



2018

City Resilience Program



Annual Report



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EXECUTIVE SUMMARY

A year of growth and development

This report highlights the results achieved during fiscal year 2018 (FY18), CRP's first full year of implementation following its inception in June 2017. It provides an overview of CRP's progress in core programmatic development and engagement across countries in its two tracks: 1) resilience enhancement; and, 2) capital mobilization. Taken together the two tracks are designed to **transform the delivery system of technical and financial support to cities through systematization and scale.**

Over the past year, CRP has grown rapidly from a promising concept into a large program with global reach. CRP is currently engaged in 45 cities globally, and was highlighted as one of the key programs for addressing the urban infrastructure financing gap by World Bank President Jim Yong Kim at the One Planet Summit in Paris on December 12, 2017. CRP's focus on catalyzing a transparent pipeline of well-prepared and bankable investments to enhance urban resilience helps cities both plan for future risks and find the means to finance the investments required to mitigate those risks. By addressing both sides of the challenge, CRP has made itself an attractive option to cities prioritizing resilience in their capital investment planning.

FY18 began with strong interest from client cities to engage in capital mobilization efforts to **catalyze investments** in urban infrastructure. In response, CRP developed its strategy for its three-phase Capital Mobilization Track and engaged 25 cities globally by September 2017 to participate in its first cohort of cities. The first phase saw the delivery of Rapid Capital Assessments for each city and culminated in the Financial Solutions Marketplace, November 6 – 10 in Bangkok, Thailand. 12 cities moved forward to the second phase of CRP's Capital Mobilization Track where financial advisors are engaged to work in-depth with cities on their capital investment planning and to deliver a menu of options for private capital transactions. In the next year, CRP will move forward with those cities to support the execution of private capital transactions while continuing to source new cities.

CRP also received strong interest from cities to support work further upstream to prioritize resilience in their long-term investment planning. **CRP developed a platform for cities to engage in this space, including early efforts to consolidate operational resources across 14 key technical areas which cities could use to inform more ambitious investment plans.** CRP subsequently built out a Resilience Enhancement Track which follows a similar 3-phase strategy where cities are supported to integrate resilience into investment planning, project preparation, and through to implementation. In support of the first phase, CRP developed the City Resilience Scan, which provides cities with a package of statistics, maps and visualizations that can kickstart a conversation around potential investments in advance of a capstone

workshop. In FY19, CRP will start by engaging with 15 African cities culminating in the Resilience Planning Workshop November 26 – 30 in Durban, South Africa.

A key lesson from FY18 was the importance of **evolving as a program to remain responsive to city needs**. CRP's Capital Mobilization Track has been continuously refined to **better understand the enabling environment of cities, their investment priorities, and where there may be potential to mobilize private capital**. The second cohort of 20 cities began working with CRP's private capital team in May 2018 and has already shown accelerated progress due to a shift in focus towards connecting financial advisors to cities earlier. On the Resilience Enhancement side of the program, CRP deliberately pivoted away from an initial strategy of acting as a clearinghouse of technical resources to one focused on engaging more directly with cities on their overall investment planning and connecting expertise to demonstrated interest.

Going forward, CRP will continue to focus on program development in support of strengthening its two tracks. This includes **incubation of key cross-cutting technical areas including geospatial solutions**, which can be used broadly to better inform the investment planning process, while also helping cities in more targeted ways such as identifying land value capture opportunities or flagging specific areas of the city which may have a higher susceptibility to flooding. On the capital mobilization side, CRP is eager to expand the application of risk mitigation tools such as guarantees in FY19 to provide incentives for private sector participation. To support these ambitions, CRP and the Spanish Agency for International Development Cooperation (AECID) successfully partnered on a program proposal to access resources from the EU External Investment Plan (EIP) totaling EUR 100 million in guarantees and EUR 20 million in technical assistance to source, originate and execute transactions.

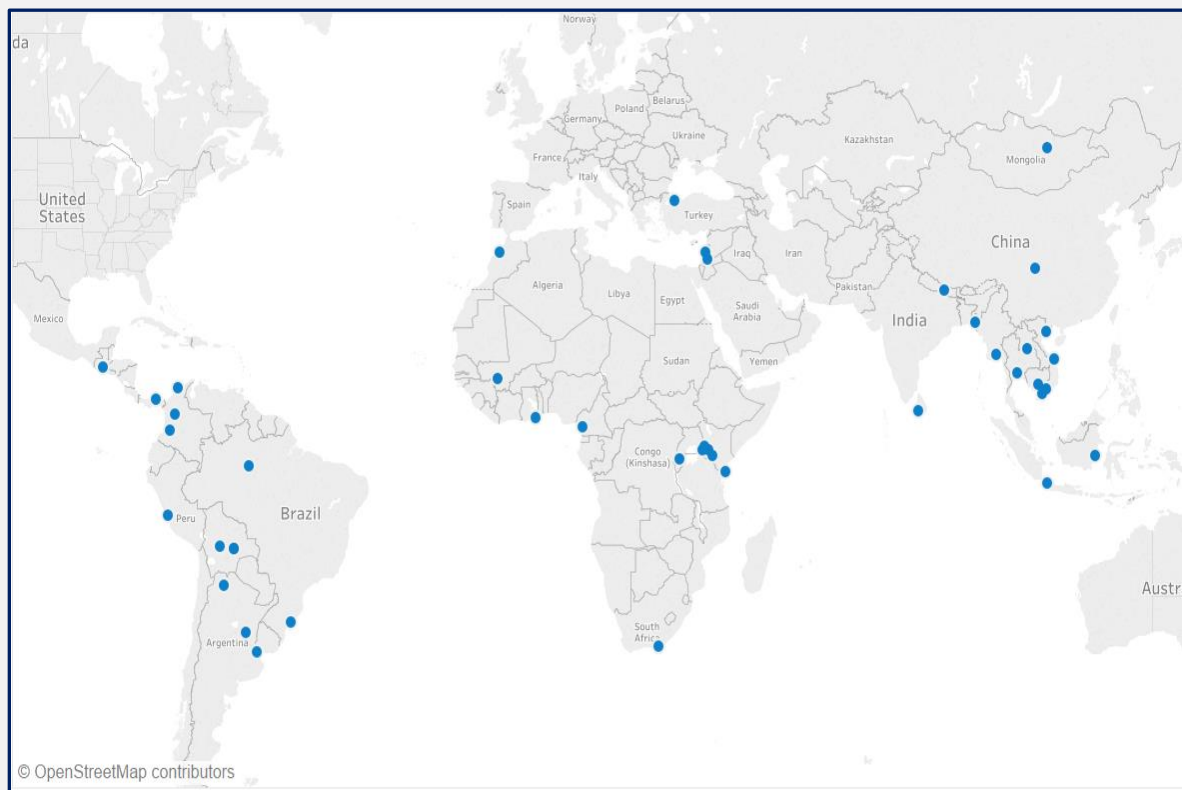
CRP will also continue to expand its **depth and reach** in FY19. Those cities engaged in the first and second cohorts of the Capital Mobilization Track will advance closer towards realizing private capital transactions, while the first cohort engaged in the Resilience Enhancement Track will begin to influence investment planning. In FY19, CRP also aims to double the number of cities engaged in the program to continue the pipeline of cities engaged at various stages. In FY18, CRP initiated in-depth engagements in SECO-priority countries Bolivia, Colombia, Vietnam and Ghana as well as in cities in Morocco and Peru. CRP will continue its focus on SECO-priority countries, but will also aim to make further inroads globally with an emphasis on Africa, where a substantial amount of EIP resources would be directed.

