims to enable cities and regions in developing countries to function as drivers of sustainable and inclusive economic development. The World Bank established the SURGE Umbrella Program in 2020 as its central collaboration instrument for working with partners on building inclusive, resilient, and sustainable cities in developing countries. To achieve its objective, SURGE supports governments and local authorities to address challenges stemming from rapid urbanization and unequal regional development processes and to consolidate efforts to build livable, inclusive, competitive, low carbon, and resilient cities and regions. The SURGE program is housed within the Urban, Resilience, and Land Global Department (IDUGD, formerly GPURL) in the World Bank's Infrastructure Vice-Presidency.

The Swiss State Secretariat for Economic Affairs (SECO) is the founding donor of the SURGE Umbrella contributing 77% of total funding, followed by the Austria's Federal Ministry of Finance (BMF, 11%), the Royal Ministry of Foreign Affairs of Denmark (MFA, 9.5%), and the Korean Ministry of Land, Infrastructure and Transport (MOLIT, 2%), and the Korean Research Institute for Human Settlements (KRIHS, 0.5%).

In line with the renewed World Bank's vision, "to create a world free of poverty – on a livable planet", SURGE focuses on five priority pillars that contribute to enhance the liveability of cities (see Figure 1). These five pillars are aligned with the IDUGD mandate and the associated five Global Solutions Groups (GSGs), that are proven effective vehicles to channel operational and technical support to Bank teams and clients. While each pillar has its own thematic focus, all five pillars are closely interlinked and are complementary, aiming to collectively achieve the development objective of the SURGE Umbrella Program.

Across the five thematic pillars, SURGE supports four types of activities (see Figure 2). These activities assist governments at different levels in strengthening and prioritizing their investment portfolios, through knowledge creation, capacity building and training, stakeholder collaboration and knowledge sharing, and mobilization of additional resources.

Figure 1.

SURGE Pillars

1.		City Management, Governance & Financing	Strengthening the financial and institutional dimensions of urban and regional development and management in developing countries.
2.		Territorial & Spatial Development	Supporting the adoption of spatial and territorial dimensions to spur local and regional development and growth.
3.		Sustainable and Climate-Smart Cities	Promoting low-carbon, climate smart urban development by fostering innovation and technical excellence.
4.		Urban Poverty & Housing	Fostering more inclusive urban areas to improve living conditions of the urban poor, including for forcibly displaced people in urban centers.
5.		Urban & Regional Resilience	Strengthening cities and region's resilience to climate change disasters in urban centers.

Figure 2.

SURGE Activity Lines

1.		Knowledge Creation & Innovation	Creating a knowledge base of best practices and proven policies for national and local policymakers to help them address urbanization challenges and accrue the benefits of agglomeration.
2.		Capacity Building & Training	Assisting development countries in building their capacity to formulate policies and strategies aimed at improving sustainable urban and regional development.
3.		Supporting Finance Mobilization	Assisting national and local governments in building their capacity to carry out finance mobilization and finance diversification for investment projects to support sustainable urban and regional development.
4.		Stakeholder Collaboration & Knowledge Sharing	Establishing and facilitating stakeholder collaborations to promote synergies and share knowledge with other players at global, regional and national levels for green, resilient and inclusive cities.

Figure 3.
SURGE Programs and their Alignment with Pillars

5 Pillars	SURGE Global & Country Programs										
	Global and Regional					Country					
	UA&TA	CPL	GSCP	GUH	ECA C&CC	Rwanda	Bolivia	Indonesia	Peru	Serbia	South Africa
City Management, Governance & Financing			✓				✓	✓	✓		✓
Territorial & Spatial Development	✓	✓	✓					✓	✓		✓
Sustainable & Climate Smart Cities					✓		✓	✓		✓	
Urban Poverty and Housing				✓							
Urban & Regional Resilience						✓	✓	✓		✓	✓

Mid-Term Review

During FY24, the Mid-Term External Review (MTR) of the SURGE Umbrella Program was carried out by a third party (an evaluation firm²) that was engaged through a competitive process. The review was based on thorough research and provides a comprehensive overview of the functioning of the SURGE Umbrella Program from program inception in 2020 to July 2023. This evaluation reviewed progress and initial results and impacts of the UA&TA program and three associated country programs (Peru, Bolivia, Serbia), and consolidated lessons learned to benefit SURGE moving forward.

The MTR findings underscore the importance of the SURGE Umbrella Program in providing comprehensive and timely support to its clients through holistic approaches. The review highlights SURGE as a strategic tool for collaboration on urban development topics between the World Bank and its partners, emphasizing its flexible and responsive nature. It also recognizes that, at mid-term, the program has made significant progress in delivering its intended outputs and is on track to meet most of its outcome indicator targets. The evaluation has also found that SURGE activities have demonstrated significant ability, with targeted TA and analytical work, to strengthen client capacity for addressing priority urban reforms.

“SURGE has been an effective vehicle for deepening World Bank engagement with clients and strategic collaboration with its donors on sustainable urban development”

- FINDINGS FROM THE MID TERM REVIEW.

² Universalia (Canada)



Currently, SURGE comprises six trust funds with contributions from 5 donors: the Anchor Trust Fund and five associated country trust funds. All of these operate as one Umbrella Program with one common Governance Body and Results Framework (See Figure 4).

Figure 4.
SURGE Structure

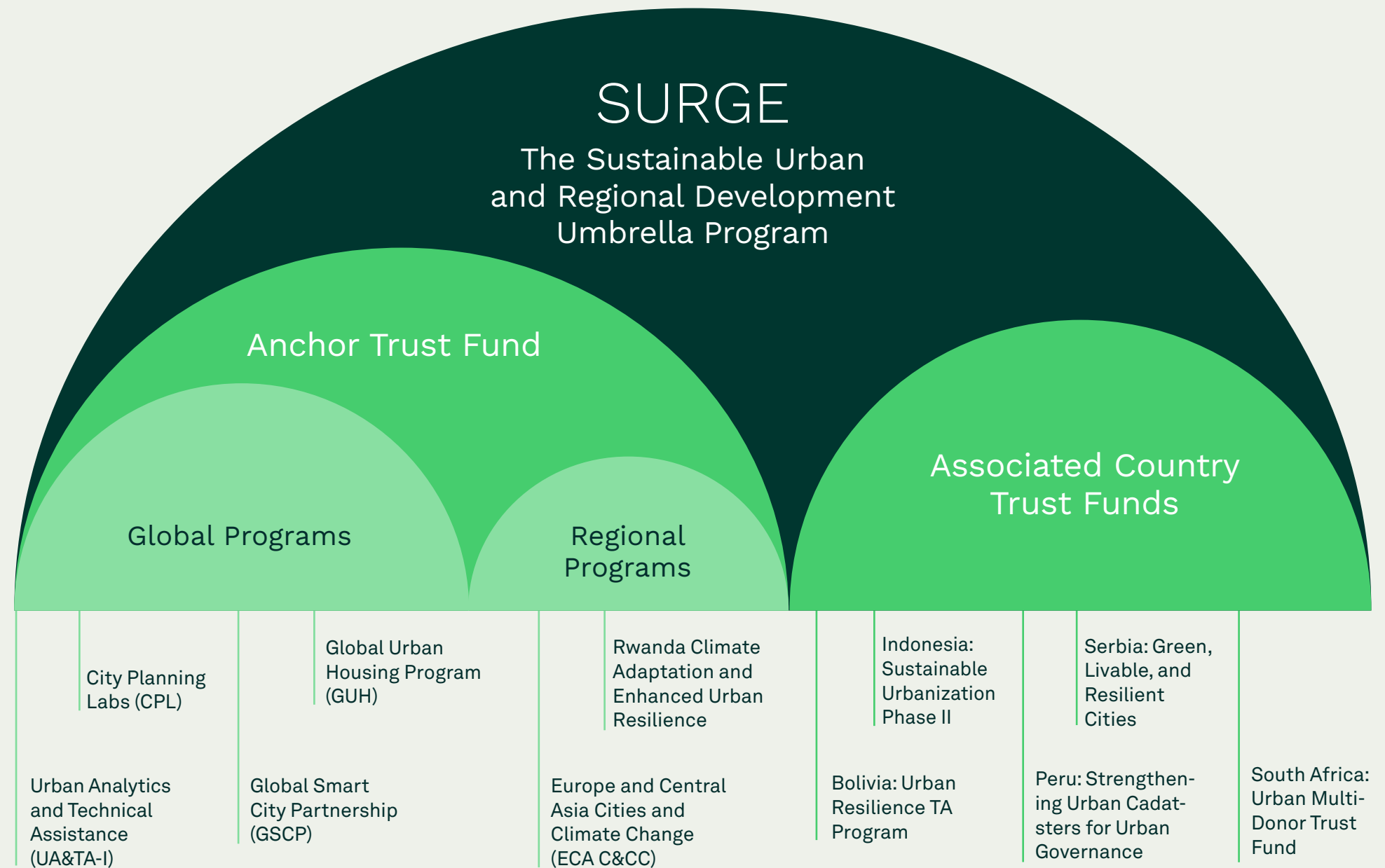


Figure 5. Countries where SURGE is Financing Activities

- UA&TA
- CPL
- GSCP
- ECA C&CC
- Country Programs



SURGE at-a-glance

5 Thematic Pillars



City Management, Governance, and Financing



Territorial and Spatial Development



Sustainable and Climate-Smart Cities



Urban Poverty and Housing



Urban and Regional Resilience

4 Activity Lines



Knowledge Creation and Innovation



Supporting Finance Mobilization



Capacity Building and Training



Stakeholder Collaboration and Knowledge Sharing

1

Global Anchor Trust Fund

4

Global Programs

2

Geographic Programs

US \$57.5 million budget

5

Associated Country Trust Funds

Bolivia

Indonesia

Peru

Serbia

South Africa

409

cities in 37 developing countries benefited from SURGE support for:

6,162

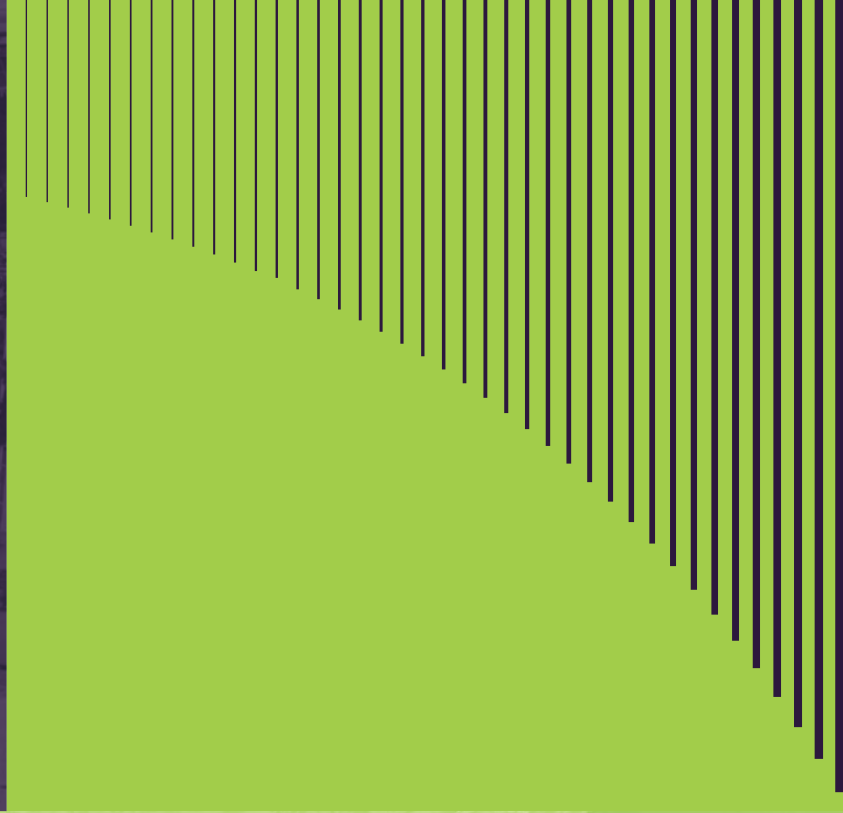
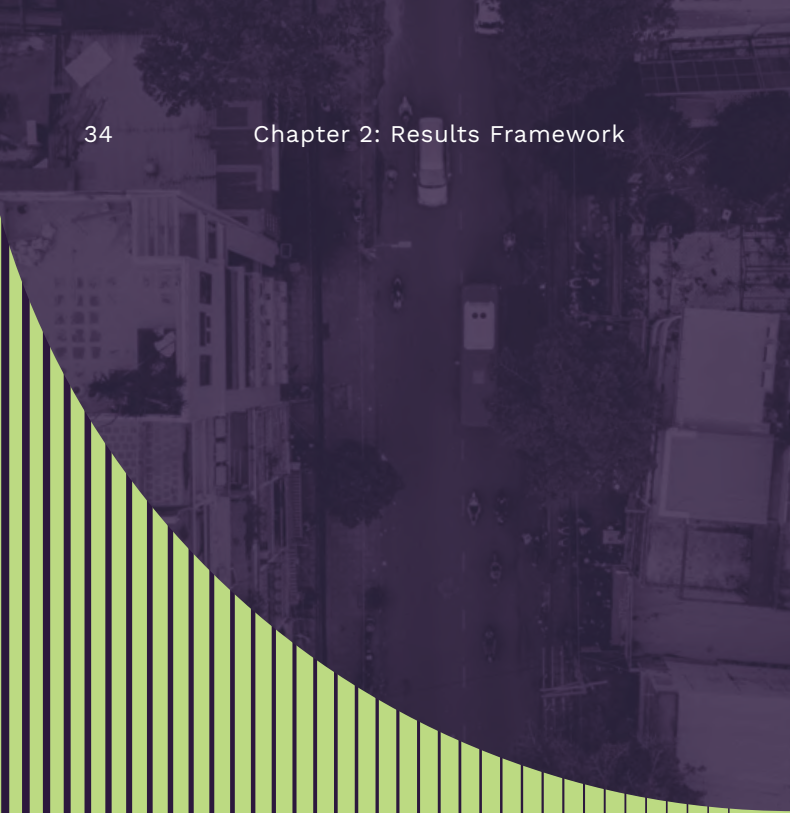
people participated in events from SURGE support for:

US \$9.1

billion in 43 World Bank investment projects (of which 19 are in pipeline) in twelve World Bank investment projects (of which US \$1.9 billion in 7 pipeline projects informed on:

Sustainable and inclusive regional and urban development

Tracking results through 42 indicators



Chapter 2 Results Framework

The SURGE program tracks progress toward achieving its development objective by monitoring a set of results indicators. The program’s results framework comprises 42 indicators, aggregating results under overarching program indicators, while also monitoring results at the level of individual pillars.



The program also has internal reporting mechanisms, including internal review to ensure depth, quality, and indicator scoring consistency among the various activities and programs, and an indicator tracking database to facilitate results monitoring and reporting. The entire SURGE Results Framework is available in the Annex 1.

This chapter presents the cumulative results achieved by SURGE from inception to the end of FY24, via its three global programs, the regional ECA C&CC program, and the five associated country programs. The first section presents the results of the six overarching program indicators for all SURGE programs. The second section is organized by each of the four pillars impacted by these programs. As the South Africa program was set up before the SURGE umbrella program was established, it only reports to the SURGE program indicators, alongside separate reporting on its legacy country level results framework.



Program Indicator Results

INDICATOR 1

409

CITIES

Benefited from SURGE support for implementing or formulating sustainable and inclusive urban or regional economic development strategies, policies, projects, plans, procedures, or regulations (3 of which were a fragile and conflict-affected situations).

A total of 409 cities in Albania, Armenia, Angola, Bangladesh, Bolivia, Bosnia and Herzegovina, Costa Rica, Dominican Republic, Arab Republic of Egypt, India, Indonesia, Jordan, Kazakhstan, Madagascar, Morocco, Nigeria, Nepal, North Macedonia, Pakistan, Peru, Philippines, Romania, Serbia, South Africa, Sri Lanka, Tajikistan, Türkiye, Ukraine, Uzbekistan, and Viet Nam have benefited from SURGE activities.

HIGHLIGHT: BANGLADESH

87 cities supported under the newly approved Bangladesh Resilient Urban and Territorial Development Project.

INDICATOR 2

6162

PARTICIPANTS

participants in events on sustainable and inclusive regional or urban economic development. Of the 6162 participants for which gender data was available, 2010 were women.

Over 6,162 individuals participated in events promoting sustainable and inclusive urban development. These events brought together diverse key stakeholders, including national and local government representatives, NGOs, international experts, city planners, and private sector professionals. Many gatherings encouraged peer-to-peer knowledge sharing, while others included multi-day training sessions or workshops. Most events focused on deepening awareness of urban challenges and inspiring action for sustainable growth, along with high-level meetings and launch events.

HIGHLIGHT: SERBIA

The program supported Serbia's second National Urban Forum in Niš, with about 150 participants from government, private sector, academia, and civil society. The forum addressed localizing and monitoring SDGs in urban areas, emphasizing green urban development, digital governance, and social issues, and highlighted two ongoing World Bank infrastructure projects.

Program Indicator Results

INDICATOR 3

67

strategies, policies, plans, procedures, or regulations were influenced or informed by SURGE support to cities or regions.

Influencing the formulation or implementation of strategies, policies, plans, procedures, or regulations. These efforts support the creation of an enabling environment for city development, project prioritization, and successful implementation. Key examples include: technical inputs for Ghana's revised National Urban Policy and National Urbanization Policy; the drafting of Bolivia's MAGOT and related land-use guidelines; updates to Surat's Conceptual Master Plan to incorporate resilient design and nature-based solutions; and contributions to the development of regulations for the Dominican Republic's Law on Territorial Planning, Land Use, and Human Settlements (Law 368-22), adopted in December 2022.

INDICATOR 4

US \$12.2

MILLION

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

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

HIGHLIGHT: ANGOLA

Based on the findings and outputs of the SURGE grant, the World Bank team has been able to mobilize Trust Fund resources from the City Climate Finance Gap Fund (US\$350,000) and Global Facility for Disaster Reduction and Recovery (GFDRR); (US\$700,000) to support technical assistance activities related to green and resilient housing development.

Program Indicator Results

INDICATOR 5

US \$9.1

BILLION

World Bank investment projects were influence through SURGE support to cities or regions with a total value of US\$9.1 Billion for 43 projects of which 19 are pipeline projects.

World Bank financing for these projects amounted to US\$9.1 billion. SURGE's global, regional, and country programs influence, through analytical work and technical assistance, the preparation, design, and implementation of World Bank investment projects. As of FY24, SURGE's activities have provided inputs for the design of projects in Bolivia, Indonesia, Peru, Serbia, Albania, Armenia, Bosnia and Herzegovina, North Macedonia, Tajikistan, Ukraine, Uzbekistan, Angola, Bangladesh, Costa Rica, Dominican Republic, Guatemala, India, Madagascar, Nepal, Pakistan, Romania, Jordan, Brazil, Kenya, Mozambique, and Tanzania.

HIGHLIGHT: DOMINICAN REPUBLIC

The grant financed advisory inputs for the drafting of regulations of the DR's Law on Territorial Planning and Land Use that help define rules and criteria for the implementation of the Law that is being supported through two WB operations amounting a total of US\$430 million.

INDICATOR 6

37

municipalities/cities improved participatory planning processes, including with a focus on gender (1 in fragile and conflict-affected situations)

Engaging local communities in urban design and incorporating gender-inclusive planning are essential to creating more livable cities. To this end, SURGE is committed to promoting participatory planning processes that ensure cities are inclusive for all. Since its launch, 37 municipalities have enhanced their ability to implement participatory and gender-sensitive planning practices.

HIGHLIGHT: INDONESIA

The participatory planning processes (called public consultation for the project) has been conducted by the Project Implementation Units inviting local communities, including women to gather feedback on the project planning and design, including technical documents of their subproject activities.

RESULTS BY PILLAR



PILLAR 1

City Management, Governance, and Financing

196

CITIES

or regions have strengthened financial or institutional aspects of urban development and management

KEY RESULTS

ANCHOR TRUST FUND PROGRAMS

—The GSCP3 global program has supported 7 cities in Tanzania, Brazil, Pakistan, Mongolia, Mozambique, Kenya, and Ghana by enhancing their institutional and management capacities.
 —This was achieved through the development of two knowledge products on best practices for smart city strategies and participation in 2 knowledge exchanges.

ASSOCIATED COUNTRY PROGRAMS

—2 cities in Bolivia, 3 in Indonesia, and 184 in Peru have improved their capacity to increase municipal revenues and explore financing alternatives.
 —Analytical products and capacity-building workshops have led to the creation of 8 regulations, strategies, and systems across Bolivia, Indonesia, and Peru. These include tax collection systems and an Urban Development Fund in Bolivia, regulations for an urban cadaster and land value capture instruments in Peru, and municipal financing strategies in Indonesia.



Table 1: Status Of The SURGE Pillar 1 Indicators

Indicators Pillar 1: City Management, Governance & Financing	As of FY 22	As of FY 23	As of FY 24	Target
Outcome Indicator 1 Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)	Too early	4	196	25
Intermediate Outcome Indicator B.1 Systems, policies, instruments, or strategies that contribute to increased municipal own-source revenues are introduced/improved/adopted (# of systems, policies, instruments, or strategies)	1	5	6	7
Outputs B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products)	2	6	11	8
Outputs B.1.2 Training and knowledge-sharing events that contribute to improving municipal revenue (# of events)	6	15	36	12
Intermediate Outcome Indicator C.1 Cities have strengthened institutions and improved management capacities (# of cities)	Too early	0	7	2
Outputs C.1.1 Knowledge and planning products delivered that help cities strengthen their institutions and management capacities (# of products)	0	0	3	1
Outputs C.1.2 Training and knowledge-sharing events that contribute to strengthening city management and institutions (# of events)	2	2	7	3

PILLAR 2
Territorial and Spatial Development

46

CITIES

cities or regions have advanced equitable regional and local development through improving spatial and territorial capacities

KEY RESULTS

ANCHOR TRUST FUND PROGRAMS

—The UA&TA program has impacted **30 cities** across 9 countries, influencing 42 laws, strategies, and regulations, including spatial planning policies, national urban strategies, master plans, and territorial laws. It also helped develop or improve four data systems and platforms.

—The CPL program has supported **6 cities** in Nepal, India, Kenya, and Jordan by enhancing data-driven planning and management through spatial data infrastructure, citizen engagement tools, and urban data management systems for green, inclusive growth.

—The GSCP3 program has provided **5 cities** in Brazil, Kenya, Mongolia, Pakistan, and Tanzania with tools for spatial development planning, including urban transport and housing information systems.

ASSOCIATED COUNTRY PROGRAMS

—In Peru, **4 cities** have fostered equitable local development through a framework for sustainable urban growth and capacity-building initiatives.

—In Indonesia, the IDSUN-II program has informed the development of a climate-smart, area-based investment strategy in Jakarta.

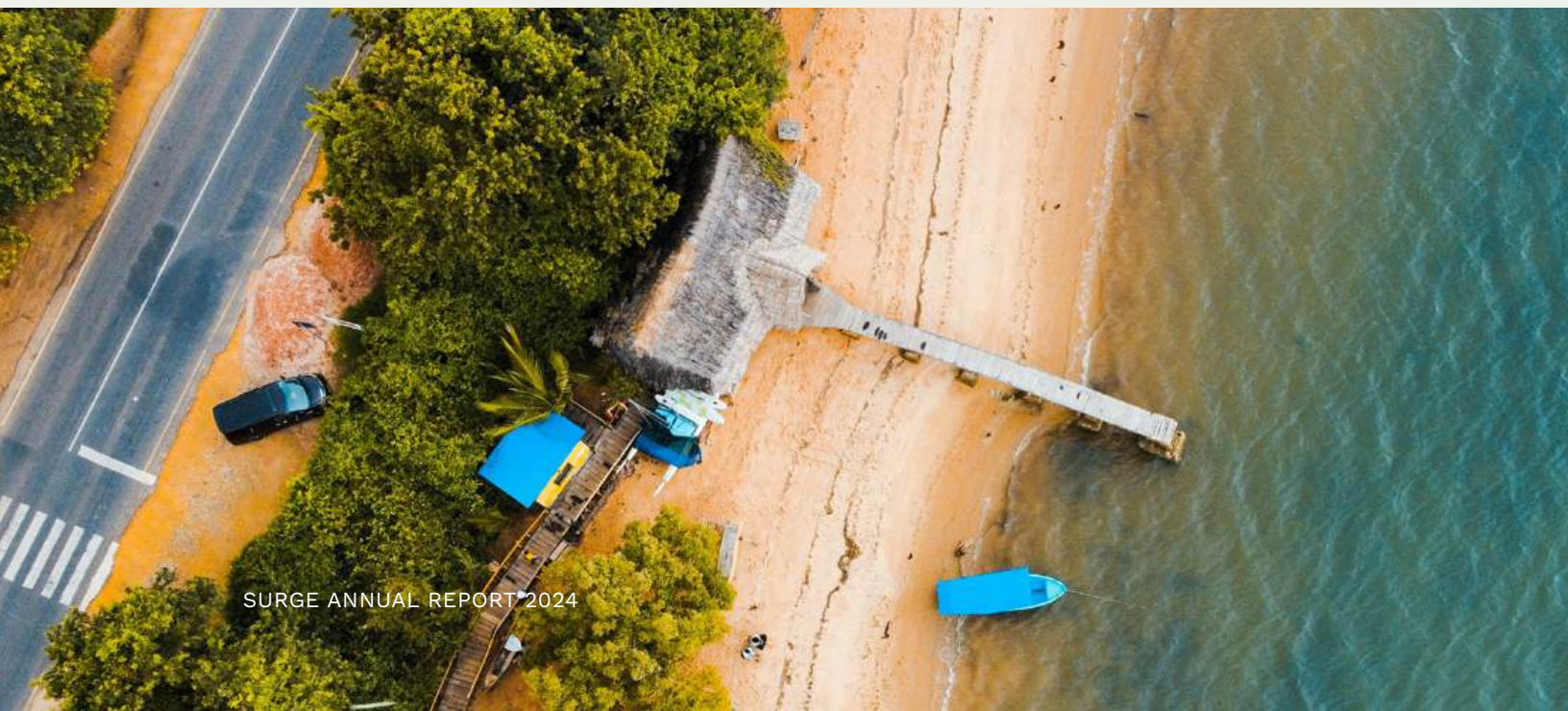


Table 2: Status Of The SURGE Pillar 2 Indicators

Indicators Pillar 2: Territorial & Spatial Development	As of FY 22	As of FY 23	As of FY 24	Target
Outcome Indicator 2 Cities/regions which spurred equitable regional and local development (# of cities/regions)	Too early	26	46	29
Intermediate Outcome Indicator E.1 Government entities with improved spatial development planning systems and capacities (# of entities) (Peru Target: 12)	5	5	8	15
Outputs E.1.1 Knowledge and planning products delivered that contribute to better spatial development planning systems and capacities (# of products)	3	5	8	9
E.1.2 Training and knowledge-sharing events that contribute to improved spatial development planning systems and capacities (# of events)	3	5	11	8
Intermediate Outcome Indicator F.1 Laws, policies, procedures, or plans (incl. investment plans, spatial plans, sector plans, action plans, etc.) related to urban/regional development are initiated and/or improved based upon (spatial) data and analytics (# of laws, policies, procedures, or plans)	11	29	45	22
Outputs F.1.1 Knowledge and planning products, and tools containing urban data and key urbanization topics, diagnostics and/or analytics are produced and shared with government officials (# of products)	18	34	70	64
F.1.2 Training and knowledge sharing events that help stakeholders collaborate and/or improve the use of urban data and analytics for urban policy making and investment planning (# of events)	25	46	69	48
F.1.3 Downloads of SURGE supported official outputs related to improved city-level data and analytics (# of downloads)	3774	5351	10649	6300
Intermediate Outcome Indicator F.2 LImproved/New data systems, platforms, portals, or tools used by cities/metros (# of systems, platforms, portals, or tools)	1	3	11	23
Outputs F.1.3 Planning and data products/tools developed, piloted, and/or improved that help carry out evidence-driven urban planning and management (# of products/tools)	2	5	9	12

PILLAR 3
Sustainable and Climate Smart Cities

28
CITIES

cities or regions with increased focus on low-carbon and sustainable development

KEY RESULTS

ANCHOR TRUST FUND PROGRAMS

—13 cities in Albania, Tajikistan, and Türkiye have enhanced their climate action planning, GHG accounting, and integrated climate mitigation measures into urban infrastructure investments through the ECA C&CC program.

ASSOCIATED COUNTRY PROGRAMS

—2 cities in Bolivia have strengthened their capacity to assess climate risks, measure GHG emissions, and identify key mitigation actions by developing Climate Action Plans and participating in capacity-building activities.
—In Indonesia, 3 city governments’ officials improved their knowledge of urban heat islands and mitigation strategies through a knowledge-sharing event.
—10 local governments’ officials in Serbia deepened their understanding of low-carbon, sustainable development through 17 capacity-building activities, including workshops, city-to-city dialogues, trainings, and study tours.



Table 3: Status Of The SURGE Pillar 3 Indicators

Indicators Pillar 3: Sustainable And Climate Smart Cities	As of FY 22	As of FY 23	As of FY 24	Target
Outcome Indicator 3 Cities/regions with increased focus (awareness) on low-carbon and sustainable development (# of cities/regions)	Too early	10	28	23
Intermediate Outcome Indicator G.1 Government institutions have strengthened their capabilities related to sustainable, climate smart & low carbon development (# of institutions)	Too early	2	41	19
Outputs G.1.1 Knowledge and planning products delivered related to sustainable, climate smart & low carbon development (# products)	0	5	10	7
Outputs G.1.2 Training and knowledge sharing events that contribute to sustainable, climate smart & low carbon development (# events)	2	15	35	13
Intermediate Outcome Indicator I.1 Governance entities improved their knowledge/capacity on sustainable solid waste management practices (# of entities)	1	8	13	3
Outputs I.1.1 Knowledge and planning products delivered that promote/inform the sustainable management of solid waste (# of products)	1	1	3	1
Outputs I.1.2 Training and knowledge sharing events that contribute to sustainable management of solid waste (# of events)	0	3	9	2

PILLAR 5
Urban and Regional Resilience

20
CITIES
 with strengthened
 resilience to climate
 change and disasters

KEY RESULTS

ASSOCIATED COUNTRY PROGRAMS

—In Bolivia, **2 cities** have enhanced their ability to plan, design, finance, and manage resilient infrastructure investments. Analytics and capacity-building activities led to the development of nine policies and planning tools, including Santa Cruz's Municipal System for Risk Reduction, Emergency Response, and Climate Adaptation Law, a disaster risk management plan in La Paz, and the National Risk Management Policy.

—In Indonesia, the IDSUN-II program improved the capacity of **7 cities** to implement integrated urban flood risk management. The program also contributed to developing a methodology framework for climate-smart urban transformation in **Jakarta**.

—In Serbia, **10 cities** strengthened their ability to identify and plan green interventions in infrastructure and service delivery, alongside conducting strategic assessments for green and resilient urban development.



Table 4: Status Of The SURGE Pillar 4 Indicators

Indicators Pillar 5: Urban & Regional Resilience	As of FY 22	As of FY 23	As of FY 24	Target
Outcome Indicator 5 Cities/regions with strengthened (awareness raised) resilience to climate change and disasters (# of cities/regions)	Too early	10	20	14
Intermediate Outcome Indicator O.1 New / Improved regulations, policies or planning instruments that contribute to cities' resilience to climate change and disasters (# of regulations, policies, or planning instruments)	2	5	15	15
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	12	19	33
O.1.2 Training and knowledge sharing events that help participants improve/introduce regulations, policies or planning instruments that contribute to cities' resilience (# of events)	0	14	20	10
Intermediate Outcome Indicator P.1 Government entities with enhanced capability to plan / finance / manage resilient urban infrastructure (# of government entities)	2	11	16	11
Outputs				
P.1.1 Knowledge and planning products that help strengthen cities' capabilities to plan/ finance / manage resilient infrastructure (# of products)	1	4	7	10
P.1.2 Training and knowledge sharing events that strengthen cities' capacity to plan / finance / manage resilient infrastructure (# of events)	1	5	18	4

Chapter 3 Global and Regional Programs

SURGE supports four global and one regional program that aim to promote sustainable urban and regional development worldwide. These programs include the UA&TA program, the global CPL, the GSCP3, the GUH Program, and the ECA C&CC Program.



3.1 Urban Analytics and Technical Assistance

Basic Information

TOTAL AMOUNT: US\$ 6 million;
DISBURSED AMOUNT BY FY24:
US\$ 5.3 million

IMPLEMENTATION PERIOD:
November 2019 – December
2024

SURGE RESULTS AREAS:
Pillar 2 - Territorial and Spatial
Development

Overall Context

The UA&TA program aims to provide diagnostics for identifying key challenges cities face, supporting cities' endeavors in pinpointing policy interventions and priority investments for sustainable urbanization. The UA&TA program, established in 2020, consisted of three components or phases. The urban analytics phase (phase 1) provided in-depth research and analysis, building on existing analytical work to selected countries. A subsequent phase 2 offered targeted TA in topics that reflected national or sub-national priorities and needs. The second phase was developed based on evidence gathered in phase 1 and the needs identified by national and sub-national governments. The third component focused on the development of global technical studies (deep dives) which aimed to explore and advance solutions to urbanization challenges worldwide.

Highlights of key achievements in FY24

This program will conclude in December 2024, with most activities being completed by the end of FY24. Annex 2 offers a numerical status update of the results achieved by this program.

Component 1 and 2: Urban Analytics (phase 1) and Technical Assistance (phase 2)

As of FY4, the program has supported 15 country engagements across six regions. Urban analytics and TA components were applied in 13 countries, while one engagement received only analytics (phase 1), and two received only TA (phase 2³). By FY24, 12 engagements have concluded. Nepal's phase 2 is ongoing and set to close in early FY25. India and Sri Lanka are also underway, with an expected completion in the first semester of FY25.

The fifteen city engagements were aligned with the structured "Value Chain" Logical Framework⁴. This framework involves a broadly sequential process in three phases: planning, financing and operation. Following this logic, to achieve sustainable urban development, cities need to start with effective planning that is facilitated by analytical

³ Countries involved in both phases include Angola, Bangladesh, Costa Rica, Madagascar, Nepal, Nigeria, Pakistan, Philippines, Romania, Sri Lanka, Uzbekistan, and Viet Nam. The Guatemala-Honduras engagement focused solely on analytics, while the Dominican Republic and India received only phase 2 TA support.

⁴ The Value Chain approach was included in the original proposal on the Urban Analytics & Technical Assistance program from September 2019, then called the Sustainable Urban Development Phase 2 program, funded by SECO – which was restructured into the SURGE Umbrella Program in 2020. The UA&TA city engagements are aligned with this framework and aligned with SECO's Urban Development approach.

activities aimed at prioritizing objectives and investments (planning). Subsequently, cities need to equip themselves to finance prioritized investments through strategies that optimize cost-efficiency, which may involve cost reduction, revenue increase, and the attraction of external funding (finance). Finally, cities' capacities are enhanced to facilitate implementation and management of investments (operation). This model considers capacity building a cross-cutting activity, fundamental to both planning and operation phases.

Table 5: UA&TA engagements status and alignment with the logical framework

Region	Country	Initial engagements (started at the end of 2020)	Additional engagements (started at the end of 2022)	Phase I Status	Phase II Status	Value Chain Logical Framework Alignment		
						Planning	Finance	Operation
Africa	Angola	X		Closed in FY22	Closed in FY24	X	X	X
	Madagascar	X		Closed in FY22	Closed in FY24	X	X	X
	Nigeria	X	X	Closed in FY23	Closed in FY23	X	X	
East Asia and the Pacific	Philippines	X		Closed in FY22	Closed in FY24	X	X	
	Viet Nam	X	X	Closed in FY23	Closed in FY24	X	X	X
Europe and Central Asia	Romania	X		Closed in FY22	Closed in FY23	X	X	
	Uzbekistan	X		Closed in FY22	Closed in FY23	X	X	X
Latin America & The Caribbean	Costa Rica	X		Closed in FY22	Closed in FY24	X	X	X
	Guatemala & Honduras		X	Closed in FY22	Closed in FY24	X	X	
	Dominican Republic		X	N/A	Closed in FY24	X	X	
South Asia	Bangladesh		X	Closed in FY23	Closed in FY24	X	X	
	India		X	N/A	Ongoing	X	X	
	Nepal	X		Closed in FY23	Ongoing	X	X	X
	Pakistan		X	Closed in FY24	Closed in FY24	X	X	X
	Sri Lanka ⁵		X ⁹	Ongoing	Ongoing	X		

⁵ The Sri Lanka activity started in February 2024.

Both the analytical and technical assistance phases have proven highly relevant for client governments and the work of World Bank teams. According to the SURGE External MTR, phase 1 was particularly valuable, as it allowed countries with existing urban analytical research to delve deeper and address gaps. In contrast, countries with limited urban data used phase 1 grants to develop a comprehensive understanding of urbanization patterns and issues across various thematic areas. The relevance of the TA phase (phase 2) is equally notable. This phase was designed to address issues identified in phase 1 through targeted and feasible interventions, tailored to the specific contexts and capacities of each country. These components' achievements are described below aligned with the structured 'value chain' logical framework. Annex 3 provides detailed achievements per engagement.

The achievements or contributions to the program outcomes include:

SPATIAL AND CAPITAL INVESTMENT PLANNING

By the end of FY24, the 15 country engagements have generated significant planning outputs through new insights and technical assistance for policy and institutional improvements. For example, in FY24, Angola's grant produced a housing sector diagnostic, serving as the centerpiece of an upcoming Housing and Urbanization Conference, led by the Ministry of Public Works, Urbanism and Housing. In Nepal, an institutional assessment was completed to guide the development of the Kathmandu Valley Master Plan. Through a grant in Pakistan, a study was published analyzing key aspects of secondary city development, including governance and urban resilience in eight cities. In Sri

Lanka, climate risk analyses were developed for nine provincial capitals.

Activities conducted by the UA&TA program have contributed to creating or strengthening policies and legal frameworks in 13 countries.

For instance, in FY24 analytical work informed the formulation of the Decentralization Action Plan in Madagascar, the Uzbekistan 2030 Strategy, and the Post-Election Policy Note in Bangladesh. It also influenced the Vietnam's government decision on approving the master plan for the Southeast region. Technical assistance contributed to the development of the regulations associated to the Law on Territorial Planning, Land Use and Human Settlements in Dominican Republic, and informed the development of a new national urban policy in Honduras. Through expert support, the India engagement assisted the Surat Municipal Corporation in updating the Tapi Riverfront Concept Master Plan by incorporating

resilient design principles, nature-based solutions, and the 'room for the river' concept. This concept provides input for the final plan which

INVESTMENT AND OPERATIONAL FINANCING

As of the end of FY24, twelve engagements have executed activities that have contributed to mobilizing investment financing for planned investments. In FY24, the following investments were influenced by UA&TA activities:

—Significant investment and operational financing initiatives were launched across Africa. In Angola, the *Angola Secondary Cities Support project* was informed by key insights and recommendations from the Urban Resilience program and phase 2 housing technical assistance. Furthermore, Angola's participation in the SURGE grant facilitated the mobilization of resources from the City Climate Finance GAP Fund and the GFDRR, which are now supporting technical assistance for green and resilient housing development. In Madagascar, technical assistance efforts contributed to the development of a comprehensive municipal revenue and institutional assessment for the *Madagascar Enhancing Governance Capacity for Decentralized Service Delivery Program*. Additionally, work completed under phase 2 to support the city of Antananarivo played a pivotal role in designing interventions for the Second Additional Financing to the *Integrated Urban Development and Resilience Project for Greater Antananarivo*.

aims to enhance urban resilience across the city, and its implementation is expected to drive sustainable local development.

—In East Asia, the Viet Nam UA&TA grant's phase 2 supported the development of financial models and investment planning frameworks required for the coordinated execution of regional plans. These frameworks were designed in close collaboration with provincial governments in the Southeast Region and two central oversight agencies, the Ministry of Planning and Investment and the Ministry of Finance. A Regional Investment Financing Mechanism was established to enable multi-provincial project investments.

—In South Asia, the UA&TA activities have generated demand for new investments, as well as enhanced the impact of existing ones. In Pakistan, the UA&TA activity provided technical assistance to inform the decision-making process for the selection of an appropriate Capital Value Model for the Urban Immovable Property Tax. In Bangladesh, the growth corridors identified during the initial assessment of economic and spatial development trends were selected for financing under the *Regional Urban and Territorial Development Project*. In India, the key objective has been to refine and finalize the *Tapi Riverfront Rejuvenation Project (TRRP) Master Plan*, while prioritizing key investments critical to the success of the Gujarat Resilient Cities Partnership - *Surat Resilience Enhancement Project (GRCP-Surat)*. These efforts aim to integrate diverse development goals through TRRP investments,

alongside institutional and financial strengthening initiatives for the City of Surat.

—In Latin America, UA&TA activities in Costa Rica and Guatemala played a crucial role in informing the preparation and implementation of investments. In Costa Rica, the *Climate Resilient Recovery and Territorial Development Project* approved in November 2023, incorporated key findings and recommendations from the *Urban Resilience Program* into a functional operational platform. In Guatemala, insights into advancing urban planning and land management reforms have been integrated into the proposed activities for the *Resilient Urban Development Project*, expected to be approved in November 2024.

—In Europe, UA&TA activities focused on private finance mobilization, capital invest-

URBAN MANAGEMENT AND OPERATIONS

Following the conclusion of most UA&TA-I engagements, in FY24, many governments have started the implementation and management of investments and policy reforms that were influenced by UA&TA activities. For instance:

—In Angola and Madagascar, SURGE support initiated critical policy dialogues on urbanization, engaging governments, academics, and civil society, which led to the launch of significant lending programs. For instance, the *Angola Secondary Cities Support Program* started implementation in FY24. This

ment planning and prioritization, performance-based financing approaches, and land-based development financing have influenced policy dialogue in Romania and Uzbekistan. In Romania, while grant-financed activities concluded in FY23, discussions on several supported topics continued into FY24. For example, the *Sustainable Cities diagnostic* informed the development of two Reimbursable Advisory Services Agreements on livable cities. Additionally, the UA&TA grant's work on subnational performance-based financing informed ongoing dialogue with the government and the EU. In Uzbekistan, the *Urbanization Review* findings contributed to FY24 discussions with the government on establishing a *Performance-Based Financing System for Local Government investment*.

program aims to strengthen the National Housing Policy and improve local governments' capacity to plan and manage land in low-risk areas for housing. In Madagascar, two urban infrastructure and service delivery projects are being prepared for 2025-2026 in Antananarivo and secondary cities, with a strong focus on institutional capacity building for resilient urban development at both national and subnational levels.

—In Viet Nam, the government adopted several policies in FY24, aligned with recommendations from a SURGE-funded report. These policies aim to enhance inter-regional connectivity and establish a regional invest-

ment development fund, representing a significant shift in national policy. The Ministry of Planning and Investment is preparing an implementation plan and may seek further assistance from the World Bank.

—In Uzbekistan, the government is piloting territorial plans for 14 cities in FY2024-2025, with plans to expand to 136 cities by 2026, based on recommendations from the Urbanization Review. Ongoing discussions include potential new investments in a performance-based financing system for local governments and a cadastral and spatial data infrastructure project, supported by SECO and the World Bank.

—In South Asia, UA&TA-I outputs have been vital in informing policy dialogues in Nepal and Pakistan. In Nepal, SURGE diagnostics are being integrated into the government's Green, Resilient, and Inclusive Development Strategic Action Plan. In Pakistan, a report and policy note on secondary cities have reignited discussions on urban management challenges, with further knowledge-sharing events planned for FY25. In Bangladesh, the work on the Dhaka-Chattogram Growth and Industrial Development Corridor has brought the attention of multiple stakeholders which are now seeking financing to come up with planning recommendations for multi sectoral development along this corridor.

Component 3: Global technical deep dive studies

The UA&TA program conducted three analytic, evidence-based deep dive studies using innovative methodologies to inform policy. The first, “*Pancakes to Pyramids (P2P) — City Form for Sustainable Growth*” (2021), examined the shape and growth of nearly 10,000 cities from 1990 to 2015. The second, “*Mobilizing Finance through Anticipating the Economic Impact of Urban Infrastructure*” (April 2023), explored how urban infrastructure can drive economic growth and

local development. The final study, the *Vibrant Cities report* (December 2023), provides new evidence, analysis, and policy insights for green, resilient, and inclusive urban development, leveraging spatial urban planning and public economics.

All three reports, including those published in FY22 and FY23, have been actively adopted in the following years, influencing policy decisions and guiding practical applications.

The achievements or contributions to the program outcomes include:

The technical deep dives have established a strong foundation for evidence-based decision-making in urban planning and finance. These studies have advanced global knowledge of urbanization and led to tools and policy frameworks for decision-makers. For example, the “Vibrant Cities” report provided strategies to improve city performance, promote private sector growth, and create jobs through better planning, connectivity, and governance. This research has informed the development of a spatial strategy and the preparation of a smart and inclusive urban mobility investment in Amman in FY24.

The deep dive studies have introduced innovative methodologies applicable in various city and country contexts. Interviews with World Bank managers during the SURGE MTR highlighted the high value of these methodologies, which regional teams often lack the time to pursue. For instance, the P2P material was used for the development of the Urbanization and Territorial Review of the Dominican Republic. It also informed Angola's urbanization review, recommending that economic development integrate plan-

ning, infrastructure, housing, and address economic or industrial drivers. Additionally, P2P algorithms and datasets helped the government of Kinshasa predict COVID-19 contagion and shape emergency response and long-term recovery plans. The methodologies for estimating the economic impacts of urban investments presented in the ‘Mobilizing Finance’ report have sparked interest among several local governments in India and South Africa for integrated land use investments.

Stakeholder engagement during research and dissemination process has strengthened collaboration and partnerships with relevant local actors. According to the MTR findings, the Vibrant Cities and Mobilizing Finance reports created unique opportunities to engage with new stakeholders such as municipal staff in charge of local economic development and urban planning. Moreover, government representatives from the city governments of Cairo, Casablanca, and Amman participated in in-depth discussions and knowledge sharing activities during the Vibrant Cities report dissemination events, such as the UNFCCC MENA Climate Week, held in October 2023 in Riyadh, and the World Bank Land Conference, held in May 2024, in Washington D.C.



Next Steps

As of the end of FY24, 12 engagements have been successfully concluded. In Angola, next steps include the publication of the Angola Urbanization Review and a formal launch event to share the findings. In Guatemala, the dissemination of the outcomes from the financed activities remains pending and is planned to take place in the last quarter of 2024.

Three additional activities are set to conclude during FY25. In Nepal, phase 2 will continue into FY25, culminating in the formal launch of diagnostic reports and assessments. These efforts include supporting 18 cities, the Bagmati Province, and the federal government in developing a unified vision and development strategy for the Kathmandu Valley, alongside the creation of guidelines for urban regeneration, with a focus on the heritage-nature-economy nexus. In Sri Lanka, the Colombo Transformation Strategy report will be finalized, with a dissemination workshop scheduled for November 2024. In India, activities funded by the UA&TA program will help define the scope of investments for the proposed World Bank-financed Surat Resilience Enhancement Project.

Based on positive feedback from the MTR and sustained demand from city clients and WB regional teams, the SURGE team has drafted the second phase of the UA&TA program (UA&TA-II) and will engage with donors regarding potential contributions. This new phase will build on lessons from UA&TA-I, focusing on addressing challenges in sustaining TA results in the long-term, translating evidence into policy, and enhancing communication and dissemination efforts.

Risk & Mitigation Measures

Shifts in government priorities and changes in administration have affected some UA&TA activities. These risks were mitigated through close dialogue with governments, adjusted activity timelines, and training technical officials less likely to be replaced during electoral cycles. Similarly, data collection challenges posed risks in certain UA&TA engagements. These were addressed by forming implementation taskforces and maintaining constant coordination with key stakeholders.

3.2. City Planning Labs

Basic Information

AMOUNT: US\$ 5.29 million

DISBURSED AMOUNT BY FY24:
US\$ 0.90 million

IMPLEMENTATION PERIOD:

December 2022– December
2026

SURGE RESULTS AREAS:

Pillar 2 - Territorial and Spatial
Development

Overall Context

CPL is a Technical Assistance program of the World Bank, supported by several partners. **The aim of the program is to enhance the technical and institutional capacity of municipal governments to produce, share, and utilize geospatial data for evidence-led urban planning.** Since its inception in 2017, SURGE has supported the CPL in line with its overall objectives and results framework. More specifically, under SURGE and in partnership with SECO, CPL builds on the three successful city pilots in Indonesia to further develop and scale the CPL approach and series of tools to serve cities worldwide.

The program consists of four components that build partnerships with municipalities. The first component focuses on assessment, analytics, and plans for establishing data ecosystems in cities. The second component offers systemic support to the implementation of MSDI opportunities and actions. The third component aims for incremental innovation and research & development. The fourth component is focused on knowledge sharing and dissemination. At results level, the program is aiming to contribute to outputs and outcomes of SURGE Pillar 2 (Territorial and Spatial Development).

The CPL is on track to achieve its targets. Annex 4 offers a numerical status update of the results achieved by this program.

Highlights of key achievements in FY24

Under Components 1 and 2, which are implemented together, the program supports activities in six countries with additional support from the CPL Global team. The grant in Jordan is in final stages and the five other grants are making progress. Each grant runs for at least 12 months, and the longest is Kenya for 24 months, and all are informing and/or reinforcing priority investments.

Component 1: Assessments, analytics and plans for Establishing Data Ecosystems in Cities

The **Jordan** task team, in collaboration with Greater Amman Municipality, completed a Geospatial Data Inventory, MSDI Readiness Assessment, and MSDI Roadmap. Multiple city departments aligned on key recommendations, with strong support from the Mayor and City Manager, recognizing MSDI as a strategic tool for Amman's future. In **Kenya**, MSDI capacity assessments were integrated into the World Bank's Kenya Urban Support program, a US\$350 million investment. Additionally, the Kenyan delegation presented their MSDI project at the Understanding Risk (UR24) conference in Japan. In **Pune, India**, the task team completed data mapping and platform optimization, developing a framework for data governance and real-time analytics to improve urban planning and service delivery. In **Uzbekistan**, Samarkand was selected for MSDI investments under a US\$35 million project. In **Ukraine**, the Ministry for Communities, Territories, and Infrastructure Development adopted a framework for prioritizing local recovery, which was highlighted when the government officials presented the World Bank-funded *HOPE project* at the UR24 conference.

Component 2: Systemic support to the implementation of MSDI Opportunities and Actions

The team is supporting geoportal development in one city and MSDI roadmaps in three others with the Global CPL team. In **Amman**, spatial information from the grant is aiding Bus Rapid Transit (BRT) route design and urban upgrades, including climate-smart investments and last-mile walkability improvements. A report on climate-smart spatial transformation was launched in June 2024. Capacity-building activities in **Pune** are underway, including a dissemination workshop. In **Samarkand**, CPL methodology was presented to highlight evidence-based planning. In **Ukraine**, CPL tools like the SuitAbility Tool helped refine the government's prioritization of reconstruction efforts. In Nepal, CPL supported urban development efforts in **Itahari**, engaging citizens in planning and budgeting, and expanding a public asset database to all city wards.

The CPL task team worked closely with the six country teams. For instance, the **Kenya's** spatial data regulatory framework was reviewed to identify CPL activity entry points and links to the national system for potential scale up through the *Second Kenya Urban Support Program*. This formed the basis for the new CPL Guideline on Institutional Arrangements (see Component 3). In **Uzbekistan**, the global team supported the assessment process and collaboration with the Swiss Additional Measures Team, and in **Nepal** it assisted with procuring technical assistance.

Component 3: Incremental innovation and R&D

The team has initiated on the gathering of tools from existing World Bank teams and city partners on tools and toolkit experiences and opportunity areas, identify suggested improvements to adapt existing tools, adaptations to training materials and potential for piloting in selected cities. This includes specific attention to existing tools across other programs to avoid duplication and enhance synergies with other programs within and beyond SURGE. By actively gathering feedback from the city teams and from other teams working on related issues, the development of new tools or incremental adaptation to existing tools in response to local needs will be prioritized, in line with the feedback received.

During FY 24, the following tools and activities were completed:

Tools training with GAP Climate Change Fund: A comprehensive training program was developed for operational teams and technical experts to maximize the benefits of CPL's urban planning tools. Collaborating with GAP Climate Change funds, the training aimed to reach a wider audience, including GAP Fund grantees using CPL tool. Two modules were created:

- Module 1: Fundamentals of Digital Urban Planning Tools - Equipping participants with basic knowledge and skills.
- Module 2: Advanced Applications of Digital Urban Planning Tools - Providing in-depth technical understanding and project-specific adaptation.

Demo Tools: Three demo tools for CollabData, Urban Performance, and SuitAbility were created to provide simplified, interactive versions for sharing with clients and country offices. These tools effectively communicate

basic features and benefits, aiding CPL training activities. They feature an intuitive, user-friendly interface, and include user guides, FAQs, and a final report. The demos can be accessed at: [SuitAbility Demo](#), [Urban Performance Demo](#) and [CollabData Demo](#).

Institutional Arrangements Guideline: Developed after supporting the Kenya team, this guideline outlines the process for understanding and framing institutional arrangements for geo-spatial data governance globally. Complementing the CPL Manual, it emphasizes data-driven decision-making for resilient cities and provides a framework for data governance, including institutional arrangements, people, data, and systems (IPDS). The document offers step-by-step guidance to identify and address gaps in organizational and regulatory frameworks, and to integrate siloed processes.

Analysis of Global Data Governance Evolution: The CPL Global team is examining the evolution of municipal data governance in

select countries, focusing on Smart Cities, integrating MSDI within NSDI, and diverse municipal governance contexts. This includes updating the original ten benchmarks from 2017 and learning from cities like Barcelona and Mexico City to enhance CPL's approach and expand its global reach.

Capital Investment Prioritization Concept: Importantly, the CPL team is in the process of developing a spatially-informed capital investment prioritization platform. The concept has been drafted for consultation with city and World Bank team stakeholders, along with a mockup of the design.

Component 4: Knowledge Sharing and Dissemination

During FY 24, the following tools and activities were completed:

UR24: A side event co-hosted with TDLC highlighted the critical role of data in building resilient cities. The event featured a framing session on data ecosystems for urban resilience, a fireside chat with Toyama's mayor on the city's smart data-driven response to the 2024 Noto Peninsula Earthquake, and a panel discussion with representatives from Kenya, Indonesia, Ukraine, and Japan. The session concluded with an interactive exercise led by CPL on their SuitAbility tool, which aids in data-driven urban planning, with 38 participants engaged in a simulation activity.

Land Conference 2024: The CPL Global publication, "Building Foundations for Smarter Cities: A Data Ecosystem Approach," was selected for presentation from 400 applications. The paper addresses challenges in smart cities in low- and middle-income countries, highlighting issues like technological bias and siloed governance. It argues that

poor implementation of NSDI at local levels weakens cities. Using examples from Indonesia, the paper shows how MSDI strengthens municipal governance. The audience and panel discussion emphasized the need to link CPL's MSDI approach with NSDI initiatives, as seen in Kenya and Uzbekistan.

Manuals for the One Data Portal (ODP) and the GeoPortal (GP): Developed with the aim of standardizing the available materials for each of CPL's tools. In subsequent steps, a unique graphical identity will be developed for each tool, ODP and GP, and these will be shared as a deliverable.

Development of an online training course on MSDI Fundamentals and Deep Dive on the World Bank's Open Learning Campus (OLC): The team also developed a series of interactive modules for practitioners and municipal and national government staff, World Bank teams and consultants working with cities on data governance and MSDI.

Next Steps

—For Components 1 and 2, a second targeted Call for Proposals will be launched in FY25. This round will focus on global teams interested in CPL, following the original selection criteria and World Bank advice to ensure broad regional coverage.

—A Training of Trainers course for three partner cities and World Bank teams will take place in Kenya in October 2024 as a pilot, with revisions to follow based on feedback. The CPL Fundamentals online course will be launched on the World Bank’s Open Learning Campus, followed by Deep Dive training.

—For Component 3, the *Capital Investment Prioritization Platform* is under development, in collaboration with UN-Habitat. CPL will showcase its revised benefits and consult stakeholders to refine the design over the coming months.

—CPL will continue to share knowledge and promote peer exchange through technical engagement and events, including a global webinar on geospatial data use in Semarang City and the finalization of the *CPL Municipal Spatial Data Manual*.

Risk & Mitigation Measures

The grant for Da Nang, Viet Nam was canceled due to implementation challenges. Several grants experienced delays in the procurement of local consultants and firms, which contributed to slow project initiation and, in the case of Nepal, requested an extension of the grant period. However, the Nepal team has successfully hired the consulting firm, and the onboarding process is currently underway. Whereas strict monitoring of activities is exercised, time extensions may be considered in certain cases if implementation circumstances require.

3.3 Global Smart City Program—Phase 3

Basic Information

AMOUNT: US\$ 1.11 million

DISBURSED AMOUNT BY FY24:
0.53 million

IMPLEMENTATION PERIOD:

May 2023 - May 2026

SURGE RESULTS AREAS:

Pillar 1 - City Management,
Governance, and Financing;
Pillar 2 - Territorial and Spatial
Development

Overall Context

From 2018 to 2023, the World Bank, in partnership with MOLIT of the Republic of Korea, implemented two phases of the GSCP3. This program supported project teams and clients to develop smart city best practices and enhanced the capacity of planning and implementing smart city initiatives and investment projects.

Building on five years of successful program implementation⁶, the WB launched GSCP phase 3 in June 2023, with MOLIT's contribution to SURGE. This phase introduces a more structured and refined approach to supporting WBG teams and clients in enhancing smart city strategic planning for integrated urban management, while also improving the interoperability and sustainability of smart systems. GSCP3 is structured into three components:

—**Component 1 provides technical support to WBG teams for smart city strategic planning and investment planning.**

—**Component 2 focuses on supporting investments under preparation or implementation to strengthen foundational layers of smart cities, including robust data management systems and capacities.**

—**Component 3 produces knowledge products and facilitates knowledge-sharing to build institutional and human capacities for smart city development.**

The GSCP3 is on track to achieve its targets. Annex 5 offers a numerical status update of the results achieved by this program.

Highlights of key achievements in FY24

Component 1: Technical Support to Smart City Strategic Planning

This component provides technical assistance to broaden the dialogue on digital technology application to sectoral problem solving and facilitate an integrated approach to urban planning. During FY24, this component implemented seven engagements that requested extended support following the work developed under the GSCP2 7th call. Annex 6 provides details about the TA activities supported by GSCP3.

⁶ Global Smart City Partnership Program Phase 2 Completion Report: <https://thedocs.worldbank.org/en/doc/52cdd3c812c7796a9b3179fed4b84fba-0090012023/original/Global-Smart-City-Partnership-Program-Phase-2-Completion-Report.pdf>

Key achievements from these engagements include:

The program supported the development of data systems and platforms for urban transport planning in three cities. In Dodoma, Tanzania, GCSP3 conducted a traffic data gap analysis and developed a roadmap to establish an integrated transport data platform, informing the creation of an Integrated Transport Data Plan. In Rio de Janeiro, Brazil, the program outlined a comprehensive methodology for GHG measurement in the Low Emission District (LED) and helped set up the technological framework for a Mobility-as-a-Service (MaaS) platform. In Nairobi, Kenya, GSCP3 provided technical guidance on designing an integrated fare collection system and a passenger information system for the commuter railways.