CRP's FY18 achievements are marked by substantial programmatic development and rapid expansion of its delivery system of technical and financial support to cities. These achievements were only made possible thanks to the support received from CRP's donors and partners. We would like to take this opportunity to express our sincere gratitude to all those who have contributed to CRP and its expanding program. CRP will continue to build partnerships, evolve and grow to reach new heights in the years to come.

CRP CITY ENGAGEMENTS

Since its launch, CRP developed active engagements in 45 cities across Africa, Latin America and Asia. 25 cities accessed the program in September 2017 and participated in the first Financial Solutions Marketplace in Bangkok, Thailand. Of this first cohort of 25 cities, 12 cities moved forward in the CRP process and receive dedicated support from financial advisors to bring investment ideas to maturity.

A second cohort of 20 cities accessed the program in March 2018 and participated in the second Financial Solutions Marketplace which took place in July 2018. In FY19, CRP will start by engaging with 15 African cities culminating in the Resilience Planning Workshop November 26 – 30 in Durban, South Africa.



CRP Active City Engagements as of August 2018

CRP Launch 2018

45 Cities

Financial Solutions Marketplace
November 2017 and July 2018



12 Cities

With financial advisory support to investment structuring

Catalyzed or contributed to **7 investment projects**
totalling almost **USD \$1 Billion**

50 Private Capital Diagnostics

Completed

14 technical solutions groups

Integrated for project support

Profiled in 3 global convening events

World Urban Forum
Paris One Planet Summit
UNFCCC Conference of Parties

Building Urban Resilience:

The need for urgency and ambition

Our Vision:

Resilient Cities with the Financial and Technical Capacity to Prepare for, Mitigate, or Prevent Adverse Impacts of Disasters and Climate Change

Rapid urbanization is transforming the planet and the way we live: for the first time in history, more people live in cities than in rural areas. 90 percent of this urban expansion takes place in developing countries, and much of it occurs near natural hazards, rivers and coastlines, and through informal and unplanned settlements.

The greater concentration of people and assets means that the impact of natural disasters and a changing climate can be devastating, both in terms of human lives lost and economic livelihoods destroyed. The poorer segments of the population are the most vulnerable: they tend to live in more hazardous and informal settlements and lack the necessary safety nets to recover from economic or environmental shocks.

Lack of adequate infrastructure, land use planning and building codes exacerbate the risks to which urban dwellers are exposed. By 2030, without significant investment into making cities more resilient, natural disasters may cost cities worldwide \$314 billion each year, up from around \$250 billion today, and climate change may push up to 77 million more urban residents into poverty.

Preparing cities for disaster and climate risks and strengthening urban resilience are critical if we are to achieve the development goals. However, for many major cities in the world, strengthening urban resilience is a multibillion dollar agenda. The global need for urban infrastructure investment amounts to over \$4.5 trillion per year, of which an estimated premium of 9-27% is required to make this infrastructure low-emissions and climate resilient.

The challenge of building more resilient cities can seem insurmountable. Cities are often held back from pursuing the vision of a more resilient future both because they lack the necessary financing and the technical expertise to realize a comprehensive and integrated investment program.

The City Resilience Program is driven by the belief that a more resilient future for our cities is possible. The aim of CRP is to empower cities to pursue comprehensive and ambitious investment programs to strengthen resilience, and to access a broader range of financing options.

We achieve this by:

- leveraging the World Bank's broad set of sectoral expertise in designing urban resilience projects, and
- better connecting cities to the necessary financing.