In the housing sector, the program supported data systems in two cities. In Maputo, Mozambique, it assisted with the architecture design of a Housing Information System, providing technical specifications, identifying minimum data upload requirements,

and offering recommendations for business models, organizational structures, and sustainability guidelines. Meanwhile, in Punjab, Pakistan, GSCP3 provided feedback on the design of the Housing Market Information System and launched the Program Management Information System.

The program also contributed to open data and information management systems in two countries. In Ulaanbaatar, Mongolia, GSCP3 assessed the Urban Development Agency's geospatial data management system and contributed to the development of their management platform, providing capacity-building training and organizing high-level meetings. In Ghana, the program conducted a Smart City Capacity Assessment for 14 cities, which informed updates to the National Urban Policy and National Urbanization Policy.

The GSCP3 also issued its 8th call for proposals, receiving 14 submissions. Five proposals from Peru, Brazil, the Philippines, India, and Azerbaijan were selected for Round 8, which will be implemented in FY25.

Component 2: Operational Support to Smart City Foundational Projects

With the aim of supporting ongoing or planned investments in strengthening the foundational layers of smart cities, GSCP3 selected two projects from the GSCP2 portfolio. The program will support the *Tamil Nadu Housing and Habitat Development Project* in India by establishing the first Integrated Housing Information System. Additionally, it selected the *Punjab Affordable Housing Program* in Pakistan to assist policymakers in making informed decisions on planning standards and development control regulations. The detailed proposals for these activities underwent a virtual technical review process, and implementation will begin in early FY25.

Component 3: Smart City Knowledge and Capacity Development

In FY24, this component produced knowledge products and knowledge exchange activities.

Specific achievements or contributions to the program outcomes include:

The program completed five knowledge products. It published the *GSCP2 Completion Report*, summarizing outcomes, key milestones, and lessons learned to inform the third phase of the program, which was shared during the World Smart Cities Expo in Korea. Additionally, the program developed a *Smart City Engagement Guidance Note* to assist WBG teams in policy and investment dialogues with clients on smart cities. A *Global Smart City Solutions Catalogue*⁷ was also released, showcasing best practices for smart city development. Other publications include the *Smart City Solutions for Climate Change Mitigation report*⁸ and *Phase 2 case studies*⁹.

GSCP3 also took part in knowledge exchange events and led dissemination activities.

Program representatives participated in the Knowledge Exchange on Smart and Sustainable Cities for All in Korea, which was organized by the GSCP team, Smart and Green Cities team, and the Open Learning Campus (OLC) team in Korea, in partnership with key

Korean partners¹⁰. Held around the 2023 World Smart City Expo (WSCE), the knowledge exchange program invited delegations from Viet Nam, Indonesia, Ethiopia, Pakistan, and Kenya to share current issues and challenges associated with building smart and sustainable cities and to cultivate an understanding of relevant Korean policies, technologies and good practices that can serve as innovative solutions and benchmarks for participating countries and cities. Furthermore, GSCP3 participated in the *Barcelona Smart City Expo World Congress*, in which it organized a knowledge exchange program on smart cities around the *Smart City Expo World Congress (SCEWC)* jointly with IFC. The program invited delegations from Brazil and Jordan, providing them with opportunities to: (i) learn various smart city initiatives and solutions for improving urban service delivery; (ii) exchange technical knowledge and experiences with peers and experts; and (iii) identify and deepen smart technology applications relevant to the city development goals. Additionally, GSCP3 conducted a series of webinars to share the completed publications, including a webinar focused on *Smart City Approaches for Housing Development*.

⁷ <https://thedocs.worldbank.org/en/doc/46c2b2eea051820637bb269a521861b4-0090052024/original/Global-Smart-City-Solutions-Catalog-2024.pdf>

⁸ <https://www.citygapfund.org/sites/default/files/2023-09/smart-city-solutions-for-climate-change-mitigation.pdf>

⁹ <https://www.worldbank.org/en/programs/global-smart-city-partnership-program/case-studies>

¹⁰ Partners included Korea Land & Housing Corporation (LH), the Global Knowledge Exchange and Development Center (GKEDC), Ministry of Land, Infrastructure, and Transport (MOLIT), and Ministry of Economy and Finance (MOEF).

Next Steps

In FY25, GSCP3 will carry out the following activities within each component:

- Under Component 1, the five proposals selected in the 8th round of calls will be implemented, and the program will issue the 9th round of calls for proposals.
- For Component 2, the three grants in India, Pakistan, and Türkiye will begin implementation.
- Regarding Component 3, the program team is collaborating with the Korea Program for Operational Knowledge to host a knowledge-sharing event alongside World Smart City Expo (WSCE) Korea in September 2024. GSCP3 clients and task teams will be invited to share Korean development knowledge, inspiring clients to explore opportunities for applying Korean expertise in various areas. GSCP3 will also continue organizing webinars to disseminate knowledge products and discuss smart city topics.

Risk & Mitigation Measures

Delays in the implementation of technical assistance activities and knowledge products present a potential risk. For example, the peer review process for the Smart City Catalog took place close to the original grant end date, prompting the GSCP3 team to request an extension. This extension allowed the vendor sufficient time to incorporate feedback and ensure the catalog's quality and completeness. To mitigate such risks in the future, the program team will establish clear and regular communication among stakeholders, project teams, and vendors. Additionally, they will closely monitor the progress of activities to detect delays early and take corrective action as needed.

3.4 The Global Urban Housing Program

Basic Information

TOTAL AMOUNT: US\$220,000

IMPLEMENTATION PERIOD:
July 2024 – June 2026

SURGE RESULTS AREAS:
Pillar 4 – Urban Poverty and
Housing

The housing sector provides significant direct and indirect benefits to client countries and cities, ranging from providing shelter, creating jobs, access to credit, economic growth, and better health and education outcomes. However, the supply of housing has been limited and unable to meet the fast-growing demand in the context of rapid urbanization and changing demographics. As a result, globally at least 1 billion people live in slums, but most cannot afford housing with 74% of people in low-income countries living on US\$2 per day.

To serve this high demand and especially the lower income segment, in FY24 SURGE launched the GUH program. This program is initially funded by KRIHS and is aligned with Pillar 4 of the SURGE Results Framework. Some of the potential focus areas for SURGE across the housing value chain include: (i) promoting policies that improve the enabling environment for the supply of housing and housing financing; (ii) supporting governments to improve access to land and basic infrastructure; (iii) promoting better urban and city planning; (iv) financing and building capacity of developers; (v) supporting low cost, innovative and resilient construction models and materials; and (vi) implementing affordable and sustainable housing finance instruments.



3.5. ECA Cities and Climate Change Program

Basic Information

TOTAL AMOUNT: US\$ 6.4 million
DISBURSED AMOUNT BY FY24:
US\$ 1.06 million

IMPLEMENTATION PERIOD:
March 2023 – February 2027

SURGE RESULTS AREAS:
Pillar 3 - Sustainable & Climate
Smart Cities

Overall Context

Cities in the ECA region are becoming hotspots for climate hazards. Over the past 50 years, temperatures have risen by more than 2°C, and cities are already facing, and expecting further, increases in the frequency and intensity of extreme heat, storms, and floods. In response to these challenges, the ECA C&CC Program, developed in partnership with Austria's BMF, provides technical assistance and capacity building to help countries prepare bankable projects and ensure their successful implementation. The program is structured into two components: Component 1 aims to assist client countries in preparing and implementing urban climate mitigation and adaptation investments, while Component 2 focuses on knowledge exchange and generation to inform climate-related urban investments.

As of the end of FY24, the program has made two calls for proposals under Component 1. An initial cohort of eight countries was selected in January 2023 to receive dedicated country level TA grants: Albania, Armenia, Bosnia & Herzegovina, Tajikistan, Türkiye, Kazakhstan, Ukraine, and Uzbekistan. In a second call for proposals, three additional country-level grants – for Bosnia & Herzegovina, North Macedonia, and Uzbekistan – were selected in April 2024.

The ECA C&CC program is on track to achieve its targets. Annex 7 offers a numerical status update of the results achieved by this program.

Highlights of key achievements in FY24

Component 1: Providing assistance to client countries in preparing and implementing urban climate mitigation and adaptation investments

In FY24, the program made significant progress under Component 1, helping countries translate their climate change goals into prioritized, actionable investments at the city level. Technical assistance was provided to nine countries and informed the design and implementation of ten investments worth of US\$1.0 billion of World Bank lending. Annex 8 provides details about activities supported by the ECA C&CC country grants.

In FY24, the ECA C&CC Program supported 29 cities across five countries in integrating climate mitigation and adaptation measures into urban infrastructure while strengthening technical capacities for climate resilience.

The program has delivered the following results in each country:

—In Albania, the ECA C&CC grant integrated energy efficiency and climate resilience

measures into urban upgrading investments implemented by the ongoing Project for Integrated Urban and Tourism Development (PIUTD) in Berat, Permet, Gjirokastra, and Saranda. It also supported the development of a concept note on integrating climate considerations, including urban mobility, which in turn will create urban upgrading informing investments in Ksamil, Orikum, and Borsh, to be implemented under the PIUTD's Additional Financing. A guidance note was also prepared on consolidating the experience of integrating climate change consideration into other World Bank regional development and tourism projects, drawing specifically on experience from Albania under the PIUTD.

—In Armenia, climate and disaster risk screenings for four priority clusters¹¹—Areni, Dilijan, Gyumri, and Goris—were completed. The findings have informed the development of Terms of Reference for climate-smart action plans and guided the Ministry of Economy in identifying key activities to be implemented under the Tourism and Regional Infrastructure Project, which is currently being prepared.

The program has informed investments and enhanced government entities' knowledge and capacity in sustainable solid waste management (SWM) in three countries:

—Ten cities in Kazakhstan¹² increased their capacity on climate change and resilient infrastructure through capacity-building activities, such as workshops on resilient and low-carbon cities. A diagnostic of green and resilient regional development was also completed and has informed ongoing policy dialogue in these cities and at the national level.

—In North Macedonia, the ECA C&CC grant initiated an assessment to integrate climate-smart and resilience features into future municipal investments, which will be piloted under the Sustainable Municipal Development Project, currently under preparation.

—Eight cities¹³ in Türkiye improved their capacities in climate action planning, green urban infrastructure, and nature-based solutions through a workshop held in Ankara. Additionally, a Green Urban Infrastructure Investment Framework was developed for the city of Konya.

—In Bosnia and Herzegovina, the ECA C&CC grant selected six priority municipalities to conduct consultations and data collection and conducted the procurement process for the development of a behavioral change

¹¹ A cluster is a geographic location that has an affiliation for eco/nature, gastro/wine, cultural-heritage and adventure tourism niches. The Armenia Tourism and Regional Infrastructure Project, which is supported by the SURGE grant, will support seven clusters.

¹² Almaty City, Almaty Region, Konaev City, Zhetisu Region, Taldykorgan City, Abai Region, Semei City, Ulytau Region, Zhezkazgan City, Astana City

¹³ Ankara, Antalya, Gaziantep, Istanbul, Izmir, Konya, Samsun, Sakarya

analysis on SWM, that will inform the preparation of the Sustainable Solid Waste Management Project. The grant also carried out a review of available resources on household SWM, which will shape the development of household surveys.

—In Dushanbe, Tajikistan, the ECA C&CC grant supported the preparation of the Dushanbe Sustainable Urban Development Project by conducting GHG accounting of investment options for landfill gas management and providing technical inputs for the development of a feasibility study and preliminary engineering designs for a resilient landfill infrastructure investment. In addition, the municipality of Dushanbe and the State Unitary Enterprise

“Smart City” participated in a resilient SWM workshop in February 2024.

—In Uzbekistan, three workshops on landfill management and integrated SWM were held, strengthening the capacities of the Ministry of Ecology, Environment Protection, and Climate Change and local entities like the Landfill Management Directorate and the Republican Center for Sanitary Cleaning Works. The grant also produced a landfill operation manual and provided inputs to the terms of reference of a feasibility study for an integrated SWM project in Kashkadarya and Surkhandarya regions.

The ECA C&CC program in Ukraine has significantly influenced housing policy development and is supporting municipal reconstruction and spatial planning efforts. The grant provided technical assistance to the Ministry of Communities, Territories, and Infrastructure Development on drafting the Basic Principles for Housing Policy Law, which abolishes the former Soviet-era housing code and establishes the overarching legal framework for the future housing sector development. A workshop on housing policy reforms, involving around 150 policymakers and development partners, facilitated contributions from international financing institutions and was held in Kyiv in April 2024. The engagement builds on the Housing Repair for Peoples' Empowerment Project which is currently under implementation. The grant also started an interim assessment of strategic and spatial planning, particularly at subnational level. Activities also included the development of a map-based tool for assessing targeting of potential reconstruction and development planning support and an outline of components for World Bank support in the Strengthening Government Capacity for Fiscal Reform Implementation (STRONG) and the Supporting Reconstruction through Smart Fiscal Governance projects.

Next Steps

The program's next steps will focus on advancing climate-smart infrastructure through technical assistance and selected analytics in the ongoing country grants. In Albania, capacity-building workshops for project municipalities are envisioned focused on climate-friendly urban mobility and smart traffic management with emissions-free electric mobility solutions. In Armenia, climate-smart action plans for three clusters will be developed via participatory processes, together with related capacity building and dissemination activities. In Kazakhstan, public dissemination of the diagnostic note on green and resilient regional development is planned. In North Macedonia, the assessment to integrate climate-smart features into municipal investments will be completed, along with a climate-smart solutions database and resilient investment design guidelines. In Türkiye, capacity-building activities will be conducted to enhance green urban infrastructure in various cities.

Regarding SWM, the program will finalize analytics and continue providing technical assistance in three countries. In Bosnia and Herzegovina, it will complete a behavioral change analysis and household survey. A GHG accounting report will be finalized and a workshop on resilient SWM operations will be conducted in Dushanbe, Tajikistan. Uzbekistan will receive expert support to pilot waste sorting in Yangiyul and finalize a landfill operations manual.

Additionally, the program will continue supporting housing regulations and reconstruction efforts in Ukraine, finalizing the Basic Principles for Housing Policy law for parliamentary approval and advancing work on the National Housing Policy Strategy. Subnational planning and infrastructure activities under the STRONG operation will also be completed, including an assessment of the strategic and spatial planning system.

The recently approved grant for Uzbekistan and the second grant for Bosnia and Herzegovina will begin implementation in FY25.

As part of Component 2, a technical deep dive (TDD) in Uzbekistan is planned for November 2024. The two-day TDD ("Navigating Transition: Building Green and Climate Resilient Regions and Cities in Uzbekistan's Emerging Market Economy") will bring together policymakers, senior government officials, and global and national experts to share knowledge, discuss experiences from other countries, and explore best practices in territorial urban development. The focus of the forum will be enhancing territorial planning, advancing local government performance, and supporting the development of green regions and cities. The TDD will provide cutting-edge policy thinking

and technical knowledge delivered through engaging panels and will provide an opportunity for dialogue between various stakeholders to identify innovative solutions that are relevant to Uzbek regions, cities, and districts.

Risk & Mitigation Measures

Risks related to low stakeholder engagement and limited capacity for green and resilient development have been identified in some ECA C&CC grants. These risks are being addressed by promoting close collaboration and conducting multiple consultations with local stakeholders. Additionally, the program is organizing workshops and capacity-building activities aimed at increasing awareness and technical proficiency on climate adaptation and mitigation issues for government officials and other relevant stakeholders.

Changing political priorities also pose risks to the success of some ECA C&CC Program activities. A potential shift in government priorities or changes in administration could hinder the achievement of the grants' objectives and/or lead to delays or cancellations of the planned World Bank lending operations. These risks are being mitigated by maintaining close dialogue with governments to offer technical support and sustain momentum for green and resilient development, as well as by providing training to technical officials who are less likely to be replaced throughout the course of electoral cycles. The risk that outputs may not be fully adopted by the government is being managed through continuous client consultation, which may delay implementation.



Chapter 4 Country Programs

The SURGE Umbrella Program supports six country programs across four regions in Bolivia, Indonesia, Peru, Serbia, South Africa, and Rwanda. Overall, the six programs are contributing to four of the five SURGE pillars.

This chapter presents the results achieved by these programs in fiscal year 2024. The programs in Bolivia, Indonesia, Peru, Serbia, and South Africa have made considerable progress, fulfilling almost all their targets, and will continue implementation in FY25.



4.1 Bolivia Urban Resilience Technical Assistance Program

Basic Information

TOTAL AMOUNT:

US\$ 4.43 million

DISBURSED AMOUNT BY FY24:

US\$ 3.58 million

IMPLEMENTATION PERIOD:

December 2020 – September

2025

SURGE RESULTS AREAS:

Pillar 1- City Management,
Governance, and Financing;
Pillar 3 - Sustainable & Climate
Smart Cities;
Pillar 5 - Urban & Regional
Resilience

Overall Context

Bolivia's rapid urbanization, while representing an opportunity to increase economic development, has brought many policy challenges associated with urban sprawl, service provision, pollution, and exposure to natural hazards. Frequent disasters negatively affect the living conditions of people in Bolivia's cities and often hit the poor the hardest. **To reduce the vulnerability to natural hazards and improve living conditions, the Bolivia Urban Resilience Program was launched in 2020 to improve technical and financial capacity in Bolivian cities to plan and invest in resilient and sustainable urban development.**

The program is structured in three components. The first component seeks to improve capacities for implementing resilient infrastructure, public space, and urban mobility in Santa Cruz de la Sierra and La Paz. The second component seeks to support the development of the country's first Municipal Climate Action Plans, identify green financing instruments for their implementation, and support the review of municipal finances for urban resilience. The third component of the program seeks to strengthen the capacity of the National government of Bolivia to apply tools and mechanisms for urban resilience. The activity will deliver capacity building, deployment of planning tools and technical analysis in disaster risk management, urban and territorial development, and financial mechanisms for urban resilience.

The Bolivia's program is on track to achieve its targets. Annex 9 offers a numerical status update of the results achieved by this program.



Neighborhood upgrading project site in La Paz, Bolivia where new neighborhood upgrading methodologies and manuals developed under the SECO TA were applied.

Highlights of key achievements in FY24

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

The first component seeks to improve capacities for implementing resilient infrastructure, public space, and urban mobility in Santa Cruz de la Sierra and La Paz. The achievements or contributions to the program outcomes for Component 1 in FY24 are as follows:

SANTA CRUZ

Plan and build effective institutional DRM systems. The program continued to provide technical reviews and recommendations on the Municipal Law for the Municipal System for Risk Reduction, Emergency Response, and Climate Adaptation (SIMPATEDAC), approved on September 16th, 2022. These efforts assisted relevant stakeholders, including the Planning, Citizen Security, Health, and other secretaries in the Municipality, in implementing and operationalizing the law's framework and regulations. The law establishes a clear framework for identifying, assessing, and managing disaster risks, enhancing emergency response, and defining roles for cross-sector coordination. It promotes effective protocols, community

engagement, and aligns the municipality's risk mitigation and adaptation policies with international best practices.

Flood risk management. The program supported Santa Cruz in strengthening its capacity to understand and manage flood risks. This activity included the implementation of a topographic survey aimed at improving the accuracy of flood risk models and maps. The flood hazard and risk maps were completed in June 2024 with enhanced precision, helping to identify critical flood-prone areas in Santa Cruz. Following the completion of these maps, capacity-building workshops were organized to enhance Santa Cruz's ability to update and maintain the flood maps.

LA PAZ

Flood and geological risk management. During FY24, the program prepared a methodology note and conducted pilots to update La Paz's vulnerability, hazard, and risk maps. Additionally, a diagnostic of La Paz's institutional and technical capacity for the Early Warning System was completed. Significant progress was made, including the development

of a geodatabase for the risk map and a user interface platform. The system is now fully operational, and the database is being transferred to the municipality for integration into its Disaster Risk Management (DRM) system.

Citizen engagement framework. The program supported La Paz's citizen engagement framework by providing technical assistance

to the "Barrios de Verdad Program." This included a comprehensive review of the long-standing neighborhood upgrading initiative to improve its effectiveness in addressing community needs, aligning it with a broader urban development strategy, and ensuring sustainable operations and maintenance. In late 2023, the World Bank team in partnership with the municipality, introduced a preliminary methodological guide/toolbox

and key design inputs to enhance three neighborhoods. The guide provided strategic recommendations for better beneficiary selection, inclusive planning, and sustainable operations. La Paz applied this new model to finalize the designs for two neighborhood upgrades, funded by the Urban Resilience Project. Additionally, the program offered technical guidance to develop a governance and participatory management model.

During FY25, municipalities will focus on:

1. Support Santa Cruz in developing technical capacity for flood risk mitigation, with a focus on the early warning system.
2. Strengthen La Paz's technical capacity in enhancing its communication strategy related to DRM, with a focus on the early warning system.
3. Provide technical inputs to La Paz for identifying best practices in resilient watershed management and maintenance.
4. Assist in DRM capacity-building activities in Santa Cruz and La Paz, in response to the severe impacts of flooding caused by the 2024 rainy season.
5. Continue supporting Santa Cruz and La Paz in integrating resilience measures into their resilient infrastructure investments and the designs of public spaces.
6. Strengthen Santa Cruz and La Paz's citizen engagement framework.



Component 2: Mobilization and Diversification of Financing for Urban Resilience

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

The achievements and contributions to the program outcomes for Component 2 in FY24 are as follows:

Support municipalities to develop Municipal Climate Action Plans (CAPs) and diversify financing options for urban resilience. During FY24, the program supported the two municipalities in completing their CAPs, focusing on identifying potential financing sources for priority actions ("green financing"). Key milestones included: (i) helping municipal staff prioritize and plan mitigation and adaptation actions with short, medium, and long-term targets; (ii) identifying financing alternatives for CAP actions; (iii) sharing final CAP drafts with government officials

for engagement; and (iv) finalizing the visual design of the CAP documents.

Support La Paz on the review of municipal finances for urban resilience. This included a review of the regulations and methodology used for the cadastral processes and the valuation of the properties/lots; a comprehensive diagnosis of the administration of the property tax and guidance on an action plan for its improvement and strengthening. The program also supported a pilot test in the Obrajes area of the city to apply methods and good practices that will allow the expedition of cadastral updating and property valuation processes in the pilot area and beyond.

During FY25, municipalities will focus on:

1. Continue supporting La Paz by expanding the scope of the original cadaster pilot test. This activity focuses on providing technical inputs to update the cadastral systems and transferring tools and procedures to strengthen cadaster-related processes, enabling the municipality to progressively scale up the upgraded methodology across the entire municipality.

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 activity will deliver capacity building, deployment of planning tools and technical analysis in the field of DRM, urban and territorial development, and financial mechanisms for urban resilience.

The achievements or contributions to the program outcomes for Component 3 in FY24 are as follows:

Support Vice-Ministry of Housing and Urbanism (VMVU) and the Ministry of Development Planning (MDP) to structure the National Integrated Development Cities Policy (PNDIC) and the Urban Development Fund. During FY24, VMVU requested additional support to update the PNDIC and prepare the necessary technical documents for its approval. The World Bank team provided assistance by gathering stakeholder feedback, conducting workshops, and developing an implementation plan. The final document is currently under review for approval by ministerial resolution.

Support to the Ministry of Planning and Development (MPD) in developing inputs for their land use planning regulatory framework and a national risk mitigation policy and strategy. In response to MPD's request for assistance with national risk management instruments, the program delivered the following during FY24: (i) provided technical inputs for a national risk management policy and strategy, completed in May 2024, with government approval expected by year-end; and (ii) contributed to the drafting of the MAGOT and related land use guidelines to assist municipalities in developing their own territorial and risk planning tools.

During FY25, the activities will focus on:

1. Continue supporting the Vice Ministry of Housing and Urban Planning (VMVU)/Ministry of Public Works (MOPs) in operationalizing the National Integrated Policy for Cities (PNDIC).
2. Continue supporting the Ministry of Planning (MPD) by providing technical inputs for the development of national territorial planning tools and the approval of the national risk management plan and policy.
3. Support the National Fund for Regional Development (FNDR) in implementing identified corrective actions to enhance its capacity, potentially evolving into a National Development Fund.

Risks and Mitigation Efforts

Political shifts may affect the national and local governments' commitment to the newly developed regulations and instruments. To anticipate this risk, the Task Team conducted meetings and training sessions for key technical counterparts to ensure they are equipped to manage these potential challenges.

Possible impacts from the upcoming rainy season may also delay the preparation and implementation of DRM-related technical assistance at both the national and municipal levels. To mitigate these risks and enhance intersectoral engagement, the Task Team is ensuring regular communication with stakeholders and is proactively engaging with technical counterparts to maintain steady implementation progress.

The World Bank team has requested a 14-month no-cost extension to complete critical activities and meet the development objectives. Given the mitigation efforts, all activities are expected to be completed within the new timeframe (September 2025).

4.2 Strengthening Urban Cadasters for Urban Governance in Peru

Basic Information

TOTAL AMOUNT: US\$ 5.58 million; DISBURSED AMOUNT BY FY24: US\$ 2.26 million

IMPLEMENTATION PERIOD: December 2020 – April 2026

SURGE RESULTS AREAS:
Pillar 1 - City Management, Governance, and Financing;
Pillar 2 - Territorial and Spatial Development

Overall Context

The Peruvian government has recognized the need for adequate cadastral information at the national level. Peru does not possess a functional, integrated national system that aggregates all municipal level cadaster data. This hinders the integration of real estate information, which translates into an undetermined fiscal value of properties and an underestimation of municipal property tax collection capacity. To help municipalities in Peru strengthen their municipal finances the Strengthening Urban Cadasters for Urban Governance in Peru was launched in 2020 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. The first component seeks to design the technical groundwork for the adoption of the Land Administration Domain Model (LADM). The second component is focused on assessing the capacity of municipalities and relevant agencies and enhancing and expanding capacity-building activities. The third component of the program seeks to strengthen local capacity for the use of cadastral information and Land Value Capture instruments.

The Peru's program is on track to achieve its targets. Annex 10 offers a numerical status update of the results achieved by this program.

Highlights of key achievements in FY24

Component 1: Towards a Modern Urban Land Administration System (LADM)

The first component provides technical assistance and capacity-building activities to support the government's design of the Peruvian profile of the LADM to modernize the urban land administration system.

The achievements or contributions to the program outcomes for Component 1 in FY24 are as follows:

—Building on the successful adoption of new regulations and the LADM urban standard in Peru in the previous years, in FY24 the focus of the program was to support the Ministry

of Housing, Construction, and Sanitation (MVCS) to successfully adapt and utilize the new standards and platforms. More specifically: A series of workshops were held with the Working Group, comprising of relevant operational units within MVCS, the Agency for Property Formalization (COFOPRI), and the municipalities benefiting from the Na-

tional Urban Cadaster Project. These workshops discussed, validated, and refined the exchange model for territorial objects, ensuring the standard's applicability and effectiveness in urban land administration. To support the team of IT developers of the National Urban Cadaster Information System (SICUN), key cadastral processes—such as parcel subdivision, amalgamation, and record updates—were detailed to align with LADM standards. Municipal processes using cadastral data, like construction and commercial license requests, were also described for seamless integration into SICUN.

—The program worked closely with the MVCS development team to ensure the SICUN platform aligns with LADM best practices and international standards, promoting better data management and interoperability within urban cadastral systems.

—The program helped MVCS engage with key agencies, including the Ministry of Agrarian

Development (MIDAGRI), Ministry of Culture (MINCUL), and National Forestry and Wildlife Service, to promote LADM progress and interoperate SICUN with other land information systems. It also worked with the Secretariat of Digital Government to gain national endorsement for the LADM urban standard, fostering a cohesive land administration framework. Agencies responded positively, showing interest in technical assistance for interoperability pilot tests with their datasets.

—On request by MVCS, the program delivered a comprehensive document titled "Guidelines for the Implementation Procedure of the LADM Standard". This document addresses challenges in data interoperability, providing a proposal for a strategic roadmap for the initial implementation in 22 prioritized districts and a progressive strategy for broader adoption. It outlines the roles of relevant actors for a coordinated and effective implementation of the cadastral system.



During FY25, the program will continue providing technical assistance to MVCS through several key activities:

1. Propose a work plan for using the Document Management System, a PCM-SGTD software that digitizes administrative procedures, to streamline cadastral updates.
2. Conduct training workshops for officials in Chiclayo and Lambayeque will focus on converting CAD files into GIS files compatible with the LADM system, providing hands-on experience with the new tools.
3. Engage with the Secretariat of Decentralization at the Presidency of the Council of Ministers (PCM-SGD), MIDAGRI, and MINCUL to explore practical data exchange between SICUN and other land information systems, aiming to produce tangible outputs that facilitate LADM adoption.
4. Create dissemination materials, including videos and presentations, to inform stakeholders about the LADM Urban Peru adoption process and its benefits.

Component 2: Strengthening the capacity of the Ministry of Housing on Urban Cadasters

The second component of the MDTF is financing technical assistance activities for the assessment of the MVCS as the leading agency on urban cadasters, the design of its capacity strengthening strategy, as well as the provision of capacity building on urban cadaster-related responsibilities

The program supported the completion of the following activities in FY24:

— Concrete actions for the institutional and organizational strengthening of the MVCS as the leading agency on urban cadaster matters were implemented. The MVCS drafted the legal instruments that enabled the Ministry to implement its functions as the leading agency on urban cadaster matters. A final report containing the analysis, recommendations and proposed arrangements was completed.

— The Program supported COFOPRI in designing legal and administrative tools for managing national urban cadasters. Building on previous diagnostics and recommendations, technical assistance during this period focused on distributing COFOPRI's new urban cadaster functions across its branches and administrative units. The analysis, done in collaboration with COFOPRI and the National Urban Cadaster Project team, assessed organizational options for imple-

menting these functions and facilitated decision-making for gradual implementation, ensuring coordination with the Ministry of Housing. A report containing the proposed arrangements for the institutional and organizational strengthening of COFOPRI as the executing agency on urban cadaster matters was submitted, then validated with senior management. The main findings and recommendations were presented to key officials of COFOPRI and constitute technical underpinnings for the upcoming reforms.