Transforming the Way We Do Business

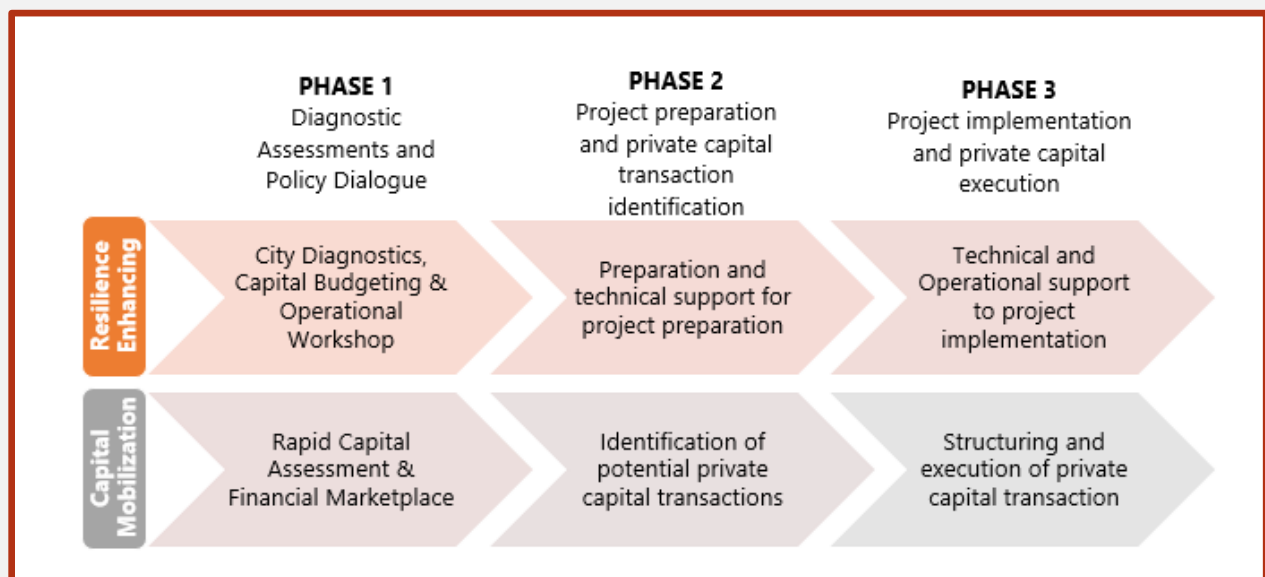
Scaling up World Bank Support to Cities

The CRP engages cities in a long-term partnership to identify areas of need and opportunity and to define a robust response towards building resilience. A broad coalition of experts accompanies each city-level engagement from design to implementation to ensure a risk-based, integrated and comprehensive approach. Private capital experts support cities to develop a pipeline of resilience-building investments and expand the financing options available to them. As such, CRP generates urban resilience investments that are “bigger and better”, by enhancing both the technical design and the bankability of engagements.

Throughout the first year, the CRP focused on refining its approach and structure to be most effective in channeling technical and financial support to cities. As a result of this, CRP established two support tracks that run in parallel:

1. the Resilience Enhancement Technical Support Track, and
2. the Capital Mobilization support track.

Cities receive dedicated support throughout the different phases of program implementation, namely (i) investment identification, (ii) investment preparation and (iii) investment execution.



Track I: Resilience Enhancement Support

The Challenge:

Cities oftentimes lack the technical expertise to implement a resilience program that effectively addresses the broad set of risks cities face. Strengthening city resilience requires interventions to strengthen governance and institutional capacity, improve drainage, water & sanitation systems, enforce adequate building regulations and land use planning, amongst others. City authorities tend to have low capacity to manage city data for adequate planning, and lack access to the technical expertise necessary to design and implement state-of-the-art resilience interventions across sectors.

The Solution:

CRP brings together the breadth of World Bank Group expertise to support cities to address the different elements that comprise resilience. A broad coalition of experts ranging from different fields including Emergency Preparedness & Response, Geospatial Solutions, Resilience Infrastructure, Resilient Water Supply etc. accompany the design and implementation of each city-level intervention. **By working across sectors, resilient design is integrated in each lending operation and investment project, and city capacities to improve upstream urban planning are strengthened.** The aim is to move away from sector-specific, single-project interventions to a holistic approach that encompasses a range of government departments to ensure sustainability and impact.



Resilience Enhancement Support

The City Resilience Program creates an effective system to support World Bank project teams to build the next generation of lending projects and strengthen the implementation of the existing portfolio. A structured process links the Bank's operational expertise and technical solution areas with cities.

This support track is centered around the Resilience Planning Workshop and where project teams alongside city representatives develop and refine the medium-term resilient investment program for their cities.

Phase I: Project Scoping and Investment Identification

City engagements commence with a rapid diagnostic – the City Resilience Scan – implemented by the City Resilience Program: The City Resilience Scan provides World Bank project teams and cities with a package of statistics, maps and analyses that can kickstart a conversation around the resilience gaps of the city and potential investments opportunities.

Phase I culminates in a week-long marketplace – the Resilience Planning Workshop – , convening the World Bank's operational staff, technical working groups, and city officials to identify potential investment projects to strengthen urban resilience. Based on the city diagnostic activities, clients come prepared to discuss specific investment ideas and evaluate how the technical solutions that the World Bank offers can be integrated into the design of future projects. The result is a list of priority infrastructure investments and project proposals in participating cities with preliminary technical and financial specifications.

Phase II: Project Preparation Support

Following the Resilience Planning Workshop, CRP and WBG technical experts provide technical assistance in project design and preparation. The objective is to embed a broad set of expertise into the urban planning process. This will involve a diverse range of technical areas including integrated water management, flood risk, transport, waste, energy, and infrastructure asset management. The result of this process will lead directly into the capital investment planning. The mobilization of World Bank technical expertise ensures that any investment program is risk-informed and takes into account natural hazards and climate change from the design phase, and is fully integrated with the broader urban development plan of the city and other stakeholders and partners.

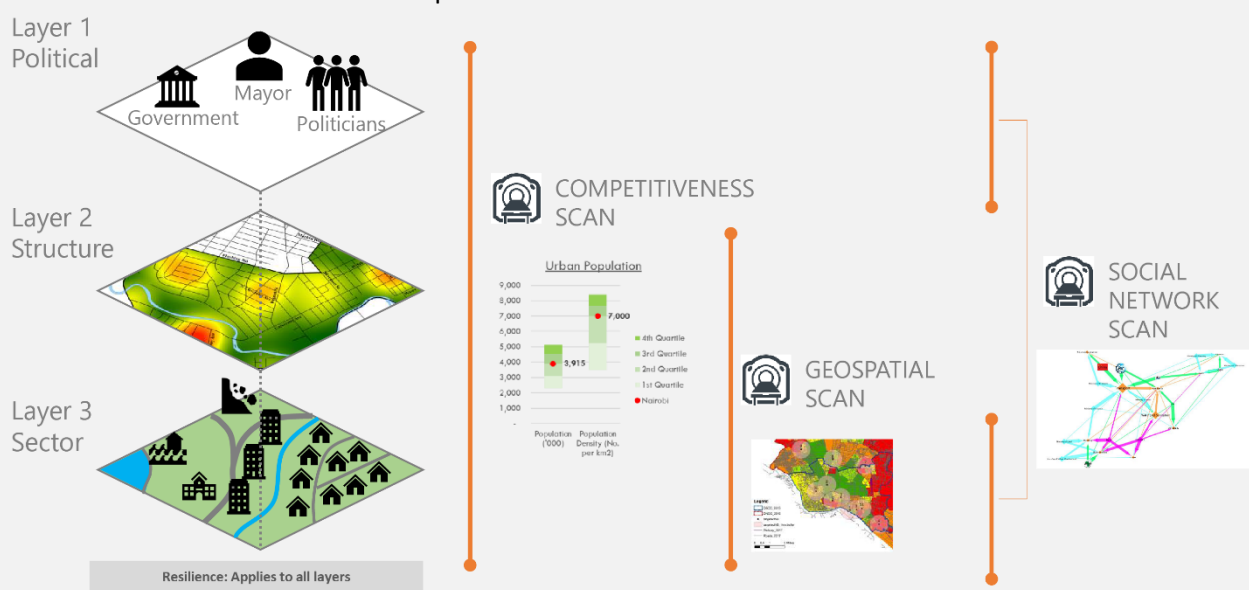
Phase III: Project Execution

The final phase of the engagement on the technical end will focus on investment project implementation, with CRP assisting the World Bank Group project teams with project execution. Technical Assistance support will be provided as needed on a case-by-case basis.

In Focus: The City Resilience Scan

THE CITY RESILIENCE SCAN SERVES AS A CONVERSATION STARTER WITH CITY OFFICIALS AND THE WORLD BANK PROJECT TEAMS. IT IS COMPOSED OF THREE PARTS:

1. *Benchmark Synthesis*, which provides an overview of the most important city performance indicators across relevant sectors, including housing, transport, solid waste management etc. This diagnostic draws on publicly available data to benchmark the city against its peers and international standards. Based on this analysis, areas requiring resilience-enhancing investments are identified.
2. *Spatial Analytics* provides an analysis of the city based on geospatial evidence. The purpose is to better understand the built environment and identify gaps in access to infrastructure and services that can be addressed through critical investments including water supply and sanitation, sewerage systems, solid waste management, transport systems, hazard and flood risk analysis, and other relevant aspects that impact urban planning, city growth and development.
3. *Stakeholder Analysis*: This represents a visualization of the political economy of the city in terms of planning processes, administrative structure, local institutions, roles and responsibility of agencies, as well as funding sources, development partners and their priorities, and political sensibilities. This analysis seeks to identify ideal entry points for investments.

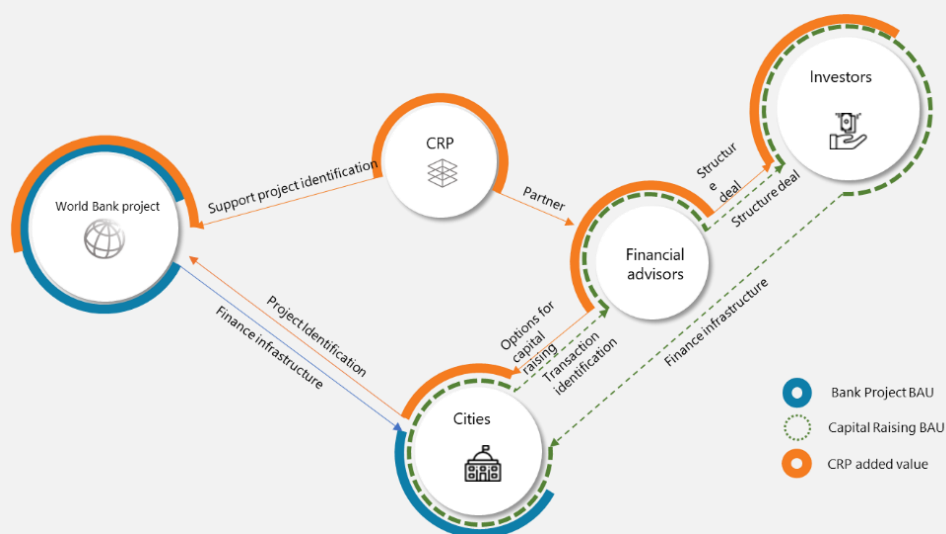


Track II

Capital Mobilization Support

The Challenge:

At present, there is a disconnect between investors seeking opportunities and city leaders looking to finance their infrastructure needs. The market is not sufficiently developed to enable the flow of capital into infrastructure projects in developing countries, and city leaders often lack the expertise to capitalize on existing assets and take advantage of risk-mitigating and capital enhancing mechanisms. Although there is a strong interest to invest in infrastructure in emerging markets and to reap the benefits of high returns, investors face difficulties in deploying their capital because of the perceived risks, high transaction costs and a scarcity of well-prepared projects.



The Solution:

CRP works to connect city governments with additional financing sources, including the private sector. The aim is to crowd in financial advisors, local and international investors to create an effective ecosystem for city resilience financing. Catalyzing sustainable private sector solutions for development maximizes the leverage of every dollar invested by the public sector and empowers cities to pursue their development goals. Specifically, CRP focuses on building the capacity of cities to attract private sector investment through three modalities: borrowing from capital markets and commercial sources (direct lending), concessions structuring/PPP, and mobilizing equity and innovative financing instruments through Land Value Capture (LVC) where the aim is to capture the value generated through public investment for reinvestment by the municipality.

Capital Mobilization Support

The CRP approach entails a change of paradigm in the way resources are mobilized for infrastructure financing. Rather than aiming to be the sole provider of the financial solution, the World Bank will be the catalyzer for new sources of funding to boost the bankability of capital investment programs. As the bankers of the city, CRP connects city governments with multilateral development banks, bilateral donors and private investors, with an emphasis on building the capacity of cities to raise private capital.

Phase I: Project Identification

The CRP approach requires work on upstream diagnostics and sustained engagement with cities for financial support. CRP engagement starts with the Rapid Capital Assessments which give an indication of a city's underlying conditions (economic outlook, institutional capacity and track record) for private capital mobilization through debt instruments, PPPs and concessions, and land value capture. These assessments are meant to be a conversation starter with city officials to describe the spectrum of instruments available and to identify key barriers that cities face in accessing the different types of private capital instruments.

This first phase of preliminary analyses culminates in the participation of city delegations in the Financial Solutions Marketplace. The first such marketplace took place in November 2017 and the second marketplace took place in July 2018 in Bangkok, Thailand.

Phase II: Project Preparation and Structuring

Phase II. of the capital mobilization engagements is based on the findings from the first phase, including the work undertaken at the Financial Solutions Marketplace and in some cases, the discussions that took place with technical teams in the Resilience Planning Workshop (see Resilience Enhancement Support Track I.). At this point teams move forward in the identification of a concrete investment opportunity. Each city with a sufficiently mature investment idea receives dedicated financial advisory services that will comprise market testing, transaction identification and transaction structuring. The aim is to identify the funding sources that can be made available to realize a specific investment and support the city government in structuring the transaction.