— A report containing a preliminary proposal for a comprehensive capacity building strategy for municipal staff in charge of urban cadaster responsibilities was completed. The report provides different and complementary training mechanisms that are part of a learning ecosystem that is being implemented by the National Urban Cadaster and Municipal Support Project.

During FY25, the activities will focus on:

1. Assist COFOPRI and the Ministry of Housing in designing legal and administrative tools for urban cadasters, identifying staffing needs, and addressing skill gaps.
2. Provide guidance on normative reforms to eliminate governance overlaps.
3. Support the MVCS in developing a capacity-building strategy, a certification program for municipalities, and recommendations for formal adoption and implementation.



Component 3: Delivering Land Value Capture (LVC) Instruments

The third component is strengthening the capacity of the MVCS and at least two municipalities to design and deliver LVC instruments.

The program supported the completion of the following activities in FY24:

—During FY24, the Bank supported the MVCS in drafting regulations for the Urban Sustainable Development Law, focusing on public land operators, land management, and LVC instruments. It also helped the Metropolitan Municipality of Lima with urban land manage-

ment and assisted the Ministry of Finance (MEF) in developing a new land valuation methodology via the Fiscal Cadaster platform. Key achievements include informing MVCS's draft regulation and amendment to the law, revising land management and LVC regulations, approving a new building valuation method for FY24, and guiding MEF's pilot projects for land valuation.

During FY25, the program will develop the following activities:

1. Hire a consulting firm to provide technical assistance for designing an urban operation on Argentina Avenue in Lima.
2. The Government of Peru is expected to approve regulations for the public land operator and land management under the Urban Sustainable Development Law.
3. Launch a proof of concept for the Fiscal Cadaster platform in three districts to test new land valuation methods.

Risks & Mitigation

Peru's political instability and frequent changes in key positions and policy priorities have disrupted engagement with national agencies, causing delays in collaboration with entities like PCM-SGTD, the rural cadaster, and the Ministry of Culture. To mitigate these risks, the Program is documenting Collaboration Agreements that detail cooperation activities and focus on delivering short-term benefits. The Bank team is also coordinating with IADB to promote the interoperability of the historical sites cadaster system with SICUN. In addition, efforts are underway to leverage existing Collaboration Agreements among agencies such as MEF, MVCS, COFOPRI, and municipalities to implement institutional strengthening strategies for the National Urban Cadaster. The regulation of the Urban Sustainable Development Law has been prolonged, with some amendments requiring approval from Congress, which could weaken the law. To address this potentiality, the Bank is providing technical assistance and support to maintain the technical scope of cadaster services, facilitate discussions among key institutions, and establish dialogue with new authorities.

4.3 Green, Livable, Resilient Cities Program in Serbia

Basic Information

TOTAL AMOUNT:
US\$ 3.9 million; **DISBURSED**
AMOUNT BY FY24: US\$ 2.59
million

IMPLEMENTATION PERIOD:
December 2020 – June 2026

SURGE RESULTS AREAS:
Pillar 3 - Sustainable & Climate
Smart Cities; Pillar 5 - Urban &
Regional Resilience

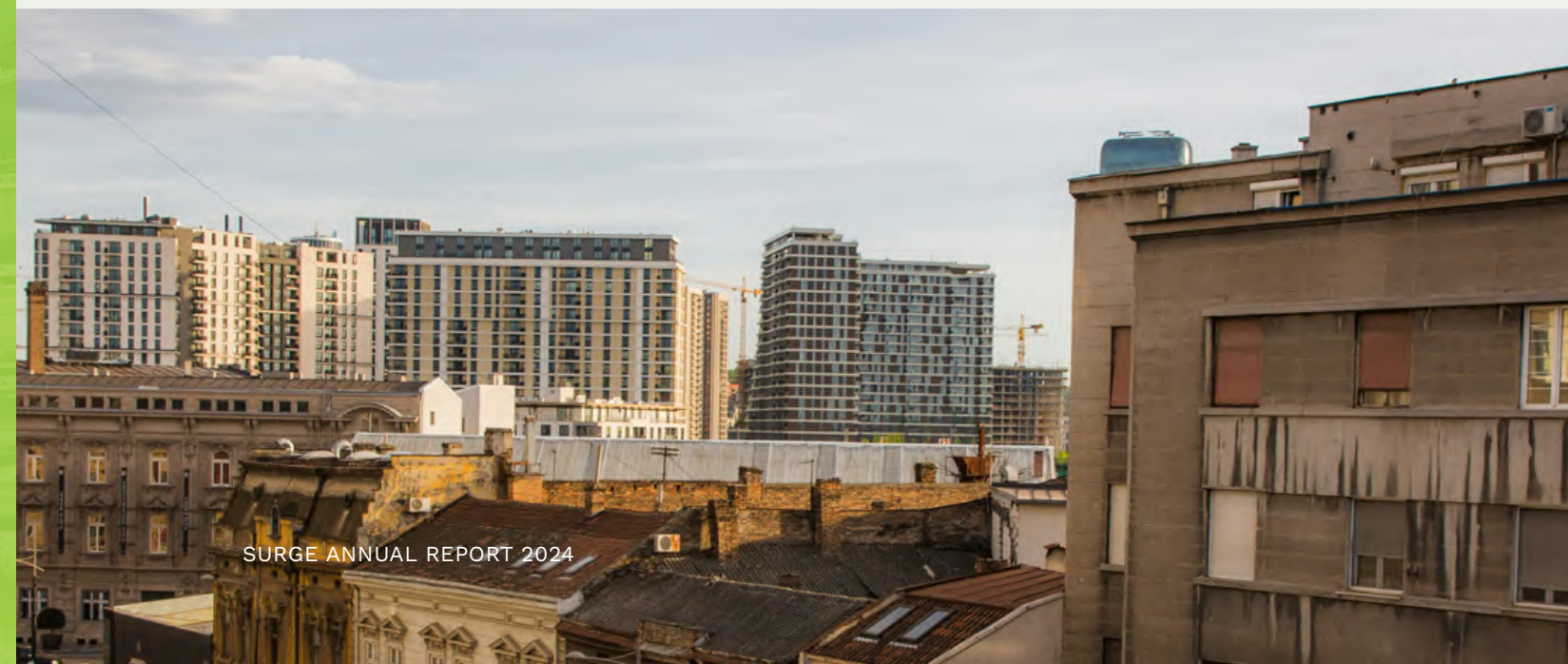
Overall Context

While Serbian cities play a crucial role in enhancing Serbia's livability, resilience, and competitiveness, they still confront mounting challenges that prevent them from fully realizing their potential. Recognizing the importance of fostering strategic urban development planning and focused management, in 2021, the World Bank, in partnership with SECO, introduced the GLRC program under SURGE. This program aims to strengthen the capacity of both national and local governments to achieve greater sustainability in Serbia's urban development, by providing technical assistance and analytical work.

The program is structured in two components. Through the first component, the GLRC program seeks to strengthen the capacity of local governments to plan and implement sustainable urban development and resilient city-level investments through technical assistance in areas such as urban resilience, local development planning, capital investment strategies, and asset management. The second component focuses on developing in-depth analytical work to guide national support for the local governments to achieve the targets of the Sustainable Urban Development Strategy (SUDS)¹⁴ of the Serbian government, as well as to foster deeper policy dialogues, through knowledge sharing and networking activities.

The GLRC program is on track to achieve its targets. Annex 11 offers a numerical status update of the results achieved by this program.

¹⁴ The Government of Serbia approved in 2019 the Sustainable Urban Development Strategy (SUDS), followed up with an action plan in March 2021. This strategy established a comprehensive and integrated program for the next-stage development of Serbian cities. Find more information in: <https://www.worldbank.org/en/country/serbia/brief/green-livable-resilient-cities-in-serbia-program>



Highlights of key achievements in FY24

Component 1: Local support: Improving capacity for resilience, planning, and development

Through its first component, the GLRC program has made substantial progress in enhancing local governments capacities, informing urban strategies and promoting knowledge exchange to strategically plan, prepare, and execute impactful city-level investments.

Specific achievements or contributions to the program outcomes in FY24 include:

Improved local urban development strategies. The program completed a comparative analysis of ten cities' performance in strategic planning, urban development, and local government finance, offering tailored recommendations to address specific challenges. The program has been supporting the Urban Planning Institutes of Niš and Leskovac with advanced analytics and research, contributing to updates in their general urban and spatial plans. In Niš, ongoing support is provided to the new Department for Urban Monitoring, focusing on stakeholder coordination, city fringe planning, and climate-aware public space development. These analytics are also supporting the implementation of the ongoing Local Infrastructure and Institutional Development Project (LIID), which aims to reinforce the planning capacities of Serbian municipalities and provide opportunities for those in the GLRC program to request funding for future investments in climate-resilient infrastructure and sustainable, low-carbon transport.

Enhanced ten secondary and mid-sized Serbian cities¹⁵ knowledge of low-carbon, sustainable development, and resilient infrastructure planning, fostering green investment projects. Two City-to-City Dialogues and four workshops on topics such as energy-urban planning links, resilient wastewater infrastructure, gender-just urban design, and green investment planning have been organized in FY24. In addition, teams from Niš and the Ministry of Construction, Transport and Infrastructure participated in a study visit to Slovenia, which facilitated knowledge exchange on spatial planning and sustainable urban strategies. These efforts led to the identification and preparation of 30 green projects proposals in six cities.¹⁶ Project proposals were concentrated in five sectors including Green Urban Development (including brownfield revitalization and public spaces), Sustainable Mobility, WSS Services, Decarbonization of Energy Services and SWM. Based on the readiness of the proposals, the work continued with Leskovac, Novi Pazar, and Kragujevac to finalize evaluation and ranking of proposed projects, as well as the readiness of the projects for financing and

¹⁴ The benefited cities are Kragujevac, Kraljevo, Leskovac, Niš, Novi Pazar, Novi Sad, Šabac, Sombor, Užice, and Zrenjanin.

¹⁶ The six cities are: Niš, Leskovac, Novi Pazar, Kragujevac, Sombor, and Užice.

potential financial structures. The program identified several potential financing sources, including capital transfers from the national budget funded from contracted green credit facilities of international financial institutions, internal funds, as well as grants from other donors. Direct borrowing and the award of PPP contracts were not planned to a significant extent, except for large projects requiring diversification of financing sources.

Increased city-to-city dialogue, networking, and exchange. The knowledge-sharing activities have offered participating and guest cities a valuable platform for peer-to-peer exchange, enabling them to showcase good practices and openly discuss the challenges they face. This collaborative approach has fostered mutual learning and innovation, helping cities tackle common urban issues more effectively, such as solid waste management, monitoring of urban development, and green transition in general.

In FY25, the program will execute the following activities:

1. Develop guidelines on resilient municipal infrastructure planning.
2. Prepare a concept for a pilot urban mobility study.
3. Actively engage in the improvement of public spaces in four cities¹⁷, focusing on creating more inclusive, accessible, and environmentally friendly public areas.
4. Support cities in developing sustainable planning approaches and improving urban mobility under the LIID program and will conduct additional city-to-city dialogues.

¹⁷ The four cities are: Kragujevac, Leskovac, Niš, and Užice.



Component 2: National support: Analytical and technical assistance support to green, livable, and resilient cities

At the national level, the GLRC program has enhanced the capabilities of policymakers in implementing the SUDS agenda by developing analytical work and knowledge sharing and networking activities.

Specific achievements or contributions to the program outcomes in FY24 include:

Setting the foundations for waste management strategies. The program provided foundational analytics and data about waste management by completing the Waste Management Situation Analysis. Building on this analysis, the Regional Waste Management Planning (RWMP) guidelines were prepared to support Serbia's municipal waste system. These guidelines include recommendations for structuring plans, aligning waste regions with legislation, and enhancing the Extended Producer Responsibility (EPR) scheme as a key instrument towards circular economy.

Strengthened multi-sectoral collaboration and stakeholder engagement. The program facilitated cooperation between government entities and other relevant stakeholders, improving coordination across sectors like

waste, water, and energy. For example, a technical mission organized with the Ministry of Environmental Protection involved key stakeholders including the Serbian Environmental Protection Agency, the Standing Conference of Towns and Municipalities, and the National Alliance for Local Economic Development, leading to the development of RWMP guidelines. Additionally, the program supported the second National Urban Forum¹⁸ in Niš in April 2024, which brought together around 150 participants from government, private sector, academia, and civil society to discuss localizing and monitoring the SDGs in Serbia's urban areas. The forum focused on green urban development, digital governance, and social issues, highlighting two ongoing World Bank infrastructure and urban development projects and TAs such as GLRC and LIID. It also served as a platform for disseminating findings and recommendations from four GLRC reports,²⁶ including the comparative analysis.

During FY25, the GLRC program will focus on the following tasks:

1. Finalize the development of the RWMP guidelines and share them with local, regional, and national governments.
2. Organize study visits fostering on-the-ground efforts and inspiring local and national stakeholders to improve further by learning from good practices from Europe.

¹⁸ Find more information about the National Urban Forum in the following links: <https://www.mgsi.gov.rs/en/aktuelnosti/national-urban-forum> ; <https://www.facebook.com/WorldBankSerbia/posts/pfbid0AmpBP4rN3S2J7qm4DuyXDDMGmXMc2UsHZLB5BRRoS-VD943QwKTNtjXr1RA4FcgpI>

¹⁹ For more information, please find the link to the publications: <https://www.worldbank.org/en/country/serbia/brief/green-livable-resilient-cities-in-serbia-program>

Risks & Mitigation

Since the program's inception, its implementation has faced delays caused by elections being held earlier than planned in 2022 and 2024, followed by extended post-election periods without a functioning government. This limited the availability of national and local counterparts, and led to frequent personnel changes, slowing down the GLRC program progress. The elections also delayed the progress of the LIID Project, which must be aligned with the GLRC program as it provides a vehicle to implement urban infrastructure investments in the ten cities supported by the GLRC program. Thus, the GLRC team requested a 14-month no-cost extension to complete critical activities and meet the development objectives. The closing date has been subsequently extended accordingly until June 30, 2026.

Leadership changes at the end of FY24 in several beneficiary local governments and the national government pose a significant risk to program implementation. As a result, the GLRC team will make additional efforts to build relationships with the new counterparts by engaging them, organizing meetings, and establishing effective communication strategies with newly appointed officials.

4.4 Urban Multi-Donor Trust Fund for South Africa

Basic Information

TOTAL AMOUNT:
US\$10.10 million; **DISBURSED**
AMOUNT BY FY24: US\$ 6.73
million

IMPLEMENTATION PERIOD:
August 2020–October 2025

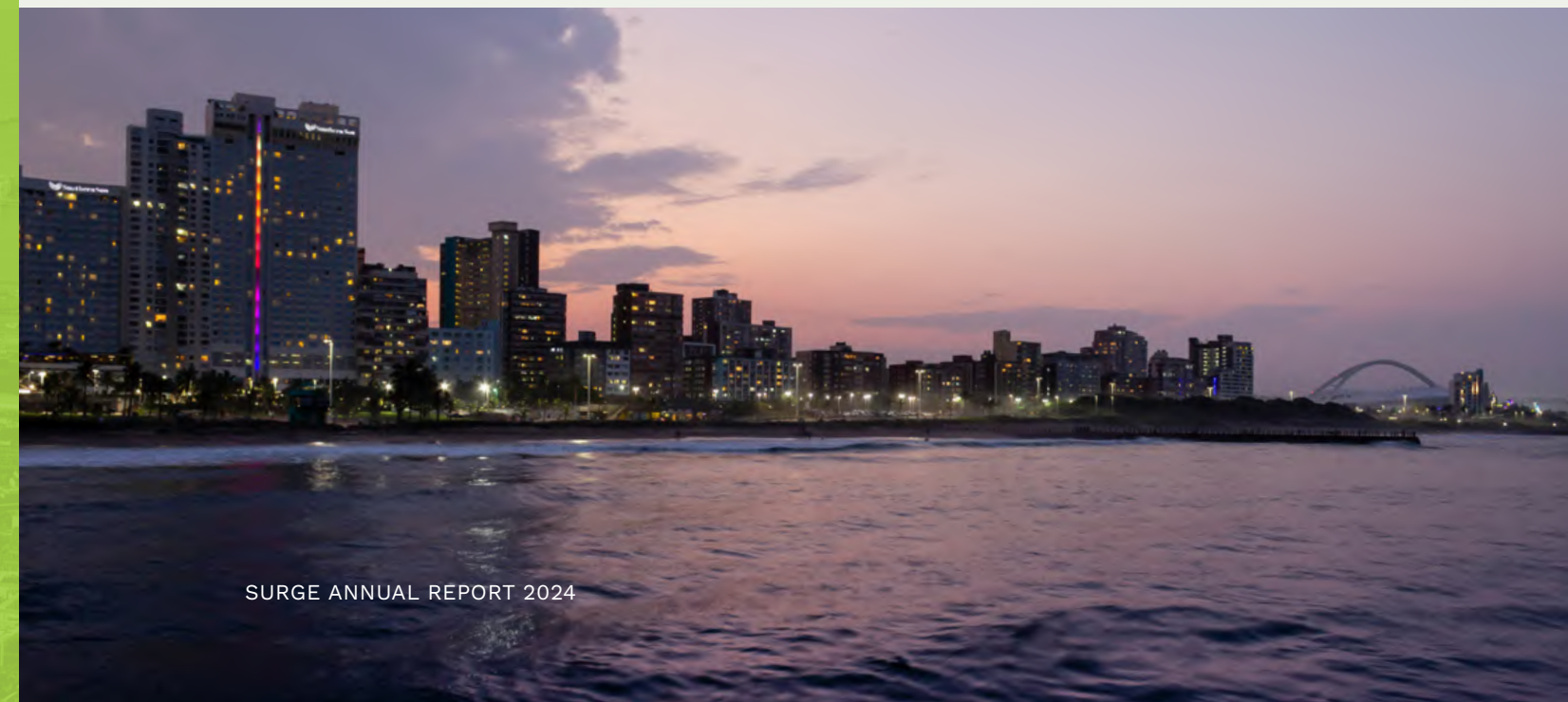
SURGE RESULTS AREAS:
Pillar 1- City Management,
Governance, and Financing;
Pillar 2 - Territorial and Spatial
Development; Pillar 5- Urban
and Regional Resilience

Overall Context

The South Africa National Development Plan (NDP) highlights cities as key drivers of economic growth, contributing 85% of the country's economic activity. However, rapid urbanization has strained governance effectiveness, limited routine operations and maintenance of infrastructure, and ultimately challenged basic service delivery. To address this, the government launched the Cities Support Programme (CSP) in 2013 to promote productive, inclusive, and sustainable cities. The World Bank and National Treasury signed an Urban Reimbursable Advisory Services (RAS) agreement in 2013 to support CSP implementation, with SECO joining in 2015. In 2018, a second RAS agreement was signed for CSP's next phase, and in 2020, the World Bank and SECO launched the Second Urban Multi-Donor Trust Fund (MDTF) to help the country's eight metropolitan municipalities—Buffalo City, Cape Town, Ekurhuleni, eThekweni, Johannesburg, Mangaung, Nelson Mandela Bay, and Tshwane—advance integrated urban transformation. The MDTF provides technical assistance and support for three key CSP components:

- Component 1: Fiscal Governance**
- Component 2: Climate Resilience**
- Component 3: Economic Development**

The MDTF for South Africa is aligned to SURGE objectives, by contributing to Pillar 1, City Management, Governance and Financing, Pillar 2, Territorial and Spatial Development, and Pillar 5, Urban and Regional Resilience. Annex 12 offers a numerical status update of the results achieved by this program.



Highlights of key achievements in FY24

Component 1: Effective and Sustainable Fiscal and Urban Financing and Strengthened Governance Capabilities

The first component aims to assist national, provincial, and city stakeholders in strengthening a sustainable urban financing framework for spatial transformation, focusing on revenue management, investment planning, and financial partnerships. It provides technical assistance to metropolitan municipalities for developing participatory long-term financial strategies and reviewing revenue policies. Additionally, it supports an Executive Leadership Capacity Development Program to enhance collaboration and helps cities and national departments build change management skills for complex reform programs.

Key achievements in FY24 include:

Long-Term Financial Strategies (LFTS):

During FY 24, the institutionalization of the recommendations of the LFTS of six municipalities has been completed. The local government team have been trained on the LFTS model and have had access to the model and strategies that were developed for the metros and other non-delegated municipalities.

Transversal Management & Change Management:

The program continued to focus on transversal and change management, focusing on providing support to the (City of) Tshwane Leadership and Management Academy and the National School of Government through a Training of Trainers Program. A total of 16 facilitators went through a structured training program to cascade the Leading Change and Transversal Management Training.

Cities, Infrastructure Delivery, and Management System (CIDMS):

The CIDMS toolkit and training curriculum was finalized. A CIDMS training event was convened, and the team continued working on the incorporation of climate resilience considerations and piloting the approach within the City of Cape Town, City of Tshwane and eThekweni coupled with training sessions.

Revenue Policy Reform:

The support offered through the Program provided recommendations on improving local revenues and capacities and infrastructure maintenance. The main recommendation that gained traction was on a potential business tax. The team has produced a business tax model at the request of the National Treasury.

During FY 25, Component 1 will focus on the following tasks:

1. Enhance governance and build metropolitan capacity for sustainable fiscal and urban financing.

2. Organize study visits fostering on-the-ground efforts and inspiring local and national stakeholders to improve further by learning from good practices from Europe.
3. In FY25, the focus will remain on the application of the City's Infrastructure Development and Management Systems (CIDMS) to improve technical expertise and project sustainability with a specific focus on wastewater infrastructure in 2-3 metropolitan areas. The climate resilience pilot phase concluded in August 2024, with additional training planned for eight metros and assessments coordinated with the National Treasury in Mangaung. The Bank also completed the change management workstream with three Masterclasses and trained 18 facilitators, with final culture change phases wrapping up by December.
4. The Executive Leadership Program (ELP) will continue, including a new city-level ELP. Under Land Value Capture, the Bank will streamline municipal land release processes and promote affordable housing, providing peer learning and technical advisory services in one metro, while identifying inner-city land release mechanisms in Johannesburg.

Component 2: Sustainable and Climate Responsive Infrastructure and Land Development

This component integrates climate resilience and sustainability into metro planning and infrastructure, enhancing cities' roles in national climate change efforts.

Key achievements include:

Integrating climate response into national and city-level infrastructure delivery (Climate Resilient Asset Management):

The Catalytic Land Development Programme (CLDP) recommendations have been completed, and efforts to mainstream climate resilience into CIDMS are ongoing. Additional work is focusing on enhancing climate resilience to inform the broader CIDMS toolkit update by the Fiscal Governance component. A key chal-

lenge remains the need for better integration platforms, particularly involving the Climate Resilience unit and trained asset-based risk assessment professionals.

Providing technical assistance for scaling capital investments in climate-resilient and low-carbon initiatives (Climate Resilient Capital Investments):

The Project Preparation Support, Resilience Rating System, Urban Simulation Modelling, and Urban Heat (Phase 1) workstreams have been completed. Ongo-

ing work includes Inter-Municipal Urban River Management for Gauteng Metros and Phase 2 of the Urban Heat workstream.

Identifying strategic risks and strategies to promote water resilience (Water Resilience):
The CSP has successfully developed and ap-

proved water business turnaround strategies for Buffalo City, Cape Town, and eThekweni. Key support was provided to eThekweni Water and Sanitation to increase its capital budget from R890 million to R2.1 billion, addressing supply chain management challenges.

During FY 25, Component 2 will continue supporting urban resilience workstreams, focusing on urban heat, the Just Urban Transition (JUT), and the Metro Trading Services Programme (MTSP) in the coming year. Key activities include:

1. **Urban Heat:** Ongoing support for the Gauteng extreme heat early warning system, promoting cool building interventions, and providing technical assistance for metro heat risk reduction initiatives, with lessons shared through peer learning.
2. **Just Urban Transition:** Finalization by the end of 2024, emphasizing stakeholder engagement and integration of JUT concepts into CSP programming.
3. **Metro Trading Services Programme:** Focused on institutional reforms for metro trading services (water, sanitation, electricity, solid waste). The World Bank will assist the National Treasury in designing a Metro Trading Services Grant (MTSG) to improve governance and financial management. Continued support will be provided to help cities meet MTSG access conditions.

Component 3: Inclusive Economic Development at City, Regional, and National Level

This component seeks to align economic incentives with city development plans, supporting inclusive growth and maximizing economic potential. It aims to accelerate Sub-National Doing Business (SNDB) reforms by mobilizing city commitments, securing inter-governmental support, and leveraging national and global expertise. Additionally, it facilitates access to spatialized economic data for urban planning and investment decisions.

Key achievements include:

Sub-National Doing Business (SNDB): The SNDB team continues to support the Metros with a strong emphasis on the transition of

SNDB to the planned future phase of the CSP and the collection of performance data. The team has been able to collect and verify certain Metros Getting Electricity and Construction Permitting data. An analysis of the data

demonstrates that some metros have been able to reduce their procedures and times in accordance with planned Program targets.

Institutionalization, Partnerships and Collaboration: The SNDB programme is transitioning into the new City Business Process Optimisation Programme, with the SNDB and CSP teams collaborating to establish a framework for this transition. The Metro Title Reform Support Programme is advancing recommendations through its partnership with the Presidency’s Operation Vulindlela team, focusing on intergovernmental relations and policy alignment. A key milestone was the

signing of an MOU between Buffalo City Metro and Khaya Lam, enabling Khaya Lam to fund technical services for land and beneficiary issues in historic housing projects.

Performance Data Collection and Results: New performance data on Dealing with Construction Permits has been collected, showing improvements in Johannesburg, eThekweni, Ekurhuleni, Nelson Mandela Bay, Mangaung, and Tshwane. Ekurhuleni has launched an online system for rates clearance applications, expected to streamline processes across its nine centers.

During FY 25, Component 3 will continue to support economic development in metros, focusing on impactful activities and transitioning CSP into its next phase. Key activities include:

1. **Completion of the Reform Action Plan** under SNDB and transition to City BPOP in all metropolitan areas.
2. **Delivery of the State Data Capability project** with Stats South Africa and NT to enhance spatial data through an integrated data lake.
3. **Finalization of the Township Development Program**, covering green economy, digital development, and safer neighborhoods.
4. **Demand-led Economic Strategies, including:**
 - Impact-Based Finance for eThekweni homelessness and metro-wide deployment.
 - Support for Johannesburg’s Inner City Regeneration Strategy with the City Resilience Program.
 - Turnaround strategy for Babelegi Industrial Park in collaboration with DTiC.
 - Creative procurement incubation in partnership with Wits School of Governance.
5. **The Township Program will conclude support for the Tembisa Digital Development Strategy**, Safer Cities in Cape Town, and green economy initiatives in eThekweni.

4.5 Indonesia Sustainable Urbanization Phase II

Basic Information

TOTAL AMOUNT:

US\$ 9.03 million;

DISBURSED AMOUNT BY FY24: 2027

US\$ 1.30 million

IMPLEMENTATION PERIOD:

November 2022 – December

2027

SURGE RESULTS AREAS:

Pillar 1- City Management,
Governance, and Financing;
Pillar 2 - Territorial and Spatial
Development;
Pillar 3 - Sustainable & Climate
Smart Cities;
Pillar 5 - Urban & Regional
Resilience

Overall Context

The IDSUN-II was launched in 2023²⁰ under the SURGE Umbrella Program, building on the success of phase I. IDSUN-II aims to strengthen the capacity of Indonesian cities to make evidence-based decisions, adopt multisectoral approaches, and identify appropriate financing solutions for sustainable, resilient infrastructure investments.

The program consists of six key components. The first focuses on supporting integrated city planning and urban transformation investments. The second helps subnational governments (SNGs) expand access to urban infrastructure financing, while the third enhances government capacities for inclusive, multi-hazard disaster resilience. Component four strengthens water utilities to improve the provision of safe drinking water services, and the fifth provides technical assistance for sustainable urban mobility solutions to national and subnational agencies. Finally, the sixth component facilitates knowledge exchange and the development of products to advance sustainable urban development in Indonesia.

The IDSUN-II is on track to achieve its targets. Annex 13 offers a numerical status update of the results achieved by this program.

Highlights of key achievements in FY24

IDSUN-II started implementation in July 2023 and has already made significant progress in five of the six components. **Overall, the program has benefited ten cities, influenced ten regulations and plans, and contributed to four investment projects related to sustainable urban development in Indonesia.**

²⁰ The Administrative Agreement was signed in November 2022.



Component 1: Integrated Planning and Investments for Sustainable and Resilient Cities

This component aims to generate knowledge and provide technical support focused on spatial planning in pilot cities, developing an area-based integrated urban transformation investment framework, and supporting analytical work for Jakarta's urban development strategy. In FY24, the program has made progress in the following activities

The program improved evidence-based decision-making through spatial planning analytics in three cities, influencing investments and mobilizing additional finance. In Balikpapan and Semarang, spatial data analytics were developed for the water and sanitation sector, informing a pre-feasibility study for citywide inclusive sanitation. As a result of the analytical work, Balikpapan was included in a World Bank investment pipeline project aimed at upgrading the Manggar Septage Treatment Plant. In Semarang, the analytics informed an investment plan for expanding services of Perumda Tirta Moedal, the local water supply company, and helped secure a matching grant from the National Urban Water Supply Project, accelerating the expansion and improvement of water treatment services. In Denpasar, the program identified MSDI capacity gaps and developed tools for updating baseline assessments. These activities will contribute to the enhancement of the MSDI system and guide the Regional Medium-Term Development Plan (RPJMD) in Denpasar.