Phase III: Project Execution

In this Phase, CRP assists project teams with the private capital transaction execution. CRP focuses on increasing investors' confidence by exploring a suite of risk-mitigation tools such as guarantees or credit enhancements to boost the "bankability" of projects. As a result, CRP helps reduce transaction costs, through capacity-building to governments to move toward investment readiness, and facilitating the negotiation between cities and investors on specific transaction opportunities.

In Focus:

Financial Solutions Marketplace

The first Financial Solutions Marketplace took place in Bangkok, Thailand in November 2017 and brought together 25 city delegations, including Mayors, Deputy Mayors and high-level representatives from Planning and Finance Ministries, with private capital experts and financial advisors from Deloitte, Ernst & Young, PWC, and McKinsey. The second successful marketplace was held in July 2018 and brought together 20 city delegations from the second cohort.

The objective of the marketplace is to provide the context for an intense learning and planning session where city officials expand their toolbox of financial instruments, exchange ideas, learn from successes and failures and most importantly, develop and refine concrete investment plans for city resilience with the potential for private sector mobilization. The marketplace is also supported from colleagues from other World Bank Global Practices including Transport and Governance, as well as the IFC, the Global Infrastructure Facility and the PPP team.

Marketplace outputs & outcomes: the learning modules during the marketplace focus on issues of municipal finance and creditworthiness, as well as strategies and examples of land value capture, PPPs and concessions. Through a detailed examination of case studies and interactive group work, participants are encouraged to think of creative ways to attract private capital for development purposes. With assistance from the CRP team and assigned private sector experts, city delegations discuss the findings of the rapid capital assessments completed prior to the marketplace, which

aim to give a broad indication of financial instruments available to cities to raise private capital. At the end of the marketplace, delegates participate in a shark tank event where they present the proposed investment program that they developed over the previous days. The final presentations set out the city's investment plan for city resilience which will be worked on in more detail through the dedicated engagement of financial advisors in Phase II. of the program.



Global Engagement

In FY17, CRP has developed active engagements with 45 cities in all regions across the globe. Two cohorts of about 20+ cities each were directly engaged in the first phases of the engagement under Track I Capital Mobilization, including their successful participation in the Financial Solutions Marketplace. 12 Cities across Latin America, Asia and Africa have already moved to the second phase of Track I Capital Mobilization, where dedicated financial advisors will work together with CRP private sector experts to engage the city and respective World Bank Group projects teams in a more detailed investment identification process.

To support these ambitions, CRP and the Spanish Agency for International Development Cooperation (AECID) successfully partnered on a program proposal to access resources from the EU External Investment Plan (EIP) totaling EUR 100 million in guarantees and EUR 20 million in technical assistance to source, originate and execute transactions.

In FY18, CRP engagement on capital mobilization will be scaled up to provide tailored advisory services to a third cohort of more than 20 cities. CRP will further scale up its



global engagement within Track II: Resilience Enhancement commencing with approximately 15 cities across the Africa region.

Spotlight: Latin America

CRP's ongoing engagements include Panama City, where CRP is contributing to the articulation of a resilient urban development plan, with a special focus on strategic waterfront redevelopment as well as the identification of private capital mobilization and investment opportunities. In Bolivia, the program is working to establish national and local level systems that build government capacity to implement an urban resilience agenda as well as conduct pre-feasibility studies of resilience investments in the cities of El Alto, La Paz and Santa Cruz.

Zooming in: Barranquilla, Colombia

Colombia has seen a rise in reported natural disaster events in the last 40 years, with losses amounting to US\$7.1 billion. Colombia's vulnerability increased due to rapid urbanization pressures, inadequate environmental and land use planning and management, and inadequate application of building codes and regulations.

Urbanization pressures in Barranquilla have reduced permeable surface areas and the city lacks an adequate rainwater sewer system. In consequence, heavy rainfall turns exposed areas into high-risk zones, as water flows through the streets with substantial velocity, damaging the urban infrastructure network and destroying residents' homes and livelihoods. Barranquilla's urban poor are particularly vulnerable, as their homes are often located in particularly exposed areas and they lack the necessary safety nets to recover from shocks.

In order to reduce vulnerability to natural hazards, Barranquilla looks to the rehabilitation of a 429-hectare low flood plain area highly susceptible to flooding along the Magdalena River. The aim of the intervention is to support the most vulnerable to improve their housing while also converting the area into a new vibrant urban core. However, the required public investments are greater than the municipality's resources; therefore, CRP support aims at enhancing the capital structure of the city to fund the interventions.

To do so, the CRP is working closely with IFC in the preparation of a loan operation in Barranquilla that will enable the city to access the necessary funds that can finance the upgrade of the drainage system. The initial public investments are anticipated to trigger private real estate development in the areas adjacent to the improved embankment. As these areas boast high potential for land value increase, and the local real estate market has strong fundamentals, CRP is promoting private sector participation to raise funds and to minimize the financial burden of the city. As such, the intervention will support the transformation of the area into a safe and resilient mixed-use and mixed-income housing and commercial development with public and private participation. The investments will safeguard those vulnerable to flooding, preserve assets, spark inclusive urban growth and allow Barranquilla to maximize the economic and social benefits of resilient urban development.

Spotlight: Africa

Examples of ongoing engagements include Kigali, Rwanda where CRP is contributing to supporting the development of investments related to informal settlement upgrading, neighborhood drainage, smart cities, urban transport, and flood risk mitigation, or solid waste management and water infrastructure in municipalities across Kenya.

Zooming In: Accra, Ghana

Over the past decades, Accra went through a process of rapid urbanization and economic growth, boosting job creation, increasing human capital and expanding economic opportunities in the capital city. However, provision of basic services, infrastructure and housing have not kept up with rapid growth in the Greater Accra region, leading to a significant amount of urban stresses, disasters and climate change impacts including floods, cholera outbreaks, fires and building collapse. The new government has committed to achieve clean, resilient and inclusive urban development in Greater Accra, with flood management and the protection of the population against perennial floods a key government priority. In order to support these efforts, the World Bank is now preparing a \$100 M loan to strengthen flood and solid waste management and to improve the living conditions of the most vulnerable communities in the Odaw river basin in Greater Accra Region.

The City Resilience Program supported the operational team along four dimensions: 1) geospatial data collection and management, which will contribute to strengthening the planning capacity and coordination of the Metropolitan Assemblies; 2) strengthening emergency preparedness and response, including identification of safe shelters, and flood preparedness through awareness campaigns, training and appointment of emergency volunteers; 3) identification of investment opportunities with private sector participation through land value capture instruments in the project area and 4) feasibility of Private Public Partnerships to co-finance improvements in solid waste capacity. Greater Accra government officials participated in the first Financial Solutions Marketplace where opportunities for private sector investment in the project area and in the wider metropolitan area were explored and analyzed together with private sector experts.

Thanks to CRP engagement, what is now a single investment operation will likely evolve into a multiphase program to scale across the metropolitan region.

Spotlight: Asia

In Asia, CRP engagements include Vientiane, Laos, and Yangon, Myanmar, where dedicated financial advisory services are deployed to identify and structure an investment program for urban resilience in with a focus on flood production, water supply and building regulations and emergency preparedness systems. Another highlight of CRP's work is Colombo, Sri Lanka, where financial advisors are currently working to identify specific land value capture transactions around the riverbank.

Zooming in: Vietnam

In recent years, uncontrolled urbanization and climate change challenges have negatively impacted the quality of people's lives and sustainable development in Vietnam's cities. The urban systems in the country's large economic centers are subject to growing congestion, land market distortions and the increasing exposure of infrastructure and settlements that are concentrated in areas susceptible to natural hazards.

To increase the resilience of Vietnamese cities, CRP is supporting various initiatives ranging from national policy reform to city level technical improvements. This includes the reform of the urban planning regulations to increase planning coordination between city-level departments. The aim is to promote integrated solutions to increase climate and disaster resilience. To help cities close significant financing gaps for resilient infrastructure, the program also supports policy reforms to improve the enabling environment for municipal debt, Public-Private Partnerships, and Land Value Capture instruments. These instruments require a strong technical foundation and strong systems for land administration, cadaster management and geospatial planning, all of which are needed to design integrated investment programs and mobilize additional sources capital.

Several cities, including HCMC, Haiphong, and Can Tho, are part of in-depth engagements that CRP initiated to identify opportunities and enable private sector participation, improve geospatial planning, enhance land administration systems and create fit for purpose cadasters. Technical solutions are being deployed in HCMC and Can Tho, while work is ongoing in Haiphong to identify an integrated urban resilience project to improve mobility, flood protection and guide city expansion, while identifying private investment opportunities to reduce public costs. CRP facilitates a dialogue between city officials and private investors and directly supports the identification of specific land value capture opportunities and an assessment of their feasibility.

By deploying technical services and support at the city level, and advocating for national level policy reform to improve access to capital and planning systems, the CRP engagement aims to shape an integrated and comprehensive approach towards urban resilience.

Global Program Development

Building a Strong Foundation

Over the first year, the City Resilience Program focused on developing the relevant technical material and tools to support World Bank task teams and city leaders in the conception and identification of urban resilience investment programs. Importantly, this involved structuring the capital mobilization track 1 and the resilience enhancement track 2; building the necessary partnerships both internally and externally with World Bank teams and relevant stakeholders; and producing the diagnostic materials such as the Rapid Capital Assessments and the City Resilience Scan as described above. The aim is to ensure that best practices and the latest technological and technical advances are integrated in project design. For that reason, CRP also provided continuous support through consultations and in-country consultancy engagements to effectively contribute to project conception, design and implementation.

The following is a list of relevant products that CRP prepared and Task Teams have readily available to consult as they roll out operations:

Alpha TORs

CRP prepared an operational pitch book comprising of Alpha Terms of Reference (αTOR) in relevant urban resilience areas. The purpose of this pitch book is to provide to task teams a menu of sample TORs for technical diagnostics and consultancy engagements, that task teams can readily consult and customize based on city context. We have found that having this resource available allows task teams to get a better idea of how to move forward with the integration of new elements in their operations, how to structure technical TORs, how to cost them and how to execute them. The pitch book has been circulated to teams and acts as a practical resource to plan ahead and to explore the whole spectrum of urban resilience interventions available.

Urban Resilience Results Indicators

Monitoring and Evaluation (M&E) and Results Measurement are critical elements in any World Bank operation. CRP prepared an operational guidance note for task teams that provides guidance on how to develop an effective Results Framework and put in place an effective M&E system for urban resilience operations. The guidance note also contains an indicative list of relevant urban resilience indicators, sourced from past WBG operations and corroborated by the World Bank's M&E experts.

Task Team Leader Guidance Note

CRP prepared a comprehensive guidance note to Task Team Leaders (World Bank project teams) to clearly define the approach of the program and the different steps of engaging with the cities. Given the interest in private capital mobilization, the guidance note elaborates on technical aspects of own source generation, land value capture transactions and Public Private Partnerships, including useful insights on best practices and relevant project examples that could serve as demonstration examples for city officials.



Social Resilience Operational Guidance Note

The CRP team is working on operational guidance note for project teams that focuses on relevant aspects of social resilience, including gender, disability and community engagement. The aim is to systematically pass on best practices and guidance from experienced World Bank managers and consolidate materials on how to include vulnerable population in the design and implementation of urban resilience operations, how to organize inclusive community awareness campaigns and how to implement community-based early warning systems.

Rapid Capital Assessments

To support Phase I. of the Capital Mobilization Track, the City Resilience Program developed and subsequently refined its own Private Capital Diagnostic tools. These help to determine the readiness of a city to mobilize capital including from private sources. The Rapid Capital Assessments provide an overview of the city's overall creditworthiness, its track record and enabling environment for land value capture transactions and for Public-Private Partnerships. These diagnostics serve as a conversation starter and provide guidance in the kind of support needed and opportunities available in a city going forward.

City Resilience Scan

To support Phase I. of the Resilience Enhancement Track, the City Resilience Program developed the City Resilience Scan, which provides an overview of the city's resilience challenges, a stakeholder analysis as well as a geospatial analysis of the built environment. See more detail on page 10.

Connecting and Integrating WBG Technical Expertise

CRP catalyzes, systematizes and scales WBG technical assistance provided to urban resilience projects



Over the past year, CRP provided continuous support through consultations and in-country consultancy engagements to ensure that best practices and the latest technological and technical advances are integrated in project design. A main part of the effort was aimed at embedding WBG technical expertise into resilience enhancing investments.