The program produced two analytical studies to support subnational territorial planning. The first study examined lessons from Colombia's national effort to assist SNGs in developing and maintaining land use plans,

with findings expected to inform the implementation of the upcoming Integrated Land Administration and Spatial Planning Project. The second study analyzed 98 cities and 416 regencies in Indonesia, creating a city typology framework to guide the prioritization of future investments and efforts.

The program is supporting the development of an area-based integrated urban transformation investment framework. In FY24, it began creating a replicable framework to assist local governments in identifying, prioritizing, and planning high-impact urban transformation investments in selected emerging cities. These investments aim to act as catalysts in underperforming urban areas, promoting economic growth, social development, and climate resilience. As the government develops the new long-term and medium-term Development Plan, there has been a change in the location of the study city to align with the government's updated set of priority cities for the next 20 years. Consequently, the completion of the study is now expected for Q1 2025.

IDSUN-II conducted analytical work and capacity-building efforts to develop a resilient urban development strategy for Jakarta. A study on climate resilience in Indonesian cit-

ies was completed, offering a framework to prioritize high-impact climate investments, with Jakarta serving as the pilot city. The program also initiated an analytical study to provide inputs for climate-smart urban transformation in Jakarta and held three workshops on the topic. **These efforts have guided the prioritization of area-based investments and fostered stakeholder**

collaboration, helping the city transition into a global hub after losing its capital status. The new capital is planned in Nusantara. They also have provided input to inform the RPJMD of Jakarta. The Climate-Smart Urban Transformation in Jakarta report will be finalized and disseminated in early FY25.

In FY25, the program will continue supporting spatial planning in cities and will complete analytical work. Specifically, it will:

1. Support the development process of the RPJMD in Denpasar, and the update of the MSDI in Balikpapan.
2. Complete the area-based integrated urban transformation investment framework. The recommendations of this report will directly inform the ongoing development of the National Medium-Term Development Plan, planned for completion in Q1 2025.
3. To promote more balanced territorial development in Indonesia, the program will include a technical work on regional development analysis, specifically targeting the Central and Eastern regions of the country.
4. Complete analytical work on impact analysis to support the preparation of a future lending operation: the National Urban Transformation Program.

Component 2. Financial Solutions

Through its second component, IDSUN-II aims to expand infrastructure financing access for subnational governments. FY24 activities focused on establishing the technical foundation for urban infrastructure financing, advancing the design of viable financing instruments, and exploring concrete financing opportunities with subnational governments.

Analytics to inform the creation of an Urban Infrastructure Financing Framework. In FY24, the program completed a diagnostic of the regulatory and institutional framework of Indonesia for subnational infrastructure financing. It also advanced the development of two diagnostic studies to be completed in early FY25. One analyzes the demand and supply side issues of subnational debt financing, and the other highlights the significant impact of Own Source Revenue on the willingness and scale to borrow among larger SNGs with substantial fiscal capacity.

The program is supporting PT SMI, a state-owned enterprise involved in infrastructure development, in creating a new infrastructure financing instrument. IDSUN-II facilitated the participation of PT SMI representatives and key government institutions in the Municipal Finance Benchmarking Knowledge Exchange organized by the New York Environmental Fi-

ancial Corporation. The event included technical discussions to formulate strategic plans for advancing municipal financing, strengthening business processes, and enhancing PT SMI's financial products.

Providing support to three SNGs in exploring financing opportunities. IDSUN-II supported Jakarta Province and Bandung City in developing municipal financing strategies to establish a financing framework, prioritize projects, and explore alternative financing for infrastructure projects. The final draft was completed in FY24. The program also helped three subnational governments assess infrastructure projects for municipal bond financing, with two projects from West Java deemed feasible. In addition, a focus group discussion was held to improve transparency and accountability in regional debt financing through the Regional Debt Financing Application System 2.0 hosted by the Ministry of Finance.

During FY25, IDSUN-II will complete financing strategies and carry out capacity building activities, including the following activities:

1. Conclude the development of the Urban Infrastructure Financing Framework and complete the municipal financing strategies in Jakarta and Bandung.
2. Expand hands-on assistance to screen the project readiness for municipal bond financing in West Sumatra province and Jakarta.
3. Provide hands-on technical support for selected SNGs to optimize land and property taxation towards a sustainable local infrastructure financing.
4. Continue supporting PT SMI's transformation through technical studies and international benchmarking on creating an effective financing structure.

Component 3. Disaster Risk Management

This component focuses on enhancing the Indonesian government's capacity in inclusive and multi-hazard disaster resilience, and identifying policy and institutional reforms, as well as strategic investment needs, for disaster risk management. During FY24, all planned activities have been completed, except for a market sensing survey.

Enhanced national and subnational governments capacity in urban flood resilience.

The program organized a workshop to disseminate findings from the updated Urban Flood Risk Baseline Analysis to national government's representatives and River Basin organizations. Participants gained a comprehensive understanding of various risk assessment methodologies and tools to rank cities with high flood risk. Additionally, a technical workshop on Integrated Urban Flood Risk Management (IUFRM) provided training to seven SNGs²¹, that are implementing agencies of the National Urban Flood Resilience Project (NUFReP), helping them develop Flood Risk Management Plans and emphasizing IUFRM's role in urban resilience.

A policy brief that addresses knowledge gaps on gender equality, disability, and social inclusion (GEDSI) in IUFRM was completed. The document reviews the impact of flooding on marginalized groups, the GEDSI regulatory framework for urban flood risk management, and current gender- and disability-responsive budgeting in five cities. It also highlights global practices and proposes a GEDSI Action Plan for effective flood risk management. This document will inform implementing agencies of NUFReP.

Two technical notes about nature-based solutions (NbS) for river basin management and urban flood resilience were completed.

The program completed a technical note that emphasizes the need for strong coordination across national, sub-national, and non-governmental levels to successfully implement NbS in river basin management. Additionally, a technical note related to the review of engineering designs, promoting the adoption of NbS was completed. This note has contributed to enhance the quality of detailed designs for selected subprojects under NUFReP in three cities, Bima, Semarang, Banjarmasin.

The program influenced the design of city-level task-force regulations in five cities.

The technical visits, workshops, and analytical work evidenced the need of establishing city-level task forces to coordinate and integrate efforts in urban flood risk management across various stakeholder levels. IDSUN-II supported the design of city-level task-force regulations in five cities, which will contribute to ensure effective implementation of urban flood risk management. Regulations were issued through mayoral decrees in Medan, Manado, Semarang, Bima, and Banjarmasin.

²¹ Bima, Semarang, Manado, Medan, Gorontalo, IKN, Banjarmasin.

In FY25, the program will focus on:

1. Disseminating the completed outputs with key stakeholders, including the National Development Planning Agency (BAPPENAS), the Directorate of Rivers and Coasts in the Ministry of Public Works, the Ministry of Home Affairs, and local governments.
2. Dissemination activities will contribute to the selection of two cities for urban flood risk resilience diagnostics studies and will inform the development of the National Medium Term Development Plan 2025–2029, particularly in flood risk management.
3. Integrating Nature-based Solutions (NbS) into urban flood management through a series of activities including opportunity scans for three cities, a knowledge platform, urban flood risk management plans, and capacity building through workshops, training, and international study tours.

Component 5: Urban Transport

The objective of this component’s activities is to assist the Government of Indonesia in developing a platform to provide financial support and capacity building for urban transport in large cities.

To achieve these objectives, the program has developed the following activities in FY24:

Ongoing support to the national government to advance urban transport initiatives and policies. In FY24, the program developed initial activities that will contribute to develop urban transport initiatives and policies in the following years. Specifically, it gathered input and data from World Bank’s Gender Specialists on best practices for addressing gender harassment. This data will inform the design of pilot interventions and the development of a toolkit to address Gender Based Violence (GBV) in public transport. The program also

held multiple discussions with stakeholders on a government regulation that could underpin a performance-based grant for public transport services. Additionally, discussions with the BAPPENAS, Ministry of Transport (MOT), and international urban mobility experts began the drafting of the National Urban Mobility Policy.

Ongoing support is being provided to the Bandung Basin Metropolitan Area (BBMA) in developing a Corridor Development and Transit-Oriented Development (ToD) strategy. IDSUN-II has initiated a study to create a comprehensive corridor strategy that

integrates urban and transport development, including conceptual designs for key Bus Rapid Transit (BRT) stations. This study will support the BBMA BRT system being developed under the Indonesia Mass Transit (MASTRAN) Project. In FY24, the program

facilitated multiple discussions with the MOT, sub-national governments—particularly the City of Bandung—and project consultants to address corridor design and ToD components. consultants to address corridor design and ToD components.

In FY25, IDSUN-II will continue and complete various studies and initiatives. This includes:

1. Conducting surveys and data collection for GBV pilots in public transport, progressing the BBMA corridor strategy.
2. Finalizing the report supporting the creation of the National Urban Mobility Policy.
3. Developing a medium- to long-term strategic plan for commuter rail in Jabodetabek.

Component 6: Knowledge Exchange and Just-in-Time Knowledge Products

Component 6 aims to build capacity for sustainable urban development through knowledge exchange and just in time knowledge products that inform policy and decision-making at both national and subnational levels.

Overall progress is on track, with successful completion of ad-hoc technical studies on urban planning, cities, and infrastructure financing, as well as events on cities and climate in FY24, including:

Development of a policy document and workshops on resilient urban transformation, influencing regulations, policy dialogue, and decision making. The program completed a policy document on resilient urban transformation in cities, identifying key reform areas and offering strategic recom-

mendations, such as harmonizing national urban laws, prioritizing urban transformation, enabling metropolitan governance, and expanding financing mechanisms. The recommendation on metropolitan governance influenced a new Jakarta Law, which establishes inter-jurisdictional governance for urban services and challenges. Other recommendations provide a solid foundation for dialogue with the new administration on advancing sustainable urban development. Additionally, two participatory workshops with Jakarta stakeholders explored oppor-

tunities for climate-smart urban transformation in key areas of the city.

Technical support and knowledge sharing activities on sustainable urban development.

The program provided technical support to BAPPENAS in reviewing urban-rural linkages for regional development, contributing to the National Medium-Term Development Plan 2025–2045. IDSUN-II also organized

the launch of two reports on resilient, thriving cities and Indonesia's progress toward sustainable urban development. The event brought together key stakeholders from ministries, local governments, development partners, NGOs, think tanks, and academia to exchange ideas, foster dialogue, and explore partnerships for addressing climate challenges at both national and local levels.

In FY25, the program will continue supporting capacity-building activities. These include:

1. Organizing urban transformation workshops, an in-country regional development workshop on "Place, Productivity, and Prosperity," and a "World Development Report 2024" high-level dialogue on balanced territorial development linked to Component 1.
2. Other activities will involve knowledge exchanges and workshops on resilience to natural hazards.
3. The program will support the Jakarta Investment Forum, scheduled for early FY25.

IDSUN-II will begin implementing Component 4 in FY25. Activities will focus on:

1. Developing tools to assess the readiness of the city and the regional drinking water companies for safe drinking water zones, expanding private sector involvement and non-public financing for piped water services.
2. Supporting Balikpapan in implementing the Utility of the Future framework with a strategy for integrated urban water management to enhance water security and resilience.

Risks & Mitigation

Several risks could affect the timely completion of IDSUN-II activities, requiring proactive mitigation measures. Delays have arisen due to the extensive consultations necessary to ensure coordination among counterparts, alignment with national and local plans, and stakeholder engagement. Additionally, anticipated administrative changes in October 2024 have slowed activities, as counterparts work under pressure to finalize current tasks before the new administration takes office. Changes in leadership at the subnational level could also hinder the uptake of support and change the policy direction. To mitigate these risks, dissemination of all activities before October 2024 is planned, ensuring alignment with the National Medium-Term Development Plan 2024 and engaging incoming authorities early to maintain policy continuity. The complexity of stakeholders involved in urban transport activities (Component 5), including transport companies and multiple government agencies, requires intense coordination and consultation from the outset, with local experts engaged to navigate cultural and communication challenges. Potential logistical issues and evolving counterpart interests during the planning of technical workshops will be mitigated through comprehensive logistical planning and adaptability to additional case studies.



4.6 Rwanda Climate Adaptation and Enhanced Urban Resilience Program

Basic Information

TOTAL AMOUNT:
US\$ 5.48 million

IMPLEMENTATION PERIOD:
July 2024 – December 2027

SURGE RESULTS AREAS:
Pillar 5 - Urban & Regional
Resilience

The Climate Adaptation and Enhanced Urban Resilience program supports the WB financed Second Rwanda Urban Development Project (RUDP II) which aims to improve access to basic services, enhance resilience, and strengthen integrated urban planning and management in the City of Kigali (CoK) and six secondary cities of Rwanda. Specific interventions in the RUDP II seek to mainstream resilience from the upper to the lower catchment and from the top to the bottom of the hills and include: (i) wetland rehabilitation; (ii) green and grey infrastructure to mitigate erosion, reduce and manage storm water runoff along settlements, enhance wetland buffer zones and address flood hotspots; and (iii) comprehensive technical support that can improve city-wide flood risk management, such as development of a storm water master plan and a solid waste strategy.

Activities targeting climate adaptation and enhanced urban resilience in Rwanda are strongly aligned with SURGE pillar 5: Urban & Regional Resilience. These activities are mostly nested under Sub-Component 1 of RUDP II and support the comprehensive upgrading and flood risk management of four unplanned settlements, reducing flood risks at selected locations identified as flood hotspots in the city, piloting an integrated approach to sustainable wetland management and carrying out a series of technical assistance to develop tools for evidence-based, integrated urban planning and providing institutional capacity development and support to the CoK.

A key activity under Component 1 targets evidence-based, sustainable wetland management (Sub-component 1b). Detailed designs have recently been finalized for the restoration of a network of wetlands in the CoK which includes a broad range of interventions developed to reinstate suitable hydraulic conditions, enhance landscape and public space features and develop suitable infrastructure to support tourism and other beneficial uses of restored areas. These activities will not only contribute to climate change adaptation, storm flood protection and job creation, but also generate long-term benefits attributed to improved water quality, enhanced recreational and biodiversity values and lower carbon emissions.

Given the ambitious nature of the restoration plans, additional financing provided by this grant will be used to complete planned restoration actions and support the Government of Rwanda in ensuring effective oversight and implementation of wetland restoration activities. In FY25 and FY26, the following thematic areas will be supported:

- Restoration of wetlands in the CoK including selected hydraulic, landscaping and public amenity interventions.
- Supervision of wetland restoration works to ensure that appropriate technical, social and environmental standards are maintained.
- Capacity building of REMA and District staff that will be overseeing wetland restoration efforts.
- Support for local monitoring and management (Project Implementation Unit).



Chapter 5 Communications and Knowledge Management

Communication and outreach are essential to achieving the SURGE objectives. Since FY22, SURGE has been implementing a Communications and Visibility Plan (CVP) which was updated in FY24 to reflect the recommendations of the MTR which emphasized the need for more concerted effort to disseminate the knowledge and technical analysis to all stakeholders.



Communication and Dissemination

Communication and outreach are essential to achieving the SURGE objectives. Since FY22, SURGE has been implementing a CVP to guide the program’s communication and visibility efforts in support of achieving the program’s overall development objective. The CVP defines the program’s communications objectives, target audiences, communication activities, how communication success will be measured, and the resources devoted to communications and visibility. The CVP has been updated in FY24 to reflect the recommendations of the MTR which emphasized the need for more concerted effort to disseminate the knowledge and technical analysis to all stakeholders.

One of the early results from this effort is the refined SURGE external website which highlights technical tools and key results stories and will be further amplified through social media. For instance, the deep dive reports which were delivered previously under the UA&TA program provide valuable technical knowledge. This has been brought to the front page of the website for quick and easy reference by all stakeholders. Two videos, one on the SURGE program and one with highlights from the SURGE program in Bolivia will be posted on the World Bank’s YouTube channel and on the SURGE website for Annual Meetings and for external events through FY25. Overall, the structure of the website was refined and simplified for better navigation and easy access to information, with dedicated space for the country programs which will continue to be enhanced and populated with results stories from the countries. Two of the global programs under SURGE – CPL and GSCP – have their own websites and the SURGE team ensured that the link with SURGE is properly reflected on them.

Knowledge Management

One of the key findings of the recent SURGE MTR is that the program’s emphasis on knowledge generation and exchange has enabled greater engagement with clients. At program level, SURGE manages a systematic process that involves capturing, organizing, storing, and disseminating collective knowledge to enhance decision-making, innovation, and overall effectiveness. The SURGE Results Framework is the main tool of the SURGE Program management team to measure progress and keep track of the results. Four of the six program level indicators of the Results Framework directly reflect the knowledge management role of SURGE. Given the importance of the knowledge management function and the growing volume of information, the Program Man-

agement team is considering options to strengthen this function, utilizing information technology and standard knowledge management tools.

Synergies

The SURGE Umbrella Program provides a framework for engagement and support on urban development, mirrors the World Bank’s priorities for sustainable, green and resilient city systems, services and infrastructure towards livable cities as drivers of economic growth and poverty reduction; and offers unique opportunities for engaging city and clients as part of a holistic, ‘whole-of-city’ approach that supports analytics, investment prioritization, technical assistance and capacity building. At the same time, being an Umbrella Program consisting of several sub-programs with specific thematic or geographic focus, there is a risk of fragmentation and operation in silos. The Partnership Council is the main forum to share knowledge across all sub-programs and the role of the Program Management team is to ensure that such synergy takes place, not only within SURGE, but within the broader World Bank portfolio active in the urban space. This has been achieved by working closely with the Global Leads and the Practice Managers across all regions as well as country management units overseeing country level engagements. Going forward, active collaboration will continue to take place and the SURGE team is looking into strengthening the approach also as part of the knowledge management function described above.



Chapter 6 Financial Overview

This chapter provides financial information about the SURGE Umbrella Program from inception of the program in November 2019 through June 30, 2024, with specific details about FY24 (July 1, 2023–June 30, 2024). The SURGE Umbrella consists of six trust funds and five associated trust fund. The report provides details of the **contributions, allocations, and disbursements**, as well as an overview of the program management and administration (PMA) cost.



Financial Highlights

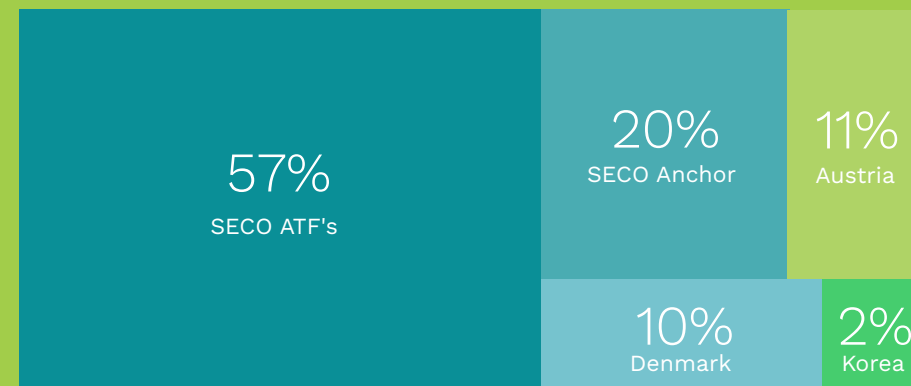
Two new donors joined the SURGE Umbrella in FY24: the MFA of Denmark and KRIHS.

The total signed contributions to the SURGE Umbrella increased to \$57.55 million equivalent current value²² at the end of FY24, compared to \$50.74 million equivalent at the end of FY23.

A total of US\$24.78 million has been disbursed at the end of FY24, of which US\$23.07 million (93%) for the technical components and US\$1.71 million (7%) for PMA.

SECO contributes 77% of the total funding to the SURGE Umbrella, followed by Austria (11%), Denmark (10%) and Korea (2%)

Figure 6: SURGE Umbrella Program Contributions by Donor



A total of US\$39.26 million has been allocated at the end of FY24, of which US\$36.89 million (94%) is allocated to the technical components and US\$2.37 million (6%) for PMA.

In FY24, three ATFs – Bolivia, Serbia, and South Africa – required additional implementation time and the end disbursement dates of the ATFs have been extended accordingly.

The SURGE team is in discussion with SECO for new contributions for Phase 2 of the UA&TA program and for geographic preferencing new contributions for Viet Nam, Uzbekistan, and Tajikistan. The EU has also expressed interest to contribute to the SURGE activities in Uzbekistan.

²² Donor contributions in non-US currency are subject to Foreign Exchange fluctuation until the contribution is fully paid and converted into US\$.

Donor Contributions to the SURGE Umbrella Program

The total current value of the signed contributions to the SURGE Anchor MDTF and the five ATFs as of June 30, 2024, is US\$57.55 million equivalent, of which US\$47.38 million is received in cash and about US\$10 million is yet to be paid and is therefore subject to Foreign Exchange rate fluctuation until the payments are made and the funds are converted into US\$. Table 6 provides summary of the contributions by donor and program in US\$ million equivalent and Annex 1 provides the details in donor currency.

Out of the total US\$47.38 million that has been paid through June 30, 2024, US\$14.42 million was paid in FY24 alone. In addition to the contributions from the donors, a total of US\$2.29 million investment income has been incurred across the six accounts (Anchor and five ATFs).

Table 6: SURGE Donor Contributions and Investment Income as of June 30, 2024, US\$ Million Equivalent

Tf Account	SURGE Sub-Program / Country	Donor	Signed Contributions*	Of Which Already Paid	Of Which Not Yet Paid*	Investment Income
Anchor	Urban Analytics and TA	SECO	6.00	6.00	-	
	Urban spatial management and planning	SECO	5.29	3.85	1.45	
	Supporting urban climate mitigation and investments in ECA	BMF - Austria	6.41	6.41	-	
	Smart City Development	MOLIT - Korea	1.11	1.11	-	0.95
	Global Urban Housing Initiative	KRIHS - Korea	0.22	0.08	0.15	
	Rwanda	MFA - Denmark	5.48	2.75	2.73	
	Sub-Total Anchor MDTF			24.52	20.20	4.32
ATFs	Bolivia	SECO	4.43	4.43	-	0.19
	Indonesia	SECO	9.03	4.30	4.73	0.25
	Peru	SECO	5.58	4.46	1.11	0.24
	Serbia	SECO	3.90	3.90	-	0.20
	South Africa	SECO	10.10	10.10	-	0.46
	Sub-Total ATFs			33.03	27.19	5.84
TOTAL*			57.55	47.38	10.16	2.29

*Current Value, Subject to FX fluctuation until the amount is fully paid and converted into US\$

Overview of the SURGE Anchor MDTF Allocations and Activity Portfolio

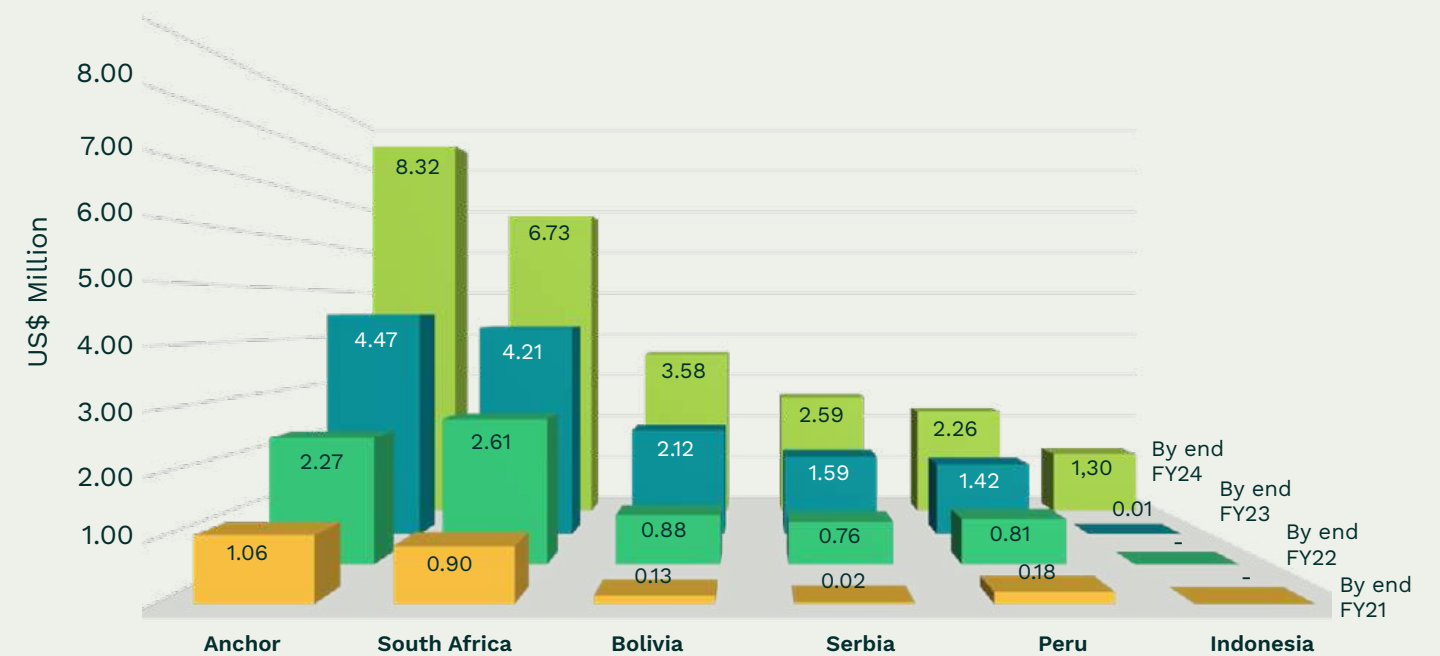
Since trust fund inception, US\$12.23 million has been allocated²³ for the technical components under the Anchor MDTF, of which US\$4.35 million in FY24 alone. These allocations are across the three global programs (UA&TA, CPL, and GSCP) and one regional program (ECA C&CC). The allocations in FY24 include US\$2.0 million for five CPL grants, US\$1.86 million for eight ECA C&CC grants, US\$50,000 for one CSCP grant and US\$438,838 for three UA&TA grants. The funding for the other two programs under the Anchor MDTF – Rwanda country program and Global Housing Initiative – have not been allocated yet. The delays of the allocations for Rwanda are reflected in the low allocation ratio for the Anchor MDTF (64%, compared to 97% for the ATFs, see Table 7).

Table 7: Contributions, Allocations and Disbursements as of June 30, 2024, US\$ Million

	Anchor	ATFs	Total
Signed Contributions	24.52	33.03	57.55
Paid Contributions	20.20	27.19	47.39
Allocations/Grant Amount	12.96	26.30	39.26
of which for Components	12.23	24.66	36.89
of which for PMA	0.73	1.64	2.37
Disbursements	8.32	16.46	24.78
of which for Components	7.79	15.28	23.07
of which for PMA	0.53	1.18	1.71
Allocated as % of Paid Contributions	64%	97%	83%
Disbursed as % of Allocated	64%	63%	63%
PMA allocation as % of total Allocations	6%	6%	6%
PMA disbursement as % of total Disbursements	6%	7%	7%

²³ The reported “allocated” amount is the same as the grant amount in the Bank’s official financial report in SAP. After the activities are completed, any undisbursed amount is returned to the main fund and the grant amount reflects the final disbursed amount for the activity. This report takes a snapshot of the grant amounts as of June 30, 2024.

Figure 7: Disbursements by Program, Cumulative in US\$ Million, as of end-FY



The cumulative disbursements for the Anchor MDTF as of end June 2024 are US\$8.32 million (Table 7 and Figure 7). In FY24 alone, the Anchor MDTF disbursed a record high US\$3.8 million compared to US\$2.2 million disbursed in FY23. This includes US\$1.63 million for UA&TA, followed by US\$790,953 for CPL, US\$741,171 for ECAC&CC, US\$434,430 for GSCP and US\$245,629 for PMA activities.

Overview of the SURGE Associated Trust Fund Allocations And Activity Portfolio

Since the inception of each ATF, a total of US\$24.66 million has been allocated across 18 technical activities and components of the five ATFs, compared to US\$17.03 million allocated across 13 activities and components in FY23. The additional five Components in FY24 are for Indonesia, while the other country programs continued with the implementation of their ongoing components. Three ATFs – Bolivia, Serbia, and South Africa – requested additional implementation time and no cost extension was granted to the three ATFs.

As illustrated in Figure 7, disbursements for the ATFs picked up in FY24 with a total of US\$16.46 million disbursed as of end June

2024, of which US\$6.6 million disbursed in FY24 only for the technical components of the 5 country programs. More detailed financial information at component level is included in the country chapters. Complete details about the allocations and expenditure for each ATF are provided in Annex 14.

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 from the global SURGE Anchor MDTF and associated country programs from inception to June 30, 2024, amounts to US\$1.71 million, equal to 7% percent of the total SURGE disbursements which is slightly higher than the required 6%. FY24 PMA disbursements alone amount to US\$0.74 million, of which US\$ 0.49 million PMA for the ATFs and US\$0.25 million PMA for the Anchor. The PMA cost in FY24 also included the cost for the Mid-Term Evaluation. The PMA cost as percentage of disbursements is slightly higher than the planned 6% because some of the Components disburse slightly slower than expected. However, at planning level, the PMA allocations are exactly 6% of the allocated amount which will help ensure that by the end of the program the PMA cost does not exceed 6 percent of the total SURGE umbrella contributions.





Chapter 7 Looking Ahead

“SURGE has been an effective vehicle for deepening World Bank engagement with clients and strategic collaboration with its donors on sustainable urban development”

—MTR



SURGE remains the central collaboration instrument for working with partners on building livable cities that are sustainable, inclusive and resilient. It has played a pivotal role in supporting governments and local authorities in addressing challenges arising from rapid urbanization and unequal regional development processes. Going forward, SURGE will maintain its focus on achieving tangible results and making an impact towards sustainable and inclusive urban development.