CRP supports selected technical working groups within the WBG that have a focus on urban development and disaster risk management, to package their operational products and deploy them at scale to the network of CRP cities. In this way, CRP consolidates, systematizes and scales the broad range of technical expertise of the World Bank Group to optimally support urban resilience project design and implementation.


Highlighted below are several of the CRP affiliated working groups:

Geospatial Solutions Working Group

The Geospatial Solutions Working Group (GSWG) presents a menu of fit-for-purpose geospatial products that can be leveraged to help cities achieve their resilience objectives by enhancing the effectiveness of decisions support systems, unlocking revenue generation opportunities, and providing widespread efficiency gains. The aim is to help cities to better leverage spatial information, particularly with a view to catalyzing land value capture and managing natural hazards and risks. CRP is finalizing a package of materials to promote geospatial solutions, including a rapid diagnostic tool for cities to assess their data acquisition and management systems and generate recommendations for improvements. The tool was piloted in Ho Chi Minh City in March 2018 and will rolled out in selected cities of Albania and Peru. Over the past year, the geospatial team also engaged with the teams working in Accra, Ghana; Dhaka, Bangladesh, and selected cities in Vietnam.

Emergency Preparedness & Response

The Emergency Preparedness and Response Working Group developed the “Rapid Diagnostic User Guide-Emergency Preparedness and Response Systems” which is now readily available to Task Teams. Technical Advice from this technical group



was provided to teams in Accra, Ghana; Dhaka, Bangladesh, and selected cities in Vietnam. Under the EPNR engagements, CRP contributed US\$350,000 to undertake EPNR diagnostic in Accra.

Resilient Transport

The Resilient Transport program is a collaborative program among the Disaster Risk Management and Transport Practices of the World Bank Group, with support from the Global Facility for Disaster Reduction and Recovery (GFDRR). This program endeavors to scale up efforts to build safe and reliable transport system. The program provides best practices and technical assistance towards 1. Institutional and regulatory capacity building, b. system planning c. engineering and design d. asset management e. contingency programming.

Building Regulations for Resilience

The Building Regulations for Resilience (BRR) Working Group promotes mature building regulatory systems adapted to their local cultural, economic, social and institutional contexts. With a focus on vulnerable settlements in low-and middle-income countries, the aim is to develop the larger regulatory “ecology” of institutions that provide support towards effective building code implementation.

The Working Group provides technical assistance to the Bangladesh Urban Resilience Project through its DRM component which aims to mitigate the impact of earthquakes in the urban area.

Looking forward

Lessons Learned

Over the first year, the City Resilience Program focused on rolling out the program structure to be able to effectively engage cities and build strong partnerships with technical and operational teams within the World Bank as well as external partners and stakeholders working in the resilience and disaster risk management field.

The CRP product offering was met with great enthusiasm and interest from project teams and city counterparts and in only one year the CRP began engaging with a total of 45 cities. The added value of the City Resilience Program was particularly strong on the capital mobilization side, where cities and task teams benefited from the Private Capital Diagnostics undertaken by CRP and their subsequent participation in the Financial Solutions Marketplace in Bangkok. The engagement of dedicated financial advisors to support cities in more advanced stages in their planning processes also turned out to be extremely effective to move cities toward investment readiness.

The take up of the CRP inputs on the technical side through Track 1 of the program (Resilience Enhancement Track) was more modest than expected. Through consultations with project teams and technical experts in the Bank, the CRP worked hard to refine its product offering to ensure relevant and effective support to teams. Rather than financing the application of technical tools implemented through other teams, the CRP will focus on integrating the wide range of WBG technical solutions groups to establish a platform through which to effectively channel technical expertise and

support to operational teams (see Connecting and Integrating WBG Technical Experience on page 18). This effort culminates in the Investment Planning Workshop series, the first of which will take place in Durban, South Africa, in November 2019, and bring together technical teams, operational teams and city leaders. The aim is to move forward and plan investments in a coordinated way, integrating best practices and ensuring a holistic approach to strengthening urban resilience.

Over the past year, the CRP was able to influence the preparation and implementation of 7 World Bank Group Investment Loans amounting to almost USD\$1 billion. The next year will be focused on further increasing our added value and building out our support network to include a new cohort of interested cities. To support these ambitions, CRP and the Spanish Agency for International Development Cooperation (AECID) successfully partnered on a program proposal to access resources from the EU External Investment Plan (EIP) totaling EUR 100 million in guarantees and EUR 20 million in technical assistance to source, originate and execute transactions.

Promoting ambition and scale

The City Resilience Program is based on an understanding of the great challenges that cities face to build resilience against natural hazards and climate change. Only through effective partnerships amongst development actors, public and private sector, technical experts and financial advisors will we be able to ensure that leaders put climate resilience at the center of their investment programs and realize the vision of more resilient urban centers.

Donors and Partnerships



As a recently launched program, CRP offers new donors the opportunity to be amongst the founding parties of the initiative with maximum visibility and influence over program design, work plan, targets and results. CRP's targets donors with interest and priorities in financing efforts to build resilience/Disaster Risk Management, urban development, private capital mobilization/private sector development and innovation. CRP focuses on raising funds for the overall program (MDTF Support), as well as on opportunities for co-financing. Bilateral donors are mainly approached for grant financing opportunities, with a few exceptions where donor co-financing at country level is a promising entry point. CRP also offers the opportunity for donors to "softly" earmark funding for specific areas of technical support that can be channeled through the program. Co-financing arrangements with other multilaterals will be pursued either on an ad-hoc basis, or through systematic arrangements and framework agreements.