On the backdrop of the positive findings and strategic recommendations of the FY24 MTR, in FY25 SURGE will also focus on (i) enhancing its internal and external communications strategies to disseminate knowledge and results; (ii) nurturing its strategic collaborations and partnerships; and (iii) strengthening the synergies within SURGE and beyond.

Externally, SURGE will participate in WUF12, showcase successful results and feature visual material reaching the broader global audience of donors and partners. Throughout the year, the SURGE team will continue enhancing the content and structure of the external website, amplifying the messages through social media channels, in line with its updated Communications and Visibility Plan.

Internally, in February 2025, during the World Bank Urban Resilience and Land (URL) Forum, SURGE will organize a training session for World Bank staff and TTLs to share technical findings and knowledge from the three deep dive reports under the UA&TA program. This is the first (since 2019) face-to-face gathering of World Bank staff working in URL from across the world, and it is a unique opportunity for SURGE to share technical knowledge and achievements, disseminate the deep dive studies and promote uptake and replicability.

While SURGE is pleased to welcome new donors and partners, it is mindful of the risk of fragmentation. Therefore, in FY25 it will place special attention to sharpening the framing of each program and enhancing the synergies between the different SURGE programs and other Bank programs and initiatives.

A detailed workplan has been prepared for the FY25 outlining next steps for each trust fund under the SURGE Umbrella. This section of the Annual Report summarizes that workplan.

Global and Regional Programs

UA&TA	The current UA&TA program is expected to complete the remaining activities and close in FY25. A new phase of the UA&TA program is being discussed and expected to be launched in late FY25/early FY26, subject to additional funding from SECO.
CPL	Currently, the program supports activities in six countries and a second request for expression of interest will be launched in FY25. The global CPL team will continue promoting the use and updating as needed the Capital Investment Planning tool and the Municipal Spatial Development manual. In terms of knowledge dissemination, various channels will be used to provide updated content to global audiences, including an event at WUF12. This event that will demonstrate how integrated spatial planning informs capital investment prioritization and will allow the participants to explore the spatially informed capital investment planning platform that operationalizes the concept.
GSCP	In early FY25, GSCP will issue the 8th call for proposals for TA to support Smart City Strategic and Investment Planning and will select one additional project to benefit from the operational support component of the program. Under this program, a knowledge exchange in Korea took place in September 2024.
GUH	This program will be launched in FY25 with TA housing sector assessments in 2-3 countries and knowledge and capacity development activities.
ECA C&CC	The program will continue to support the ongoing activities in 10 countries. It will also organize a two-day event in November 2024 in Uzbekistan with emphasis on enhancing territorial planning, advancing local government performance, and supporting the development of green regions and cities.

Country Programs

Currently SURGE supports 6 country programs, with 3 additional programs expected to start in FY25. All ongoing country programs organize national coordination meetings around September each year and implement activities in accordance with the agreed plans.

—In FY24, the country programs for Bolivia, Serbia and South Africa have been granted a no-cost extension and will continue to be operational in FY25 and complete activities by the end of FY26.

—The Peru program is also expected to complete activities by the end of FY26.

—The Indonesia program is in its second year of implementation and is expected to complete activities by the end of 2027.

—The country program for Rwanda is the first Recipient-executed program in the SURGE portfolio and it is expected to be launched in FY25.

—In FY25, SURGE will start three new country programs, all funded with contributions from SECO, in Viet Nam, Tajikistan, and Uzbekistan. The EU commission is also planning to support the SURGE activities in Uzbekistan.



ANNEX 1 SURGE Results Framework 2024



Pillar 1: City Management, Governance & Financing

Objective: Strengthen the financial & institutional dimensions of urban development & management

Outcome Indicator 1: Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)

Total [target: 25] Bolivia [target: 2] Indonesia [target: 5] Peru [target: 2] GSCP [target: 16]

INTERMEDIATE OUTCOME INDICATORS	OUTPUT INDICATORS
Intermediate Outcome A: Cities have improved financial & asset management systems	
A.1 Cities have improved financial & asset management system (# of cities) Total [target: 5] Indonesia [target: 5]	A.1.1 Knowledge and planning products delivered that contribute to improved financial & asset management systems (# of products) Total [target: 3] Indonesia [target: 3]
	A.1.2 Training and knowledge sharing events that contribute to improved financial & asset management systems (# of events) Total [target: 7] Indonesia [target: 7]
Intermediate Outcome B: Municipal Own Source Revenues (OSR) and Property Tax Systems are improved	
B.1 Systems, policies, instruments, or strategies that contribute to increased municipal Own Source Revenues (OSR) are introduced / improved / adopted (# of systems, policies, instruments, or strategies) Total [target: 7] Bolivia [target: 3] Peru [target: 3] Indonesia [target: 1]	B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products) Total [target: 8] Bolivia [target: 4] Peru [target: 3] Indonesia [target: 1]
	B.1.2 Training and knowledge sharing events that contribute to improving municipal revenue (# of events) Total [target: 12] Bolivia [target: 3] Peru [target: 4] Indonesia [target: 5]
Intermediate Outcome C: Cities have strengthened institutions and improved management capacities	
C.1.1 Knowledge and planning products delivered that help cities strengthen their institutions and management capacities (# of products) Total [target: 2] Peru [target: 2] GSCP [target: 16]	C.1.1 Knowledge and planning products delivered that help cities strengthen their institutions and management capacities (# of products) Total [target: 1] Peru [target: 1] GSCP [target: 3]
	C.1.2 Training and knowledge sharing events that contribute to strengthening city management and institutions (# of events) Total [target: 3] Peru [target: 3] GSCP [target: 6]



Pillar 2: Territorial & Spatial Development

Objective: Spur equitable regional and local development

Outcome Indicator 2: Cities/regions which spurred equitable regional and local development (# of cities/regions)

Total [target: 29] UA&TA [target: 16] CPL [target: 7] Peru [target: 2] Indonesia [target: 2] GSCP [target: 2]

INTERMEDIATE OUTCOME INDICATORS

OUTPUT INDICATORS

Intermediate Outcome E: Governments have improved spatial development planning systems and capacities

E.1 Government entities with improved spatial development planning systems and capacities (# of entities)

E.1.1 Knowledge and planning products delivered that contribute to better spatial development planning systems and capacities (# of products)
Total [target: 9] Peru [target: 8] GSCP [target: 1]

Total [target: 15] Peru [target: 12] GSCP [target: 3]

E.1.2 Training and knowledge sharing events that contribute to improved spatial development planning systems and capacities (# of events)
Total [target: 8] Peru [target: 5] GSCP [target: 3]

Intermediate Outcome F: Urban planners and policymakers use improved city-level data and analytics to inform urban policy and investment planning

F.1 Laws, policies, procedures, or plans (incl. investment plans, spatial plans, sector plans, action plans, etc.) related to urban/regional development are initiated and/or improved based upon (spatial) data and analytics (# of laws, policies, procedures, or plans)

F.1.1 Knowledge and planning products and tools containing urban data and key emerging urbanization topics, diagnostics and/or analytics are produced and shared with government officials (# of products)
Total [target: 64] UA&TA [target: 34] CPL [target:18] Indonesia [target: 12]

Total [target: 22] UA&TA [target: 16] CPL [target:4] Indonesia [target: 2]

F.1.2 Training and knowledge sharing events that help stakeholder collaborate and/or improve the use of urban data and analytics for urban policy making and investment planning (# of events)
Total [target: 48] UA&TA [target: 32] CPL [target:11] Indonesia [target: 5]

F.1.3 Downloads of SURGE supported official outputs related to improved city-level data and analytics (# of downloads)
Total [target: 6300] UA&TA [target: 6000] CPL [target:300]

F.2 Improved/New data systems, platforms, portals, or tools used by cities/metros (# of systems, platforms, portals, or tools)

F.2.1 Planning and data products/tools developed, piloted, and/or improved that help carry out evidence-driven urban planning and management (# of products/tools)
Total [target: 12] UA&TA [target:4] CPL [target:2] Indonesia [target: 2] GSCP [target: 4]

Total [target: 23] UA&TA [target: 4] CPL [target:5] Indonesia [target:2] GSCP [target: 12]



Pillar 3: Sustainable and Climate Smart Cities

Objective: Set urban development on a sustainable, low-carbon development path

Outcome Indicator 3: Cities/regions with increased focus on low-carbon and sustainable development (# of cities/regions)

Total [target: 23] Bolivia [target: 2] Indonesia [target: 4] Serbia [target: 5] ECA C&CC [target: 12]

INTERMEDIATE OUTCOME INDICATORS

OUTPUT INDICATORS

Intermediate Outcome G: Cities/region work towards sustainable, climate smart & low carbon development

G.1 Government institutions have strengthened their capabilities related to sustainable, climate smart & low carbon development (# of institutions)

G.1.1 Knowledge and planning products delivered related to sustainable, climate smart & low carbon development (# of products)
Total [target: 7] Bolivia [target: 2] Serbia [target: 5]

Total [target: 19] Bolivia [target: 2] Serbia [target: 5] ECA C&CC [target: 12]

G.1.2 Training and knowledge sharing events that contribute to sustainable, climate smart & low carbon development (# of events)
Total [target: 13] Bolivia [target: 2] Serbia [target: 5] ECA C&CC [target: 6]

Intermediate Outcome H: Urban planning leverages public space & promotes transit-oriented development for livable cities

H.1 Policies, instruments, or plans introduced / improved that contribute to leveraging public space & promoting transit-oriented development (# of policies, instruments, or plans)

H.1.1 Knowledge and planning products delivered that promote transit-oriented development or help leverage public space (# products, of which with a gender focus)
Total [target: 6] Indonesia [target: 6]

Total [target: 4] Indonesia [target: 4]

Intermediate Outcome I: Government entities take actions towards handling solid waste in a more sustainable way

I.1 Governance entities improved their knowledge/capacity on sustainable solid waste management practices (# of entities)

I.1.1 Knowledge and planning products delivered that promote/inform the sustainable management of solid waste (# of products)
Total [target: 1] Serbia [target: 1]

Total [target: 3] Serbia [target: 3] ECA C&CC [target: 3] Total [target: 1] Serbia [target: 1]

I.1.2 Training and knowledge sharing events that contribute to sustainable management of solid waste (# of events)
Total [target: 2] Serbia [target: 2] ECA C&CC [target: 3]



Pillar 5: Urban & Regional Resilience

Objective: Strengthen cities and regions' resilience to climate change and disasters

Outcome Indicator 5 Cities/regions with strengthened resilience to climate change and disasters (# cities/regions)

Total [target: 14] Bolivia [target: 2] Serbia [target: 5] Indonesia [target: 6] Rwanda [target: 1]

INTERMEDIATE OUTCOME INDICATORS

OUTPUT INDICATORS

Intermediate Outcome O: Improved / New regulations, policies or planning instruments that contribute to cities' resilience to climate change and disasters

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)
 O.1.1 Knowledge and planning products delivered that strengthen cities' focus on climate resilience in regulations, policies or planning instruments (# of products, of which include a focus on gender)
 Total [target: 33] Bolivia [target: 19] Indonesia [target: 8] Serbia [target: 5] Rwanda [target: 1]

Total [target: 15] Bolivia [target: 4] Indonesia [target: 5] Serbia [target: 5] Rwanda [target: 1]
 O.1.2 Training and knowledge sharing events that help participants improve/introduce regulations, policies or planning instruments that contribute to cities' resilience (# of events)
 Total [target: 10] Bolivia [target: 5] Serbia [target: 5]

Intermediate Outcome P: Cities/regions enhanced their capability to plan/finance/manage resilient infrastructure

P.1 Government entities with enhanced capability to plan / finance / manage resilient urban infrastructure (# of government entities)
 P.1.1 Knowledge and planning products that help strengthen cities' capabilities to plan / finance / manage resilient infrastructure (# of products)
 Total [target: 10] Bolivia [target: 3] Indonesia [target: 3] Serbia [target: 3] Rwanda [target: 1]

Total [target: 11] Bolivia [target: 3] Indonesia [target: 5] Serbia [target: 3] Rwanda [target: TBC]
 P.1.2 Training and knowledge sharing events that strengthen cities' capacity to plan / finance / manage resilient infrastructure (# of events)
 Total [target: 4] Bolivia [target: 1] Serbia [target: 3]

ANNEX 2

Results Monitoring for UA&TA

SURGE PROGRAM INDICATORS

As of FY22

As of FY23

As of FY24

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

31 41 154

2. Number of **participants** of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)

748/244 1442/465 2,195/764

3. Number of **strategies, policies, plans, procedures, or regulations** of which the formulation/implementation was influenced/informed by SURGE support to cities/regions

8 28 38

4. **Additional financing** mobilized for sustainable and inclusive regional/urban development (in US\$, of which public and of which private financing)

US \$950,000 US \$ 950,000 US\$ 2,000,000

5. **Number and volume** of World Bank Group investment projects influenced through SURGE support to cities/regions

4/US \$910 million 9/ \$2.1 billion 16/\$4.1 billion

6. **Number of municipalities/cities** with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)

13 14 17



INDICATORS PILLAR 2: TERRITORIAL & SPATIAL DEVELOPMENT

As of FY 22

As of FY 23

As of FY 24

Target

Outcome Indicator 2 Cities/regions which spurred equitable regional and local development (# of cities/regions)

Too early 22 30 16

Intermediate Outcome Indicator F.1 Laws, policies, procedures, or plans (incl. investment plans, spatial plans, sector plans, action plans, etc.) related to urban/regional development are initiated and/or improved based upon (spatial) data and analytics (# of laws, policies, procedures, or plans)

11 29 41 16

INDICATORS PILLAR 2: TERRITORIAL & SPATIAL DEVELOPMENT		As of FY 22	As of FY 23	As of FY 24	Target
Outputs	F.1.1 Knowledge and planning products, and tools containing urban data and key urbanization topics, diagnostics and/or analytics are produced and shared with government officials (# of products)	18	34	58	34
	F.1.2 Training and knowledge sharing events that help stakeholders collaborate and/or improve the use of urban data and analytics for urban policy making and investment planning (# of events)	25	46	63	32
	F.1.3 Downloads of SURGE supported official outputs related to improved city-level data and analytics (# of downloads)	3,774	5,351	10,334	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	3	4	4
Outputs	F.2.1 Planning and data products/tools developed, piloted, and/or improved that help carry out evidence-driven urban planning and management (# of products/tools)	2	5	7	4

ANNEX 3

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

Angola's Cities: Seizing the Opportunity

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

Phase II: US\$263,684.47, Dates: May 2023–April 2024, Status: Closed

COUNTRY CONTEXT

Angola's urban transformation is in full swing. With an urban population already over 66 percent, the country is among the most urbanized in Sub-Saharan Africa. However, keeping pace with urbanization pressures has only recently become a strategic orientation of Angola's government. Financed through SURGE, the Angola Urbanization Review is helping to elevate the urban agenda and make the matter of urban management a national priority, both to avert further expansion of slums and to mitigate the congestion costs that are currently holding the country's cities back from becoming engines of economic growth. Addressing weak spatial planning, land management, housing sector policies and programs, and infrastructure investment is at the core of the country's focus on improving urban management.

In this context, the already completed Phase I of the SURGE Angola engagement was aimed at supporting the production of the analytical basis on urbanization challenges to identify priority reforms and investments to make cities more inclusive, resilient, and competitive. Given Angola's underdeveloped housing market and urgent need for housing, particularly for the low-income segment of the market, the also completed Phase II addressed information, policy, and capacity gaps in the National Housing Program to strengthen the ability of selected secondary cities to finance and improve urban infrastructure, housing, and service provision.

ACHIEVEMENTS

Planning

Through Phase I of the Angola SURGE Program, a completed urbanization review articulated the role Angola's cities can play in achieving more diversified and inclusive economic growth in the country. Through Phase II a housing sector diagnostic was completed and shared with the Housing Ministry. The diagnostic included detailed drilldowns into housing sector challenges and opportunities, generating several important policy and regulatory measures to promote the enabling environment for housing sector development. Additionally, capacity building sessions on housing program design to support the National Housing Program was also held.

Finance

The Angola Strengthening Governance for Enhanced Service Delivery Project (US\$250 million), approved in December 2022, was influenced by the findings and recommendations of the urbanization review and involves one entire component devoted to urban development. Its focus is on promoting robust fiscal transfers to municipalities, coupled with strengthening public financial management and land management. In addition, it will provide technical support and capacity building to more than 12 primary and secondary city municipalities for preparation of urban master plans, strategic plans, investment project preparation, and financing of urban infrastructure investments.

The Angola Secondary Cities Support Program (US\$300 million), approved in July 2024, was requested by the government as a direct result of the urbanization review. Phase II deliverables informed the design of the National Housing Program. The main aim was to provide a solid foundation of housing policy and program good practice avoiding the mistakes of previous interventions.

Operation

In FY 2024, significant investment and operational financing initiatives were launched. In Angola, the \$300 million Angola Secondary Cities Support project was shaped by key insights and recommendations from the

Urban Resilience (UR) program and Phase II housing technical assistance. Furthermore, Angola's participation in the SURGE grant facilitated the mobilization of resources from the City Climate Finance GAP Fund and the Global Facility for Disaster Reduction and Recovery (GFDRR), which are now supporting technical assistance for green and resilient housing development.

NEXT STEPS

Phase II technical assistance on housing sector policies and programs was completed in April 2024.

Madagascar: Leveraging Cities as Drivers of Growth and Structural Transformation

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

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

COUNTRY CONTEXT

Madagascar is an island country experiencing rapid urbanization and is among the countries most exposed to disaster risk, which compounds its urban development challenges. The country is urbanizing faster than other countries in Sub-Saharan Africa and is expected to become majority urban by 2036. However, this urbanization is happening at lower GDP per capita than comparator countries across the region. While 75 percent of the country's GDP is generated in urban areas, the country is not leveraging the opportunity for economic transformation that is associated with urbanization. On the contrary, the poverty rate in urban areas has increased from 42 percent to 56 percent over the past decade and is even higher in secondary cities across the country (61 percent). Informality, lack of access to basic services, and lack of infrastructure are hampering the productivity, competitiveness, and livability of cities in the country. Madagascar is also one of the most climate vulnerable countries in the region and regularly faces cyclones, floods, and droughts that cause average annual losses of US\$100 million. In

2022, losses from cyclone season were estimated to be over US\$600 million or close to 5 percent of GDP. The number of disaster-related events affecting the country has tripled over the past 20 years.

In this context, SURGE has been supporting Madagascar through this grant in a phased manner. The first phase of activities supported the production of an urbanization review to provide an analytical basis identifying priority reforms and investments to improve the living conditions of the urban population, especially the poor in informal settlements and hazard-prone areas. In the second phase, the grant built on the recommendations of the urbanization review and financed a set of targeted technical assistance activities and capacity building to support the government of Madagascar in advancing the priority interventions identifying during the work done during the first phase.

ACHIEVEMENTS

Planning

The urbanization review completed under Phase 1 of the SURGE-supported grant provided an analytical assess-

ment of the deficiencies and challenges in Madagascar's urban system and promoted a system-of-cities approach to address problems of disconnected cities, urban sprawl, misaligned urban land management policies, unaffordable housing, underfunding of municipalities, and capital investment prioritization. The review proposes a long-term roadmap and strategic approach for transforming Malagasy cities so that they can play a stronger role in growth and poverty reduction. As part of this plan, a set of coordinated national-level reforms have been proposed in urban land administration, affordable housing, urban infrastructure, and services (public transport, water and sanitation, municipal solid waste management, drainage and flood protection, electricity), climate and disaster risk resilience for cities, and decentralization and municipal finance.

The grant also contributed to analysis and policy recommendations that informed the Climate Change and Development Report (CCDR) for Madagascar being produced by the World Bank. Specifically, the grant supported analytical work that contributed to the section on urban resilience. This section demonstrates and quantifies the risks being faced by Malagasy cities from natural disaster and the expected and increasing impacts of climate change and provides several prioritized and costed recommendations to address these risks including through the implementation of risk-informed urban planning.

During Phase II, a comprehensive fiscal and institutional assessment of selected local government was completed and served as input to preparation of the urban local governments to inform the implementation of the country's decentralization reforms outlined in the PNDE. This assessment is also going to inform the design of a pipeline World Bank financing operation in the country to support implementation of the PNDE, the Enhancing Governance Capacity for Decentralized Service Delivery Program. This assessment served as the core analytical underpinning of the World Bank's dialogue with the ministries of Interior and Decentralization (MID) and Economy & Finance (MEF) on decentralization, intergovernmental fiscal transfers, and local services and infrastructure, especially in urban areas.

Second, a rapid technical assessment on affordable housing was conducted, to enhance the knowl-

edge base in the country and provide recommendations to the government on ways to strengthen affordable housing policies and programs in the country. This is in collaboration with the Secrétariat d'Etat en charge des Nouvelles Villes et de l'Habitat (SENVH), the main government body responsible for housing.

Third, the activity supported the Ministère de l'Aménagement du Territoire et des Services Fonciers (MATSF) and the municipality of Antananarivo with a rapid technical assistance on improved urban planning in the Antananarivo metropolitan area (the capital and largest city of the country), including urban design and planning ideas on improving public spaces in low-income areas in the city.

Finally, a formal launch and dissemination for the urbanization review was held in Tana in March, 2024, with the participation of the Minister of Decentralization and Territorial Planning (MDAT) as well as the Ambassador of Switzerland, with strong participation of several Mayors of cities around the country, development partners and local experts.

Finance.

A key achievement of this grant is that it has informed the design of the country's new policy for strengthening the technical capacity, mandates, and financial resources of subnational and local governments—the “national decentralization action plan” or Plan National pour la Décentralisation Emergente (PNDE). The PNDE has been adopted by a decree of the government's Council of Ministers in July 2023.

The analytical work on urban governance and financing conducted under this grant were discussed at length with the Ministry of Interior and Decentralization and all development partners and stakeholders (local and international) supporting the ministry to develop the PNDE. These discussions shared all the relevant analysis and recommendations of the Urbanization Review so that these could be integrated into the PNDE before its finalization. As a result, the finalized PNDE approved by the government is fully aligned with the urbanization review. The government of Madagascar is now seeking to implement the PNDE, which will increase the volume of fiscal resources available to local governments—both

urban and rural. The PNDE will also help cities generate additional financing from their own sources such as local own-source revenue. The World Bank team continues to support the government in the implementation of the PNDE. (See next steps section as well.)

Additionally, technical assistance efforts contributed to the development of a comprehensive municipal revenue and institutional assessment for the Madagascar Enhancing Governance Capacity for Decentralized Service Delivery Program. Additionally, work completed under Phase II to support the city of Antananarivo played a pivotal role in designing interventions for the Second Additional Financing to the Integrated Urban Development and Resilience Project for Greater Antananarivo (\$125 million).

Operation

As the government begins implementation of its PNDE with the aim of increasing the technical and operation-

al capacity of local governments two urban infrastructure and service delivery projects are being prepared for 2025-2026 in Antananarivo and secondary cities, with a strong focus on institutional capacity building for resilient urban development at both national and subnational levels.

NEXT STEPS

All activities under the SURGE-funded grant have been completed. In terms of next steps, the World Bank team is continuing to engage with various Government of Madagascar Ministries and agencies in supporting the implementation of the findings and recommendations of these activities. The government is interested in increased financing for urban development in large as well as secondary cities.

Nigeria—Urbanization in Lagos: Enhancing Competitiveness, Livability, and Resilience

Phase I: Amount: US\$99,610, Dates: December 2020–December 2022, Status: Closed

Phase II: Amount: US\$226,390, Dates: May 2021–May 2022, Status: Closed

Additional Phase II financing: Amount: US\$150,000, Dates: December 2022–June 2023, Status: Closed

COUNTRY CONTEXT

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

Phase I of the grant financed by SURGE proposed technical assistance activities to the Lagos State Gov-

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

ACHIEVEMENTS

Planning

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

A multisector task force is a key recommendation. Its efforts have been devoted to policy and investment coordination across multiple sectors with the aim of harmonizing urban development outcomes in Lagos. All sectoral activities are now discussed, planned, prioritized, and implemented through this platform. Additionally, the Lagos Resilience strategy, which already existed but was not positioned for implementation, was translated into actionable steps with support from the urbanization review and investment prioritization capacity development. During Phase II, the LSDP 2052 was reviewed through capacity-building activities to strengthen it. Additionally, high-priority bankable projects were identified in rapidly growing investment corridors (Epe and Lekki). Parallel to the work done, multiple workshops have taken place including afford-

able housing, coordinated infrastructure planning and development, and coastal resilience. The workshops helped inform policy makers and strengthen ministries and other agencies.

Finance

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

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

Operation

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

NEXT STEPS

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

EAST ASIA AND THE PACIFIC

Green and Resilient Development in Select Secondary Cities in the Philippines

Phase I: Amount: US\$100,258, Dates: November 2020–December 2021, Status: Closed

Phase II: US\$144,984, Dates: August 2022–June 2024, Status: Closed

COUNTRY CONTEXT

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

In this context, the SURGE-supported engagement aimed to assist five secondary cities (Bacolod, Baguio, Iligan, Iloilo, and Naga) in formulating sustainable and inclusive growth and competitiveness strategies. Phase I focused on enhancing the government's policy and institutional capacity to mitigate disaster risk and improve response and recovery. This involved developing city diagnostics to identify growth drivers and laying the groundwork for creating development visions and strategies, incorporating green and resilient planning principles. Phase II targets technical and advisory assistance for the selected secondary cities in achieving green and resilient development. Planned activities include exploring engagement strategies, conducting capacity building for development strategy formulation, prioritizing capital investments, and preparing action plans for the five cities. Phase I concluded in December 2021, and Phase II concluded in December 2023.

ACHIEVEMENTS

Planning

This SURGE activity facilitated analytics and capacity building to enhance city planning, promote integrated

strategic planning at the secondary city level, and extend hands-on learning to national planning reforms. The diagnostic assessment of the five secondary cities, developed in Phase I, provided insights into their infrastructure deficits, economic endowments, and growth opportunities. Based on this analysis, the World Bank engaged in consultative discussions to devise operational strategies for secondary cities, resulting in the spontaneous formation of a community for planning professionals and a network among participating cities to address planning challenges. It also supported the five secondary cities in formulating action plans, offering options for green and resilient investments. Complementing these activities, and in response to requests from the cities of Bacolod and Baguio, the World Bank has assisted the LGUs in the technical analysis of housing projects falling under the national program, Pambansang Pabahay Para sa Pilipino Housing (4PH). In FY24, the UA&TA engagement completed the assessment of the feasibility and potential implementation issues of the 4PH Program by evaluating two ongoing PPP subnational housing projects in Bacolod and Baguio. The assessment included different aspects of the 4PH Program, such as housing affordability, subsidy design, and implementation plan. It also provided key recommendations to optimize program sustainability, resilience and outcomes. The findings were shared with the DHSUD.

Financing

Based on the secondary city action plans, capital investments have been identified for follow-up. The investment project formulation process has generated numerous green and resilient identified sub-projects, including a waste-to-energy facility, urban mobility investments and innovative approaches to affordable housing provision and informal settlement upgrading. Financing for these investments is being mobilized to complement the influx of new central transfer revenues to local governments.

Operation

The SURGE-supported activities did not focus on downstream operations, but they are likely to be ad-

dressed in follow-up support provided by the World Bank via municipal finance analytical work and related capacity-building activities.

NEXT STEPS

The engagement closed in FY24.

Viet Nam: Recharging the Southeast Region Growth Engine

Phase I: Amount: US\$98,122, Dates: October 2020–December 2022, Status: Closed

Phase II: US\$146,756, Dates: August 2021–December 2022, Status: Closed

Phase II additional financing: US\$330,000, Dates: August 2022–March 2024, Status: Closed

COUNTRY CONTEXT

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

The SURGE Viet Nam engagement aimed to understand the underlying causes of SER's stagnation in economic growth and enhance institutional capacities to unlock the region's growth potential and increase investments in infrastructure and service delivery. Phase I involved the development of an in-depth diagnostic of SER regional dynamics, exploring key constraints and bottlenecks. Phase II aimed to provide a technical assistance package for upstream analysis and consultations to identify an initial action/investment plan for key infrastructure in the Southeast Region. It specifically planned the development of a regional cooperation and investment coordination mechanism, and the formulation of a rigorous framework that will facilitate the identification of an investment plan. This activity started in October 2020 and closed in March 2024.

ACHIEVEMENTS

Planning

Through the diagnostic developed in Phase I, this en-

agement has provided evidence about the disconnection between regional economic planning and regional-scale spatial, land use, and investment planning. Based on the diagnostic's findings, the SURGE activity supported the development of institutional mechanisms and processes to improve multitier governance and capital investment programming. These included the development of a Collaborative Governance Index (CGI), the formulation of Regional Governance Models options, the development of a standardized Capital Investment Planning Framework for investment prioritization at a regional scale, and the organization of a Regional Dialogue Series across multiple tiers of government, including the eight subnational governments, the private sector, and citizens. These analytical products, completed in FY23, have informed the establishment of the Southeast Regional Coordinating Council undertaken by the Ministry of Planning and Investment (MPI). Under Phase II studies on regulatory and institutional analysis and the development of a regional coordination and investment mechanism were carried out. Short-term and long-term solutions to the current legal and institutional framework were provided to key government counterparts. The Politburo, which is the top decision-making authority of Vietnam, issued Conclusion No. 72-KL/TW in FY24, which endorsed several policies that are consistent with the study's recommendations, including the need to strengthen inter-regional connectivity. The long-term recommendations are expected to contribute to revisions of concerned laws, including Planning Law, Budget Management Law and Public Investment Law.

Finance

Upstream SURGE planning work has paved the way for the identification of a new city-region scale investment project for SER, potentially to be financed by the World Bank. The Phase II activities supported the development of financial models and investment planning frameworks required for the coordinated execution of regional plans. These frameworks were designed in close collaboration with provincial governments in the Southeast Region and two central oversight agencies, the MPI and the Ministry of Finance. A Regional Investment Financing Mechanism was established to enable multi-provincial project investments.

Operation

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

NEXT STEPS

The UA&TA engagement closed in FY24. The government will implement policies informed by the UA&TA program. For instance, the MPI is preparing an implementation plan for the Conclusion No. 72-KL/TW, and may seek assistance from the World Bank.

EUROPE AND CENTRAL ASIA

Romania Sustainable Cities Analytics and Program Design

Phase I: Amount: US\$105,634.88, Dates: January 2021–June 2021, Status: Closed

Phase II: US\$130,845.40, Dates: June 2022–November 2022, Status: Closed

COUNTRY CONTEXT

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

In this context, the Romania Sustainable Cities Analytics and Program Design provided advisory and analytical work to deepen the understanding of urban trends, and to inform investment decisions toward more sustainable cities in Romania. This

SURGE-supported activity unfolded in two phases. The first phase aimed at developing an urbanization review that consolidated the World Bank's advisory and analytical efforts in the urban space in Romania, to provide operational inputs toward a coherent Sustainable Cities Program. The second phase focused on providing a set of comprehensive deep dives and technical assistance, to design a program that will create an enabling environment providing targeted city-level support and incentives toward a more sustainable long-term urban trajectory. The SURGE-supported activity concluded in FY23, having fulfilled all activities in the initial Concept Note.

ACHIEVEMENTS

Planning

This SURGE-supported activity has integrated analytical work into a comprehensive framework for urban

development policy and has developed policy instruments to induce self-driven municipal performance improvements. The Sustainable Cities Review, completed as part of Phase 1 in June 2021, contributed to support the rationale for investment in rapidly expanding peri-urban areas outlined in the Romanian National Urban Policy (NUP), and underscored the need for greater Functional Urban Area approaches, captured in the new Metropolitan Development Law. The Review also supported dialogue with the Ministry of Regional Development and Public Works on the topic of informal settlements and resulted in securing two European Union (EU) grants to provide inputs towards methodological approaches for integrated informal settlement upgrading, and to provide advisory inputs about housing provision for vulnerable groups. The second phase facilitated discussions and conducted research to encourage a shift toward a municipal performance improvement framework. The World Bank performed various technical studies and engaged with clients to provide a plan for the development of a potential local government investment program with a strong emphasis on green investments, in alignment with the NUP.

Finance

As part of Phase 2, the SURGE-supported activity provided technical assistance to analyze local govern-

ments' financing gaps, by identifying diverse green and resilient investment needs, along with existing funding sources for such investments. While grant-financed activities concluded in FY23, discussions on several supported topics continued into FY24. For example, the Sustainable Cities diagnostic informed the development of two Reimbursable Advisory Services Agreements (RAS) on livable cities (the Iasi Livable City program of 1.5 million euros; and the Bucharest-Illfov Livable Region Program, of 5 million euros). Additionally, the UA&TA grant's work on subnational performance-based financing informed ongoing dialogue with the government and the EU.

Operation

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

NEXT STEPS

The SURGE-supported activities have been completed. However, the World Bank will focus on implementing the two RAS agreements. It will also continue the dialogue with the Ministry of Regional Development and Public Works on housing topics.

Uzbekistan Urbanization Trends Spatial Analysis

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

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

COUNTRY CONTEXT

While urbanization has the potential to drive economic development and improve the well-being of the population, most cities in Uzbekistan are ill prepared to manage this growth as a catalyst for positive change. In the past decade, the country's urban population has increased by 17 percent, resulting in scattered and dis-

organized patterns of urban expansion characterized by low-density settlements in peri-urban areas. Due to limited resources and capacity constraints, local governments have encountered difficulties in providing essential infrastructure and basic services. This challenge is particularly pronounced in medium-sized cities, which struggle to attract and retain population, thereby

placing additional pressure on larger urban centers and squandering overall opportunity for the country.

In this context, the SURGE-supported engagement was launched to advance knowledge of urbanization and territorial development process in Uzbekistan and its impacts on economic and social development; inform national policy reforms in related areas; and inform specific investment decisions related to the Secondary Cities Program. To achieve these objectives, the activity planned the execution of two phases. The first phase aimed at conducting comprehensive spatial analysis of urbanization patterns and trends, using global geospatial data sets. The second phase planned the delivery of analytical and technical advice to follow up the urbanization analysis and identified priority investments supported under the Medium-Size Cities Integrated Urban Development Program. The SURGE-supported activity closed in June 2023, having fulfilled all activities in the initial Concept Note.

ACHIEVEMENTS

Planning

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

Finance

This engagement played a pivotal role in shaping the

World Bank's Medium-Size Cities Integrated Urban Development Project (US\$240 million), approved in June 2021. The urbanization review findings influenced its design and secured additional World Bank funding. The results of the Kagan Livelihoods study, which identifies the infrastructure needs of local community groups, are also expected to inform the selection of investments under the project. Furthermore, the World Bank provided capacity-building support to develop the National Law on Non-agricultural Land Privatization, promoting land-based financing to boost private investment in urban areas.

Operation

The SURGE-supported activity has provided capacity-building support to enhance land asset management. By passing legislation that enables the transfer of more public land to the private sector, new private investment is anticipated. Residential housing and commercial property development investments will help to contain uncontrolled informal settlement expansion, generating more needed urban housing, and greater local tax revenue sources over time. Following the completion of the UA&TA engagement, in FY24, the government of Uzbekistan piloted territorial plans for 14 cities, with plans to expand to 136 cities by 2026, based on recommendations from the Urbanization Review. Ongoing discussions include potential new investments in a performance-based financing system for local governments and a cadastral and spatial data infrastructure project, supported by SECO and the World Bank.

NEXT STEPS

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

- Assist the government of Uzbekistan to develop a new operation on establishing Performance Based Financing System for Local Governments in Uzbekistan.
- The design of a new investment on cadaster and national spatial data infrastructure.
- Draft laws related to land use management and land readjustment.

LATIN AMERICA AND THE CARIBBEAN

Costa Rica Sustainable Urban and Regional Development

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

Phase II: US\$390,453.89, Dates: March 2020–December 2023, Status: Closed

COUNTRY CONTEXT

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

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

ACHIEVEMENTS

Planning

The SURGE-supported activities provided a solid assessment of the existing urban dynamics and key urban challenges in Costa Rica. As part of Phase 1, the

urbanization review was completed and published in May 2023; the review identified key obstacles to sustainable urban development in the South Corridor region of the GAM. It also offered valuable insights and recommendations applicable nationwide, including guidance on improving urban planning, increasing municipal capacities and financing, promoting greater social integration through social housing and urban transit initiatives, and upgrading informal settlements with resilient infrastructure and local economic development initiatives. Based on this work, during Phase 2, the SURGE engagement supported the formulation of a new regulatory framework to facilitate the development and adoption process of Municipal Urban Development Plans. Additionally, the World Bank provided technical advice and capacity-building activities to the Brunca region's government, assisting in upgrading its urban development planning and formulating a road map for urban investments. Finally, targeted technical assistance was provided to develop the parameters of a future National Program for Integrated Neighborhood Upgrading, based on the analysis and findings elaborated in the urbanization review.

Finance

The Costa Rica engagement has contributed to mobilize funding for urban investments. For instance, the Costa Rica Climate Resilient Recovery and Territorial Development Project (US\$350 million), approved in November 2022, was influenced by the findings and recommendations of the urbanization review. This project focuses on providing disaster- and climate resilient infrastructure services to vulnerable regions in Costa Rica. Additionally, the targeted technical assistance delivered under

Phase 2, informs the reformulation of municipal planning frameworks and instruments, such as the planes reguladores, which are the foundation for identifying urban investment portfolios.

Operation

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

NEXT STEPS

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

Guatemala and Honduras Urban Policy Technical Assistance

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

COUNTRY CONTEXT

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

In 2022, the World Bank approved the Central America Cities and Development Advisory Service and Analytic, which focused on enhancing the understanding of the key challenges faced by diverse Central American cities. The SURGE-supported activity, initiated in January 2023, aimed at supporting this ASA in providing technical assistance for institutional strengthening in Guatemala and Honduras, where

urban operations were under preparation. To achieve this objective, three activities were planned: assess urban development policies by identifying weaknesses in the institutional structure; prioritize specific policy areas for in-depth analysis of their implementation mechanisms; and facilitate workshops to discuss findings while identifying opportunities for capacity building. The SURGE-supported activity closed in June 2023, having fulfilled most of the activities planned in the initial Concept Note. In FY23, some follow up and dissemination activities were conducted.

ACHIEVEMENTS

Planning

By offering new quantitative and qualitative analysis, the SURGE-supported activity has provided insights into the key policy challenges for sustainable and productive urbanization in Central America, opening avenues for further enhancing the dialogue with client countries. In collaboration with national and local governments, the Central America Urban Regional Policy Note has been successfully completed. The policy note introduces a typology of urban areas, based on factors such as economic dynamism, disaster risk

exposure, and living standards, which facilitates the prioritization of investments in various geographical areas. Furthermore, it provides a comprehensive assessment of sustainable urban development policies and their application in Guatemala and Honduras. The World Bank has also fostered partnerships with other development institutions, including SICA (Sistema de la Integración Centroamericana) and UN-Habitat, opening opportunities for cooperation. As a result, the research insights were presented at an event organized by UN-Habitat in FY23, attracting participation from officials representing eight countries. In FY24, the World Bank engaged on deeper policy dialogue in Honduras, contributing to partially inform the development of the new national urban policy.

Finance

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

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

Operation

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

NEXT STEPS

The World Bank is planning to reengage with the government of Guatemala in FY25 to present the results of the analytical work and foster dialogue.

Enhancing Resilient and Inclusive Territorial Development in the Dominican Republic

Amount: US\$100,000, Dates: November 2022–May 2024, Status: Closed

COUNTRY CONTEXT

In the past 25 years, the Dominican Republic has urbanized faster than the region as a whole. This impressive economic and urban population growth has put enormous pressure on cities that have been unable to provide adequate urban infrastructure and services. The unplanned and fast urbanization has exacerbated territorial challenges that, if not tackled, could slow economic expansion and increase land degradation and vulnerability to disasters. In this context, the government took a significant step by adopting its first Law on

Territorial Planning, Land Use, and Human Settlements (Law 368-22) in December 2022. This key law is governing the territorial planning agenda, establishing the regulatory framework to enforce risk-informed sustainable land use. The law mandates local governments to define urban land and develop territorial planning instruments that include climate change adaptation and resilience.

The SURGE grant aimed to support the government in operationalizing and implementing territorial planning and development reforms, through strengthening national and local capacities. To achieve this ob-

jective, the grant has financed two activities. The first provides technical assistance to develop a strategy for the implementation of the territorial planning and land use reform, including detailed mechanisms and timeline for developing territorial planning instruments, capacity building, information base, and financing strategies. The second activity will review and support coordination of the territorial planning regulations and subsidiary norms.

ACHIEVEMENTS

Planning

The SURGE-supported activity has contributed to enhancing governments' capabilities in implementing territorial planning reform and developing the regulatory framework for the Law on Territorial Planning, Land Use and Human Settlements (Law 368-22). The UA&TA activity provided support for the review of the new law, preparation of inputs for drafting the associated regulations, and analysis of international best practices pertaining to the definition of rules and criteria essential for the successful implementation of the law. Aiming at fostering a consultative and participatory process to develop the law's regulatory framework and to improve technical capacities related to territorial planning and land use mechanisms, the World Bank conducted workshops and seminars that involved key public stakeholders, including the Ministry of Planning and Economic Develop-

ment (MEPyD), regional authorities, municipal councils, and various other municipal bodies. Sectoral sessions with key stakeholders, including the Dominican Republic's business community were also held. High-level meetings were a cornerstone of the process, with the Minister and Deputy Minister of MEPyD engaging in strategic discussions to underscore the key elements of the proposed regulations. These activities have led to the development of the regulatory framework that was launched in April 2024.

Finance

Outside of the scope of the activity.

Operation

Outside of the scope of the activity.

NEXT STEPS

The grant closed in FY24. It played a pivotal role in advancing the finalization of the draft regulations of Law 368-22, which are slated for adoption in August 2024. The contributions were meticulously designed to ensure that the regulations provide a comprehensive framework for land use and territorial planning, while also ensuring the effective management and mitigation of risks associated with natural disasters and climate change adaptation.

SOUTH ASIA

Bangladesh Spatial Transformation and Urbanization

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

COUNTRY CONTEXT

Bangladesh's successful economic transformation and job creation over the past two decades has been accompanied and supported by rapid urbanization, moving rural labor to more productive jobs in cities and towns, building urban infrastructure and expanding services, and capitalizing on agglomeration economies. The

urban population has more than tripled over the past 30 years while the rural population has started to decline in absolute number. At present about 165 million, or 38 percent, of the total national population lives in urban areas, a figure that is projected to increase to 60 percent by 2050. In this context, the SURGE activity contributed to the ASA by providing a spatial analysis using

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

ACHIEVEMENTS

Planning

An initial assessment was made of patterns and trends of key indicators of interest – employment by sector and type of activities, and demographic and physical urban development – on the basis of the population Census

(2001, 2011), economic census (2001, 2013), and the nighttime light intensity (2001, 2009-2022). Additionally, an institutional and financial assessment to identify features of the institutional and fiscal framework for urban development and management to provide illumination of the patterns of spatial economic transformation.

Finance

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

Operation

Outside of the scope of the activity.

NEXT STEPS

The grant closed in December 2023.

India Technical Assistance to Surat Municipal Corporation to Advise and Support on Tapi Riverfront Redevelopment Master Plan

Amount: US\$185,000, Dates: December 2022–May 2024, Status: Ongoing (extended until September 2024).

COUNTRY CONTEXT

India's urban transition is unprecedented in scale and offers many opportunities for resilient and low carbon development. Despite the scale and speed of its urbanization, India is expected to reach 50 percent urbanization only by 2051. If managed well, that urbanization can contribute effectively to India's future growth trajectory and contribute to national climate targets. Three areas need special attention. First, it is important to plan for and manage the emerging urban footprint. Second, infrastructure and service delivery approaches need a quantum shift to ensure inclusive coverage, reliability, efficiency, and sustainability.

And third, institutional systems and financial performance needs to be strengthened at the local level to ensure that Urban Local Bodies are well-equipped to undertake necessary actions for pivoting toward resilient, green, and sustainable urban development.

In this context, the SURGE activities provided technical advice to the Surat Municipal Corporation in updating the Tapi Riverfront Redevelopment Master Plan for improving urban resilience and identifying prioritized investments in resilient infrastructure. The grant had two main tasks: Phase 1 focuses on providing technical assistance to the Surat Municipal Corporation in updating the Conceptual Master Plan for the

Tapi River Redevelopment Project; while Phase 2 focuses on identifying the prioritized investments under that project.

ACHIEVEMENTS

Planning

Surat has benefited from SURGE-financed activities as it allowed bringing in international and national experience and expertise towards updating the Tapi riverfront concept master plan being prepared by Surat Municipal Corporation. The inputs under the activities allowed inclusion of ‘room for the river’, restoration of river ecology, update of the design taking flood risk management into account based on hydrology/hydraulic inputs, integration with heritage conservation with the view of repositioning the concept master plan as an integrated approach to building economic resilience in addition to flood and climate resilience through promotion of sustainable heritage tourism activities, and stakeholder consultation into the preparation of the updated draft concept master plan for the riverfront.

Finance

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

Operation

Outside of the scope of the activity.

NEXT STEPS

The grant was extended to September 2025, and the upcoming outputs will be used towards defining the scope of investments of the Surat Resilience Enhancement Project.

Catalyzing Sustainable and Inclusive Urban Development in Kathmandu Valley

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

Phase II: US\$311,389.96, Dates: February 2023–Septemberr 2024, Status: Ongoing

COUNTRY CONTEXT

Kathmandu Valley is one of the most rapidly urbanizing metro regions in South Asia. While Nepal is predominantly a rural-based society with only 21 percent of its population living in urban areas, the country’s urban population has begun to take off in recent years, with the latest census finding almost 66 percent urban population. But urban growth has also brought costs and risks: urban sprawl has become prominent in the periphery of the metro area, spatial planning is weak, and there are substantial infrastructure deficits—particularly in water supply, sewage, and waste management. Multi-tier governance is also a challenge with fragmentation of responsibilities between central and local governments. In September 2021, the government adopted the

Green, Resilient, and Inclusive Development approach (GRID) as an overarching approach for development and started working on the GRID Strategic Action Plan in which the urban transition is one of 15 key transitions. It was therefore a propitious moment for the SURGE-supported activities to provide Nepal with the underlying urban analysis and capacity building to support this critical transition. In this context, Phase I examined the pace and form of urbanization in Kathmandu, identifying key constraints and opportunities for more efficient and inclusive urbanization, and informed priority policy options and investment areas. During the still ongoing Phase II the World Bank is contributing to the identification of solutions for rapidly expanding urban centers in Nepal, specifically in Kathmandu.

ACHIEVEMENTS

Planning

The SURGE activities supported completion of a diagnostic that helped elevate critical sustainability challenges for urban areas in the Kathmandu Valley, including unplanned urban sprawl, increasing costs for infrastructure delivery, and exposure to high-risk areas with climate change impacts. The diagnostic covered key urban development challenges including economic geography, cultural heritage economy, municipal finance, and solid waste management. The discussions during FY23 with Kathmandu Valley Development Authority provided opportunity to work on supporting the development of the new Kathmandu Valley Master Plan. Furthermore, the diagnostic helped inform the Nepal CCDR analysis.

Additionally, the study on solid waste management in Kathmandu Valley has helped inform dialogue with the government on policy, along with the GRID framework in Nepal, and led to the adoption of a new national Solid Waste Management Policy. The study also supported preparation of a Solid Waste Management Act that is being prepared to be sent to parliament.

The Kathmandu Valley institutional assessment provides a critical review of the current state of play in the development of Kathmandu Valley master plan – the key issues and challenges faced, potential solutions and recommendations for the way forward for effective implementation. It has provided insights into the division of powers concerning urban services, outlining the roles allocated to the federal, provincial, and local levels of government in this regard. The report underscores collaborative efforts by key stakeholders and shares recommendations aimed at fostering effective cooperation.

GRID aligned urban regeneration: At the request of the MoUD, a study on urban regeneration of settlements within the Kathmandu Valley has been initiated. This study will evaluate relevant policies and best practices, developing a framework and guideline for urban regeneration, using the heritage-nature-economy nexus, applicable to settlements both within and outside the Kathmandu Valley.

Finance

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

The SURGE-supported diagnostics have not directly triggered new green investments but have helped raise key issues related to green, inclusive, and resilient urban development. Some issues highlighted in the diagnostics (including solid waste management, green building construction, and resilient urban planning) are being addressed under the government’s overall GRID Strategic Action Plan, and have been captured under the GRID Development Policy Credit series for Nepal (GRID DPC1) approved in July 2022, and GRID DPC 2 pending approval in FY24. In addition, a regional air pollution program in South Asia titled Regional Air Quality Infrastructure Project is under development, and the outcomes of the Phase 1 have also helped inform the work on this operation.

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

Operation

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

NEXT STEPS

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

Pakistan: Understanding Secondary Cities

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

COUNTRY CONTEXT

Pakistan has the highest level of urbanization in South Asia with 36 percent of its total population of 207.7 million living in urban areas according to the 2017 Population Census. Urban growth in Pakistan is mainly attributable to a natural increase in population followed by rural to urban migration. It is critical to support secondary cities on urban planning, municipal finance, and service delivery, which can set these cities on a more resilient and sustainable growth trajectory, unlike the unplanned growth patterns in larger cities. Failure to invest in these cities early on is likely to result in unsustainable and uncompetitive patterns of unplanned growth including sprawling urban settlements with higher costs of infrastructure and service delivery, crowded slums in central areas, poor air quality, water pollution, lack of public spaces, and other traits that characterize urban areas in Pakistan.

In this context, the objectives of the SURGE-financed activity during Phase I is to complement the ongoing ASA–Pakistan Sustainable Cities Review by expanding and enhancing the data collection process to Sindh province; deepening the analysis of data collected on secondary cities and municipal finance; and providing technical assistance to provincial governments and select secondary cities in identifying priority investments through technical studies as well as capacity-building support for stronger city outcomes and management. During Phase II, the activities will support the government of Punjab to develop criteria for geographical targeting of a potential operation and identifying priority investments. The criteria will need to balance aspects related to poverty, basic infrastructure levels, impacts of the August 2022 floods as well economic growth potential. The trust fund would help in developing and testing the methodology that may then be systematically applied to multiple cities. Finally, the Punjabi government is keen to shift from an Annual Rental Value property tax basis to a Capital Value Model

and has requested World Bank support in this transition. This will also be completed through the grant. The activities are expected to feed into discussions between the World Bank and the government of Punjab on a focused engagement on municipal revenue in Punjab, which would include pro-poor investments.

ACHIEVEMENTS

Planning

The analytical work was completed in FY24 and the main report – “Realizing the Potential for Pakistan’s Secondary Cities” was published. This study comprised two phases: 1) conducted analysis of the demographic, physical, and spatial-economic attributes of secondary city development in Pakistan and of the role and function of the country’s secondary cities within the urban system and hierarchy, at both national and provincial levels; and 2) conducted fieldwork and data collection in eight sample secondary cities in three provinces of Khyber Pakhtunkhwa, Punjab and Sindh. The latter “on-the-ground” research reviewed urban governance, municipal finance, provision of and gaps in services and infrastructure, and urban resilience. The main report was complemented with a policy note on urban local governance in Pakistan and areas for institutional reform. A virtual consultation was held with national and local government institutions and academia on this policy note to solicit their feedback and fine tune the recommendations. This event was co-chaired with the Pakistan Institute for Development Economics (PIDE).

Finance

As part of phase 2, the grant provided technical assistance for the design of analytical and preparation work to inform the decision-making process in terms of the selection of an appropriate Capital Value Model (CVM) for the Urban Immovable Property Tax (UIPT). Informed by the technical support, the Excise and Taxation Department is preparing the World Bank financed Pun-

jab Resource Improvement and Digital Effectiveness (PRIDE) Program (P171417).

Operation

Outside of the scope of the activity.

NEXT STEPS

- In FY25, the World Bank, in collaboration with the Pakistan Institute for Development Eco-

nomics, will organize additional consultation and knowledge events to disseminate the Pakistan Secondary Cities report.

- Based on the TA support provided, the Government of Punjab announced the Implementation of long-awaited policy shift of Urban Immoveable Property Tax from Rental Valuation to Capital Valuation (Budget Strategy Paper 2024-25) in FY25.

Sri Lanka: Understanding Secondary Cities

Phase II: Amount: US\$150,000, Dates: February 21, 2024–September 30, 2024, Status: Ongoing

Urbanization in South Asia has been relatively slow in countries like Afghanistan, India, Pakistan, and Sri Lanka, but Sri Lanka’s case is unique. Between 2000 and 2010, its urban population share slightly declined, largely because equitable access to public services across rural and urban areas has reduced the need for “push” migration. Sri Lanka’s urban development, marked by sprawl and ribbon growth around Colombo, contrasts with the region due to its lower slum populations and urban poverty. Hidden urbanization is significant, with many rural areas exhibiting urban traits, while under-bounded cities like Colombo further skew urban population data. Despite progress, challenges remain, as reflected by Colombo’s low ranking (127th) on the 2015 Economist Intelligence Unit’s livability index.

In this context, the objective of the SURGE grant is to: i) develop deeper understanding of spatial transformation, urbanization and system of cities in Sri Lanka; ii) build an evidence base for contribution of urban areas in economic recovery and resilient growth, iii) provide recommendations for strengthening subnational governance, accountability and resource management, and iv) prepare a roadmap for making cities green, resilient, inclusive, and livable.

Planning

As part of the analytical work the activity will support the preparation of an urbanization review focusing on

nine provincial capitals of Sri Lanka. Additionally, a Climate Risk Profile for the nine provincial capitals was completed as well as an urban growth scenario planning for Greater Colombo.

Finance

The urbanization diagnostic is expected to support the dialogue with the Government that could influence the preparation of operations at some point.

Operation

Outside of the scope of the activity

NEXT STEPS

A report on Colombo Transformation Strategy is expected to be completed as well as a dissemination workshop.

ANNEX 4

Results Monitoring for CPL

SURGE PROGRAM INDICATORS	As of FY22	As of FY23	As of FY24
1. Number of cities/regions that have benefited from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	N/A	0	3
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	N/A	0	339/135
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation/implementation was influenced/informed by SURGE support to cities/regions	N/A	0	1
4. Additional financing mobilized for sustainable and inclusive regional/urban development (in US\$, of which public and of which private financing)	N/A	0	US\$6,000,000
5. Number and volume of World Bank Group investment projects influenced through SURGE support to cities/regions	N/A	N/A	5 / US\$1,545,000
6. Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	N/A	N/A	3

INDICATORS PILLAR 2: TERRITORIAL & SPATIAL DEVELOPMENT		As of FY22	As of FY23	As of FY24	Target
Outcome Indicator 2 Cities/regions which spurred equitable regional and local development (# of cities/regions)		N/A	0	6	7
Intermediate Outcome Indicator F.1 Laws, policies, procedures, or plans (incl. investment plans, spatial plans, sector plans, action plans, etc.) related to urban/regional development are initiated and/or improved based upon (spatial) data and analytics (# of laws, policies, procedures, or plans)		N/A	0	1	4
Outputs	F.1.1 Knowledge and planning products, and tools containing urban data and key urbanization topics, diagnostics and/or analytics are produced and shared with government officials (# of products)	N/A	0	7	18
	F.1.2 Training and knowledge sharing events that help stakeholders collaborate and/or improve the use of urban data and analytics for urban policy making and investment planning (# of events)	N/A	0	4	11
	F.1.3 Downloads of SURGE supported official outputs related to improved city-level data and analytics (# of downloads)	N/A	0	0	300
Intermediate Outcome Indicator F.2 Improved/New data systems, platforms, portals, or tools used by cities/metros (# of systems, platforms, portals, or tools)		N/A	0	1	5
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)	N/A	0	2	2

ANNEX 5

Results Monitoring for GSCP3

SURGE PROGRAM INDICATORS	As of FY22	As of FY23	As of FY24
1. Number of cities/regions that have benefited from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	N/A	N/A	7
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	N/A	N/A	182/82
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation/implementation was influenced/informed by SURGE support to cities/regions	N/A	N/A	4
4. Additional financing mobilized for sustainable and inclusive regional/urban development (in US\$, of which public and of which private financing)	N/A	N/A	0
5. Number and volume of World Bank Group investment projects influenced through SURGE support to cities/regions	N/A	N/A	5 / US\$ 985.24 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)	N/A	N/A	0

INDICATORS PILLAR 1: CITY MANAGEMENT, GOVERNANCE, AND FINANCING COME		As of FY22	As of FY23	As of FY24	Target
Outcome Indicator 1 Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)		N/A	N/A	7	16
Intermediate Outcome Indicator C.1 Cities have strengthened institutions and improved management capacities (# of cities)		N/A	N/A	7	16
Outputs	C.1.1 Knowledge and planning products delivered that help cities strengthen their institutions and management capacities (# of products)	N/A	N/A	2	3
	C.1.2 Training and knowledge-sharing events that contribute to strengthening city management and institutions (# of events)	N/A	N/A	2	6

INDICATORS PILLAR 2: TERRITORIAL AND SPATIAL DEVELOPMENT		As of FY22	As of 23	As of FY24	Target
Outcome Indicator 2 Cities/regions which spurred equitable regional and local development (# of cities/regions)		N/A	N/A	6	2
Intermediate Outcome Indicator E.1 Government entities with improved spatial development planning systems and capacities (# of entities) urban/regional development are initiated and/or improved based upon (spatial) data and analytics (# of laws, policies, procedures, or plans)		N/A	N/A	3	3
Outputs	E.1.1 Knowledge and planning products delivered that contribute to better spatial development planning systems and capacities (# of products)	N/A	N/A	2	1
	E.1.2 Training and knowledge sharing events that contribute to improved spatial development planning systems and capacities (# of events)	N/A	N/A	1	3
Intermediate Outcome Indicator F.2 Improved/New data systems, platforms, portals, or tools used by cities/metros (# of systems, platforms, portals, or tools)		N/A	N/A	6	12
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)	N/A	N/A	0	4

ANNEX 6

Engagements from Round 7 supported by GSCP3, and activities developed in FY24

EOI Title	Country	Region	Global Practice	Status	Activities developed under GSCP3 in FY24
Rio de Janeiro Smart, Green and Resilient URL Mobility	Brazil	Latin America and the Caribbean	Transport	Concluded in Dec 2023	<ul style="list-style-type: none"> —Support the development of a technological framework to enable a Mobility-as-a-Service (MaaS) platform development, focused on public and active transportation modes. —Comprehensive methodology note outlining GHG measurement procedures specific to Rio's Low Emission District (LED).
Smart City Capacity Assessment for Ghanaian Cities	Ghana	West Africa	URL	Concluded in Sep 2023	<ul style="list-style-type: none"> —Sectoral assessment of World Bank operations, focusing on smart solutions. —Analysis of city capacities based on the 14 questionnaires. —Executive summary that consolidates the findings and outputs.
Smart Mobility Solutions to Improve Urban Mobility in Nairobi Metropolitan Area	Kenya	East Africa	Multi GPs	Concluded in June 2024	<ul style="list-style-type: none"> —Technical guidance to designing an Integrated Fare Collection System for Commuter Rail and a Rapid Global Comparison of Integrated Fare Collection System for Commuter Rail. —Five technical reports in PPT format have been delivered: (i) Automatic Fare Collection System (AFCS); (ii) Case study – Evolution of Fare Collection System in Seoul; (iii) Establishment of Central Clearing House in Jakarta; (iv) AFCS National Standard Formulation in the Philippines; and (v) Discussions and Suggestions on AFCS in Kenya.
Advisory Support to the Municipality of Ulaanbaatar on Open data, data Analytics, and URL Information Management Systems	Mongolia	East Asia and Pacific	IFC	Concluded in Dec 2023	<ul style="list-style-type: none"> —Assessment of Urban Development Agency (UDA) geospatial data management system. —Supported UDA's portal development. —Organized 3 capacity-building trainings, facilitated 3 high-level meetings, organized one data use event, and organized two in-person missions.

EOI Title	Country	Region	Global Practice	Status	Activities developed under GSCP3 in FY24
Mozambique National Housing Information System Architecture Design	Mozambique	East Africa	URL	Concluded in June 2024	<ul style="list-style-type: none"> —Key institutional (MOPHRH, ADE, MTA) capacity and systems assessment report. —Detailed recommendations for business model, organizational plans and sustainability guidelines produced. —Architecture design of the housing Information System. —Identification of housing information system best practices, including the analysis and comparison of the challenges of data collection and management, use of analytical tools to inform decision making, system operation and financial sustainability.
Building Smart Systems to Improve Affordable Housing Supply in Punjab, Pakistan	Pakistan	South Asia	URL	Concluded in June 2024	<ul style="list-style-type: none"> —Recommendations for the Housing Market Information System (HMIS) design. —Design and launch the Program Management Information System (PMIS).
Dodoma Smart and Integrated Data Platform Development	Tanzania	East Africa	Transport	Concluded in Dec 2023	<ul style="list-style-type: none"> —Identification of available transport data, both traditional data housed in individual institutions and socio-economic data of current and potential users, as well as alternative sources, such as from truck monitoring tools utilized by some of the trucking companies in the region, mobile phone data, and remote sensing. —Roadmap (with recommendations) to advance the transport database platform operation. —Traffic Data Gap Analysis Report. —International best practices of Transport Data base Management (Case of Sri Lanka and Korea).

ANNEX 7 Results Monitoring for the ECA C&CC

SURGE PROGRAM INDICATORS	As of FY22	As of FY23	As of FY24
1. Number of cities/regions that have benefited from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	N/A	Too early to report	30
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	N/A	34/14	379 / 136
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation/implementation was influenced/informed by SURGE support to cities/regions	N/A	Too early to report	1
4. Additional financing mobilized for sustainable and inclusive regional/urban development (in US\$, of which public and of which private financing)	N/A	Too early to report	0
5. Number and volume of World Bank Group investment projects influenced through SURGE support to cities/regions	N/A	Too early to report	7 / US\$ 944.4 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)	N/A	Too early to report	3

INDICATORS PILLAR 3: SUSTAINABLE AND CLIMATE SMART CITIES		As of FY22	As of FY23	As of FY24	Target
Outcome Indicator 3 Cities/regions with increased focus (awareness) on low carbon and sustainable development (# of cities/regions)		N/A	0	13	12
Intermediate Outcome Indicator G.1 Government institutions have strengthened their capabilities related to sustainable, climate smart, and low carbon development (# of institutions)		N/A	0	27	12
Output	G.1.2 Training and knowledge sharing events that contribute to sustainable, climate smart & low carbon development (# events)	N/A	2	11	6
Intermediate Outcome Indicator I.1 Governance entities improved their knowledge/capacity on sustainable solid waste management practices (# of entities)		N/A	0	5	3
Output	I.1.2 Training and knowledge sharing events that contribute to sustainable management of solid waste (# of events)	N/A	0	9	3

ANNEX 8 ECA C&CC program country grants overview

Country	ECA C&CC Grant Activity	Grant Amount (US\$) & Implementation Period	Bank Lending Operation / Activity	WB Investment Amount (US\$)	Summary implementation status
Albania	Climate-Smart and Resilient Urban Development in the South of Albania	US\$ 250,000.00 Grant Implementation Period: 04/15/2023 – 04/30/2025	Project for Integrated Urban and Tourism Development (PIUTD) (P155875) and Additional Financing Status: Ongoing	US\$ 106 million	Implementation progress is on track. Main activities: <ul style="list-style-type: none"> Integrated energy efficiency and climate resilience measures into urban upgrading investments implemented by the PIUTD. Concept design, including mitigation and adaptation measures, prepared to be integrated into new project investments that will be financed by the PIUTD Additional Financing. Concept Note about integrating climate considerations into urban upgrading with a focus on climate-friendly urban mobility. Guidance Note about integrating climate change mitigation and adaptation considerations into regional development and tourism projects, based on PIUTD experience. Site visits and dedicated sessions with local stakeholders.
Armenia	Enabling Climate-Smart Regional and Local Infrastructure Development	US\$ 325,000.00 Grant Implementation Period: 03/21/2023 – 08/31/2025	Armenia Tourism and Regional Infrastructure Project (P504282) Status: Pipeline Expected approval: 11/30/2024	US\$ 50 million	Implementation progress is on track. Main activities: <ul style="list-style-type: none"> Identification of climate and disaster risks, and the prioritization/validation of the regions to benefit from the planned Climate Smart Action Plans (C-SAP). Four climate and disaster risk screenings of priority clusters. Preparatory work, including development of TORs, for the development of C-SAPs, as a basis for investment identification under the Project. Consultations with the UNDP's Climate Change Program coordination team, that is currently facilitating NDC Implementation Progress and alignment with Paris Agreement commitments.
Bosnia & Herzegovina	Building a Low-Carbon, Resilient Solid Waste Management System	US\$ 200,000.00 Grant Implementation Period: 12/12/2023 – 11/30/2025	Sustainable Solid Waste Management Project (SWEET) (P500526) Status: Pipeline Expected approval: 01/14/2025	US\$ 60 million	With some delays, implementation progress is on track. Main activities: <ul style="list-style-type: none"> Selection of six priority municipalities for data collection and consultation, and procurement process for the development of a behavioural change analysis on SWM. Desk review of available resources on household Waste Management to develop a household survey. These analyses will inform the preparation of the SWEET.
	Strengthening Urban Resilience through Geospatial-based Building Formalization	US\$ 200,000.00 Grant Implementation Period: 04/15/2024 – 10/31/2025	Geospatial Infrastructure and Valuation Enhancement Project (P180409) Status: Ongoing	US\$ 25 million	Implementation for this activity supporting the Geospatial Infrastructure and Valuation Enhancement Project (under implementation) started only in April 2024. Reporting on the first grant activities will be included in the next reporting cycle.

Kazakhstan	Sustainable Development of Cities and Regions	US\$ 250,000.00 Grant Implementation Period: 03/21/2023 – 08/31/2025	Regional and Agglomerations Development ASA (P500637) Status: Ongoing	-	As the lending request for the originally proposed Agglomeration Centers Economic Development Project was dropped, the grant activity is now implemented as a stand-alone ASA activity. As a result, implementation is progressing slower than anticipated. Main activities: <ul style="list-style-type: none"> Technical note "Advancing Urban and Regional Development in Kazakhstan" completed. Findings have been used in dialogues with the government. Discussions with several ministries and selected regions and cities to determine the interests and needs in supporting the design of green and resilient infrastructure in subnational governments. Supported the Central Asia regional workshop on Resilient and Low-carbon Cities in Almaty, Kazakhstan. Attendance of government representatives to the Understanding Risk 2024 forum in Himeiji.
North Macedonia	Climate-Smart and Resilient Municipal Service Delivery	US\$ 200,000.00 Grant Implementation Period: 04/01/2024 – 02/28/2025	Sustainable Municipal Development Project (P502834) Status: Pipeline Expected approval: 01/16/2025	US\$ 50 million	Implementation progress is off to a good start. Main activities: <ul style="list-style-type: none"> Development of a climate-smart and resilient municipal service investment project ("sub-project") appraisal system ongoing. The appraisal system will inform the preparation of the Project. Development of a risk screening checklist that will help municipalities to assess the risks that they are exposed to.
Tajikistan	Green and Resilient Dushanbe	US\$ 250,000.00 Grant Implementation Period: 03/20/2023 – 02/28/2025	Dushanbe Sustainable Urban Development Project (P179630) Status: Pipeline Expected approval: 3/27/2025	US\$ 40 million	With some initial delays, implementation is now progressing well. Main activities: <ul style="list-style-type: none"> GHG accounting and assessment of investment options for landfill gas management and solid waste collection services, with detailed analytical modeling. Analyses of Dushanbe's landfill and solid waste collection system, with specific technical inputs on options to increase the resilience of planned infrastructure. Results have informed the TORs to procure the consultancy services for the development of the feasibility study and preliminary engineering designs for a landfill infrastructure investment that will be supported by the DSUDP. Ten participants from Tajikistan were supported by grant funds to participate in the Central Asia Resilience and Low Carbon Cities (CARL-Cities) regional workshop in Almaty.
Türkiye	Low-Carbon and Resilient Development for Turkish Cities	US\$ 300,000.00 Grant Implementation Period: 03/23/2023 – 02/28/2025	Türkiye Green and Future Cities Project Status: Planned for FY26	US\$ 201 million (estimated)	Implementation progress is slower than expected as the preparation timeline for the planned Türkiye Green and Future Cities Project has been postponed. Nevertheless, the grant is supporting selected cities in identifying and preparing for resilient and green urban infrastructure investments. Main activities: <ul style="list-style-type: none"> Draft of the Konya Green Urban Infrastructure Investment Framework. This work motivated the national government to explore nature-based solutions for urban center rehabilitation. Workshop for Building climate-smart and resilient cities in Türkiye: Climate Action Planning and Green Urban Infrastructure. Engagement with the Ministry of Environment, Urbanization and Climate Change, and candidate cities for the Green and Future Cities Project, postponed to FY26. The grant is critical in providing continuous support for the engagement with candidate cities for the project.

Ukraine	Climate-Smart Housing & Urban Recovery Support	US\$ 400,000.00	Housing Repair for People's Empowerment Project (HOPE) (P181200)	US\$ 233 million	<p>Implementation of the grant is progressing well and is supporting implementation of policy dialogue related to the implementation of the HOPE Project. It also informs the ongoing preparation of the Supporting Reconstruction through Smart Fiscal Governance (SURGE) and the Strengthening Government Capacity for Fiscal Reform Implementation (STRONG) projects. Main activities:</p> <ul style="list-style-type: none"> – In depth technical support for drafting the Basic Principles for Housing Policy law. – Housing Policy Reform Consultations workshop in Kyiv. – Detailed technical discussions with the European Union, European Investment Bank, and other donors about establishing a donor platform to better coordinate housing policy support. – Organized two round tables – one with the private sector, and the second one with the public sector to learn about the key issues preventing the sector from development. – Development of an assessment of the strategic and spatial planning system. – Map-based tool for assessing targeting of potential reconstruction and development planning support. – Outline of components for World Bank support in the STRONG and SURGE lending projects.
		Grant Implementation Period: 02/01/2024 – 09/30/2025	Status: Ongoing		
Uzbekistan	Climate informed Integrated Solid Waste Management Program for Kashkadarya and Surkhandarya Regions	US\$ 300,000.00	Medium-Size Cities Integrated Urban Development Project (P162929) and Additional Financing	US\$ 200 million	<p>Implementation progress is on track. Main activities:</p> <ul style="list-style-type: none"> – Development of TOR for the preparation of a feasibility study for integrated SWM project in Kashkadarya and Surkhandarya. – Three-days training on “Landfill Management Basics” in Tashkent. – Trainings on “Integrated SWM for Qualified Landfill Operators” in Kashkadarya and Surkhandarya. – High-level consultations to discuss overall approaches to implementation of the National SWM Strategy. – Development of the TOR to implement a pilot on waste sorting at the source in the municipality of Yangiyul city, under the Project. – The grant is also supporting the broader dialogue on solid waste management in the country.
		Grant Implementation Period: 06/12/2023 – 09/30/2025	Status: Ongoing		
	Mainstreaming Climate Resilience into Territorial Planning in Uzbekistan	US\$ 100,000.00	Geospatial Data and Sustainable Cities Project (P506803)	US\$ 35 million	<p>Implementation for this activity supporting the preparation of the Geospatial Data and Sustainable Cities Project (under preparation) started only in June 2024. Reporting on the first grant activities will be included in the next reporting cycle.</p>
		Grant Implementation Period: 07/23/2024 (est.) – 06/30/2026	Status: Pipeline Expected approval: 02/27/2025		

ANNEX 9

Results Monitoring for the Bolivia Urban Resilience Technical Assistance Associated Program

SURGE PROGRAM INDICATORS		As of FY22	As of FY23	As of FY24	
1. Number of cities/regions that have benefited from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)		2	2	2	
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)		160/73	184/80	224/95	
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation/implementation was influenced/informed by SURGE support to cities/regions		1	1	3	
4. Additional financing mobilized for sustainable and inclusive regional/urban development (in US\$, of which public and of which private financing)		0	US\$1,250,000	US\$ 1,350,000	
5. Number and volume of World Bank Group investment projects influenced through SURGE support to cities/regions		1/US\$70 million	1/ US\$70 million	2/ US\$408 million	
6. Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)		2	2	2	
 BOLIVIA – INDICATORS PILLAR 1: CITY MANAGEMENT, GOVERNANCE & FINANCING		As of FY 22	As of FY 23	As of FY 24	Target
Outcome Indicator 1 Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)		0	0	2	2
Intermediate Outcome Indicator B.1 Systems, policies, instruments, or strategies that contribute to increased municipal OSR are introduced / improved / adopted (# of systems, policies, instruments, or strategies)		0	2	2	3
Outputs	B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products)	0	2	4	4
	B.1.2 Training and knowledge sharing events that contribute to improving municipal revenue (# of events)	0	7	17	3

BOLIVIA - INDICATORS PILLAR 3: SUSTAINABLE AND CLIMATE SMART CITIES				
	As of FY 22	As of FY 23	As of FY 24	Target
Outcome Indicator 3: Cities/regions with increased focus on low-carbon and sustainable development (# of cities)	0	0	2	2
Intermediate Outcome G.1 Government entities have strengthened their capabilities related to sustainable, climate smart & low carbon development (# of institutions)	0	0	2	2
Outputs				
G.1.1 Knowledge and planning products delivered related to sustainable, climate smart & low carbon development (# of products)	0	2	6	2
G.1.2 Training and knowledge sharing events that contribute to sustainable, climate smart & low carbon development (# of events)	0	4	7	2
BOLIVIA - INDICATORS PILLAR 5: URBAN & REGIONAL RESILIENCE				
	As of FY 22	As of FY 23	As of FY 24	Target
Outcome Indicator 5 Cities/regions with strengthened resilience to climate change and disasters (# of cities)	0	0	2	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	9	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	9	10	19
O.1.2 Training and knowledge sharing events that help participants improve/introduce regulations, policies or planning instruments that contribute to cities' resilience (# of events)	0	7	10	5
Intermediate Outcome Indicator P.1 Government entities with enhanced capability to plan / finance / manage resilient urban infrastructure (# of government entities)	0	3	4	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	4	3
P.1.2. Training and knowledge sharing events that strengthen cities' capacity to plan / finance / manage climate resilient infrastructure (# of events)	0	1	12	1

ANNEX 10

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

SURGE PROGRAM INDICATORS				
	As of FY22	As of FY23	As of FY24	
1. Number of cities/regions that have benefited from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	0	4	184	
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	339/45	426/80	663/182	
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	5	
4. Additional financing mobilized for sustainable and inclusive regional/urban development (in US\$, of which public and of which private financing)	0	0	0	
5. Number and volume of World Bank Group investment projects influenced through SURGE support to cities/regions	1/US\$50 million	1/ US\$50 million	1/ US\$50 million	
6. Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	0	0	0	
PERU - INDICATORS PILLAR 1: CITY MANAGEMENT, GOVERNANCE & FINANCING				
	As of FY 22	As of FY 22 & 23	As of FY 22,23 &24	Target
Outcome Indicator 1 Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)	1	3	4	2
Intermediate Outcome Indicator B.1 Systems, policies, instruments, or strategies that contribute to increased municipal OSR are introduced/improved/adopted (# of systems, policies, instruments, or strategies)	2	4	7	3
Outputs				
B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products) (Peru TF Target: 3)	6	8	18	3
B.1.2 Training and knowledge-sharing events that contribute to improving municipal revenue (# of events) (Peru TF Target: 4)	0	0	0	4
Intermediate Outcome Indicator C.1 Cities have strengthened institutions and improved management capacities (# of cities) (Peru TF Target: 2)	0	0	1	2

Outputs	C.1.1 Knowledge and planning products delivered that help cities strengthen their institutions and management capacities (# of products) (Peru TF Target: 1)	2	2	5	1
	C.1.2 Training and knowledge-sharing events that contribute to strengthening city management and institutions (# of events) (Peru TF Target: 3)	2	2	5	3



PERU - INDICATORS PILLAR 2: TERRITORIAL & SPATIAL DEVELOPMENT

As of FY 22 As of FY 22 & 23 As of FY 22,23 &24 Target

Outcome Indicator 2 Cities/regions which spurred equitable regional and local development (# of cities/regions)	Too early	4	4	2	
Intermediate Outcome Indicator E.1 Government entities with improved spatial development planning systems and capacities (# of entities)	5	5	5	12	
Outputs	E.1.1 Knowledge and planning products delivered that contribute to better spatial development planning systems and capacities (# of products) (Peru TF target: 8)	3	5	6	8
	E.1.2 Training and knowledge-sharing events that contribute to improved spatial development planning systems and capacities (# of events). (Peru TF target: 5)	3	5	10	5

ANNEX 11 Results Monitoring for the Green, Livable, Resilient Cities in Serbia Associated Program

SURGE PROGRAM INDICATORS

As of FY22 As of FY23 As of FY24

1. Number of cities/regions that have benefited from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	0	10	10
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	121/41	421/206	702 / 275
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation/implementation was influenced/informed by SURGE support to cities/regions	0	2	7
4. Additional financing mobilized for sustainable and inclusive regional/urban development (in US\$, of which public and of which private financing)	0	0	0
5. Number and volume of World Bank Group investment projects influenced through SURGE support to cities/regions	1/US\$300 million	1/ US\$300 million	1/ US\$300 million
6. Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	0	8	8




SERBIA—INDICATORS PILLAR 3: SUSTAINABLE AND CLIMATE SMART CITIES

As of FY22 As of FY23 As of FY24 Target

Outcome Indicator 3 Cities/regions with increased focus (awareness) on low carbon and sustainable development (# of cities/regions)	Too early	10	10	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	2	12	5	
Outputs	G.1.1 Knowledge and planning products delivered related to sustainable, climate smart, and low carbon development (# products)	0	3	4	5
	G.1.2 Training and knowledge sharing events that contribute to sustainable, climate smart & low carbon development (# events)	2	9	17	5

Intermediate Outcome Indicator I.1 Government entities improved their knowledge/capacity on sustainable solid waste management practices (# of entities)	1	8	8	3
Outputs				
I.1.1 Knowledge and planning products delivered that promote/inform the sustainable management of solid waste (# of products)	1	1	3	1
I.1.2 Training and knowledge sharing events that contribute to sustainable management of solid waste (# of events)	0	2	5	2

 SERBIA – INDICATORS PILLAR 5: URBAN AND REGIONAL RESILIENCE		As of FY22	As of FY23	As of FY24	Target
Outcome Indicator 5 Cities/regions with strengthened (awareness raised) resilience to climate change and disasters (# of cities/regions)		0	10	10	5
Intermediate Outcome Indicator O.1 New/Improved regulations, policies, or planning instruments that contribute to cities' resilience to climate change and disasters (# of regulations, policies, or planning instruments)		0	1	1	5
Outputs					
O.1.1 Knowledge and planning products delivered that strengthen cities' focus on climate resilience in regulations, policies or planning instruments (# of products, of which include a focus on gender)	0	3	4	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	10	5	
Intermediate Outcome Indicator P.1 Government entities with enhanced capability to plan/finance/manage resilient urban infrastructure (# of government entities)		2	8	8	3
Outputs					
P.1.1 Knowledge and planning products that help strengthen cities' capabilities to plan/finance/manage resilient infrastructure (# of products)	0	1	1	3	
P.1.2 Training and knowledge sharing events that strengthen cities' capacity to plan/finance/manage resilient infrastructure (# of events)	1	4	6	3	

ANNEX 12

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

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

SURGE PROGRAM INDICATORS	As of FY22	As of FY23	As of FY24
1. Number of cities/regions that have benefited from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)	8	8	8
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)	922	1335/185	2287/285
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation/implementation was influenced/informed by SURGE support to cities/regions	2	3	3
4. Additional financing mobilized for sustainable and inclusive regional/urban development (in US\$, of which public and of which private financing)	US \$490,000	US \$2,893,098	US \$2,893,098
5. Number and volume of World Bank Group investment projects influenced through SURGE support to cities/regions	0	0	0
6. Number of municipalities/cities with improved participatory planning processes, including with a focus on gender (of which in fragile and conflict-affected situations)	0	0	0

ANNEX 13 Results Monitoring for the IDSUN-II Program

SURGE PROGRAM INDICATORS		As of FY22	As of FY23	As of FY24	
1. Number of cities/regions that have benefited from SURGE support for implementing or formulating sustainable and inclusive urban/regional economic development strategies, policies, projects, plans, procedures, or regulations (of which in fragile and conflict-affected situations)		N/A	N/A	11	
2. Number of participants of events on (aspects of) sustainable and inclusive regional/urban economic development (of which women)		N/A	N/A	526/241	
3. Number of strategies, policies, plans, procedures, or regulations of which the formulation/implementation was influenced/informed by SURGE support to cities/regions		N/A	N/A	8	
4. Additional financing mobilized for sustainable and inclusive regional/urban development (in US\$, of which public and of which private financing)		N/A	N/A	0	
5. Number and volume of World Bank Group investment projects influenced through SURGE support to cities/regions		N/A	N/A	6 / US\$ 2,350 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)		N/A	N/A	4	

INDONESIA — INDICATORS PILLAR 1: CITY MANAGEMENT, GOVERNANCE, AND FINANCING COME		As of FY22	As of FY23	As of FY24	Target
Outcome Indicator 1 Cities/regions with strengthened financial/institutional dimensions of urban development and management (# of cities/regions)		N/A	N/A	3	5
Intermediate Outcome Indicator A.1 Cities have improved financial & asset management system (# of cities)		N/A	N/A	0	5
Outputs	A.1.1 Knowledge and planning products delivered that contribute to improved financial & asset management systems (# of products)	N/A	N/A	1	3
	A.1.2 Training and knowledge sharing events that contribute to improved financial & asset management systems (# of events)	N/A	N/A	2	7
Intermediate Outcome Indicator B.1 Systems, policies, instruments, or strategies that contribute to increased municipal OSR are introduced/improved/adopted (# of systems, policies, instruments, or strategies)		N/A	N/A	0	1

Outputs	B.1.1 Knowledge and planning products delivered that help improve municipal revenue (# of products)	N/A	N/A	0	1
	B.1.2 Training and knowledge-sharing events that contribute to improving municipal revenue (# of events)	N/A	N/A	1	5

INDONESIA - INDICATORS PILLAR 2: TERRITORIAL AND SPATIAL DEVELOPMENT		As of FY22	As of FY23	As of FY24	Target
Outcome Indicator 2 Cities/regions which spurred equitable regional and local development (# of cities/regions)		N/A	N/A	0	2
Intermediate Outcome Indicator F.1 Laws, policies, procedures, or plans (incl. investment plans, spatial plans, sector plans, action plans, etc) related to urban/regional development are initiated and/or improved based upon (spatial) data and analytics (# of laws, policies, procedures, or plans)		N/A	N/A	3	2
Outputs	F.1.1 Knowledge and planning products containing urban data, diagnostics and/or analytics are produced and shared with government officials (# of products)	N/A	N/A	5	12
	F.1.2 Training and knowledge sharing events that help stakeholders collaborate and/or improve the use of urban data and analytics for urban policy making and investment planning (# of events)	N/A	N/A	2	5
Intermediate Outcome Indicator F.2 Improved/New data systems, platforms, portals, or tools used by cities/metros (# of systems, platforms, portals, or tools)		N/A	N/A	0	2
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)	N/A	N/A	0	2

INDONESIA—INDICATORS PILLAR 3: SUSTAINABLE AND CLIMATE SMART CITIES		As of FY22	As of FY23	As of FY24	Target
Outcome Indicator 3 Cities/regions with increased focus (awareness) on low carbon and sustainable development (# of cities/regions)		N/A	N/A	3	4
Intermediate Outcome Indicator H.1 Policies, instruments, or plans introduced / improved that contribute to leveraging public space & promoting transit-oriented development (#of policies, instruments, or plans)		N/A	N/A	0	4
Outputs	H.1.1 Knowledge and planning products delivered that promote transit-oriented development or help leverage public space (# products, of which with a gender focus) (# of products)	N/A	N/A	0	6

INDONESIA – INDICATORS PILLAR 5: URBAN AND REGIONAL RESILIENCE		As of FY22	As of FY23	As of FY24	Target
Outcome Indicator 5 Cities/regions with strengthened (awareness raised) resilience to climate change and disasters (# of cities/regions)		N/A	N/A	8	6
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)		N/A	N/A	5	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)	N/A	N/A	5 / 1	8
Intermediate Outcome Indicator P.1 Government entities with enhanced capability to plan/finance/manage resilient urban infrastructure (# of government entities)		N/A	N/A	4	5
Outputs	P.1.1 Knowledge and planning products that help strengthen cities' capabilities to plan/finance/manage resilient infrastructure (# of products)	N/A	N/A	2	3

ANNEX 14 SURGE Umbrella Financial Overview by Trust Fund Account and Program, US\$ million, As of June 30, 2024

Trust fund	Preference for contributions under the Anchor Donor MDTF, and ATF countries	Donor Currency	Signed Amount in Donor Currency	Paid Amount in Donor Currency	Paid Amount in US\$	Pending Amount in Donor Currency	Pending Amount in US\$*	Total Value in US\$*	Investment Income, US\$	Total Current Value Contributions and Investment Income, US\$	
SURGE Anchor Multi-Donor Trust Fund	Urban Analytics and TA	SECO	USD	6.00	6.00	6.00	-	-	6.00		
	Urban spatial management and planning (CPL)	SECO	CHF	4.80	3.50	3.85	1.30	1.45	5.29		
	Supporting urban climate mitigation and investments in ECA	BMF	EUR	6.00	6.00	6.41	-	-	6.41		
									0.95	25.47	
	Global Smart City Development (GSCP)	MOLIT	KRW	1,500.00	1,500.00	1.11	-	-	1.11		
	Urban Housing	KRIHS	KRW	300.00	100.00	0.08	200.00	0.15	0.22		
	Rwanda	Denmark	DKK	38.00	19.00	2.75	19.00	2.73	5.48		
	Sub-Total Anchor MDTF					20.20	4.32	24.52			
Associated Trust Funds	Bolivia	SECO	CHF	4.00	4.00	4.43	-	-	4.43	0.19	4.61
	Indonesia	SECO	USD	9.03	4.30	4.30	4.73	4.73	9.03	0.25	9.28
	Peru	SECO	CHF	5.00	4.00	4.46	1.00	1.11	5.58	0.24	5.81
	Serbia	SECO	CHF	3.50	3.50	3.90	-	-	3.90	0.20	4.10
	South Africa	SECO	CHF	8.40	8.40	9.21	-	-	9.21	0.46	9.67
	South Africa	SECO	USD	0.89	0.89	0.89	-	-	0.89		
	Sub-Total ATFs					27.19	5.84	33.03	1.34	34.37	
	TOTAL*		USD	57.55		47.38	10.16	57.55	2.29	59.84	

*Current Value, Subject to FX fluctuation until the amount is fully paid and converted into US\$

Program	Signed Contributions Current Value	Investment Income	Total Resources/ Overall Budget	Allocated/ Grant amount for Components	Allocated/ Grant amount for PMA	Total Allocated for Components and PMA	Disbursed for Components	Disbursed for PMA	Total Disbursed for Components and PMA	Expected Fees over the life of the TF	Total Allocated And Fees	Balance Not Yet Allocated
Anchor MDTF												
UA&TA	6.00	-	6.00	5.47	-	5.47	5.30	-	5.30	-	5.47	0.53
CPL	5.29	-	5.29	3.13	-	3.13	0.90	-	0.90	-	3.13	2.17
ECA CC&C	6.41	-	6.41	3.03	-	3.03	1.06	-	1.06	-	3.03	3.39
GSCP	1.11	-	1.11	0.61	-	0.61	0.53	-	0.53	-	0.61	0.50
Housing Initiative	0.22	-	0.22	-	-	-	-	-	-	-	-	0.22
Rwanda	5.48	-	5.48	-	-	-	-	-	-	0.24	0.24	5.24
Shared accross all programs		0.95	0.95	-	0.73	0.73	-	0.53	0.53	-	0.73	
Sub-total Anchor MDTF	24.52	0.95	25.47	12.23	0.73	12.97	7.79	0.53	8.32	0.24	13.21	12.26
ATFs												
Bolivia	4.43	0.19	4.61	4.27	0.27	4.54	3.34	0.24	3.58	-	4.54	
Indonesia	9.03	0.25	9.28	3.45	0.22	3.67	1.21	0.08	1.30	0.97	4.64	
Peru	5.58	0.24	5.81	4.18	0.27	4.45	2.08	0.18	2.26	-	4.45	
Serbia	3.90	0.20	4.10	3.76	0.24	4.00	2.42	0.17	2.59	-	4.00	
South Africa	10.10	0.46	10.56	9.00	0.64	9.64	6.22	0.51	6.73	-	9.64	
Sub-total ATFs	33.03	1.34	34.37	24.66	1.64	26.30	15.28	1.18	16.46	0.97	27.27	
Total SURGE Umbrella	57.55	2.29	59.84	36.89	2.38	39.27	23.07	1.70	24.77	1.21	40.48	

The admin fees for Rwanda are 5% of the amount of the Recipient executed grant.

The admin fees for Indonesia are 12% of the future disbursements for BETF activities.

Balance not yet allocated is equal to the current value of the contributions plus investment income less allocations and fees. It is expected that the allocations will be fully disbursed.



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