PROGRESS AND ACHIEVEMENTS

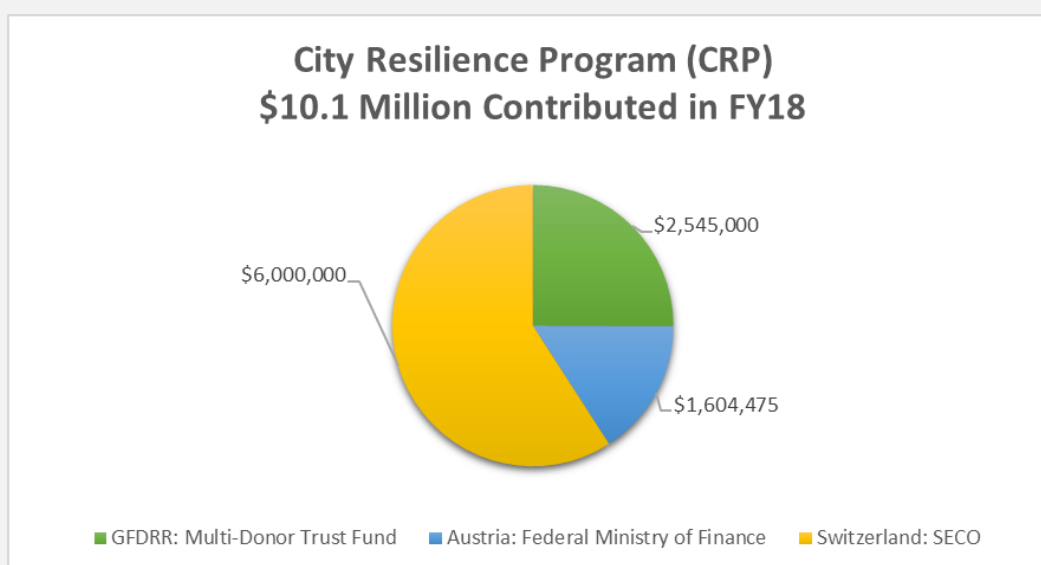
In 2017, CRP successfully secured financial contribution from the Swiss (SECO) and Austrian government, as well as GFDRR.

CRP further formalized partnership with the Global Covenant of Mayors with the official partnership announcement at the One Planet Summit in Paris on Dec. 12, 2017. The aim of the partnership is to provide technical and financial assistance to 150 cities across the world to drive climate ambitions forward and upwards and build greater resilience to climate and disaster risks.

Financials

Resources

In October 2017, the Government of Switzerland (SECO) pledged to contribute \$9 million to the City Resilience Program Multi-Donor Trust Fund. As agreed in the Administrative Agreement between SECO and the World Bank, these funds are to be allocated in four installments. The first two installments amounting to \$6 million were allocated upon signing of the agreement in 2017 (\$4 million) and in March 2018 (\$2 million). The final two installments of \$2 million and \$1 million are expected to be transferred in March 2019 and 2020 respectively. The contribution by SECO was complemented by a contribution of \$2.5 million from GFDRR and \$1.6 million from the Government of Austria. The total contributions to the City Resilience Program in FY18 amounted to \$10.1 million.

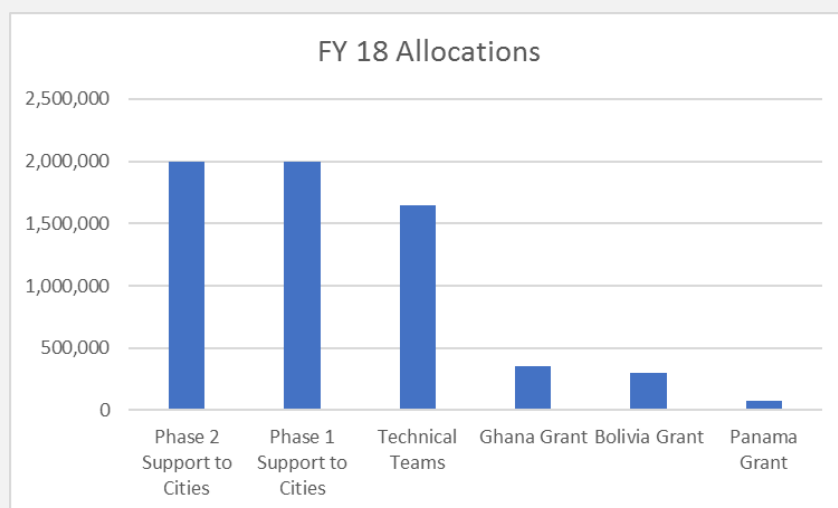


Financial Summary

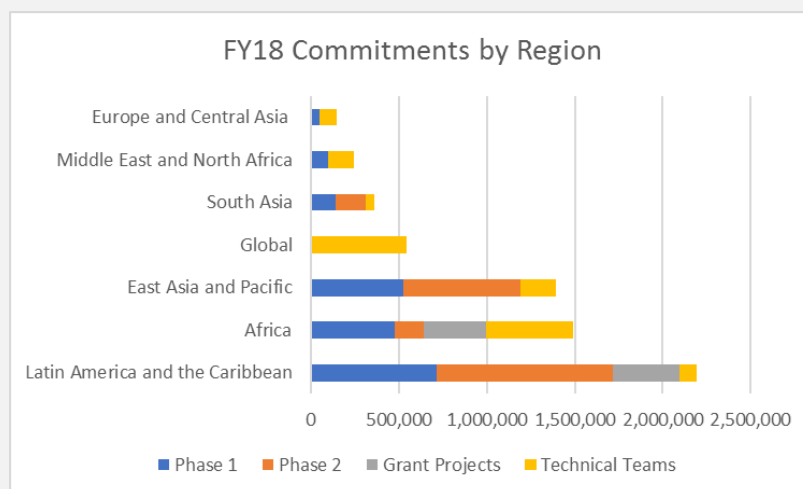
FY18	Cumulative	Contributions
1,604,475	1,604,475	Austria
2,404,000	2,404,000	GFDRR
6,000,000	6,000,000	Swiss SECO
10,008,475	10,008,475	TOTAL CONTRIBUTIONS
46,621	46,621	Investment Income
0	0	Other Receipts / Adjustments
46,621	46,621	TOTAL RECEIPTS
2,639,399	2,639,399	Less: Project Disbursements
0	0	Less: Administrative Fees
7,415,697	7,415,697	FUND BALANCE
3,256,697	3,256,697	Less: Undisbursed Total Grant Amounts
478,904	478,904	Less: Remaining Unallocated from Grant Projects
3,680,096	3,680,096	FUNDS AVAILABLE

Allocations

In FY18, CRP allocated \$6,375,000 in direct commitments or separate grant projects. Allocations in FY18 included implementation of Phase I and Phase II support to cities for resilience enhancement and capital mobilization activities, establishment of global technical teams supporting cities and grants for individual projects in Ghana, Bolivia and Panama. FY19 commitments will focus on scaling the program to new cities and providing Phase 3 support to both Track I and II activities.

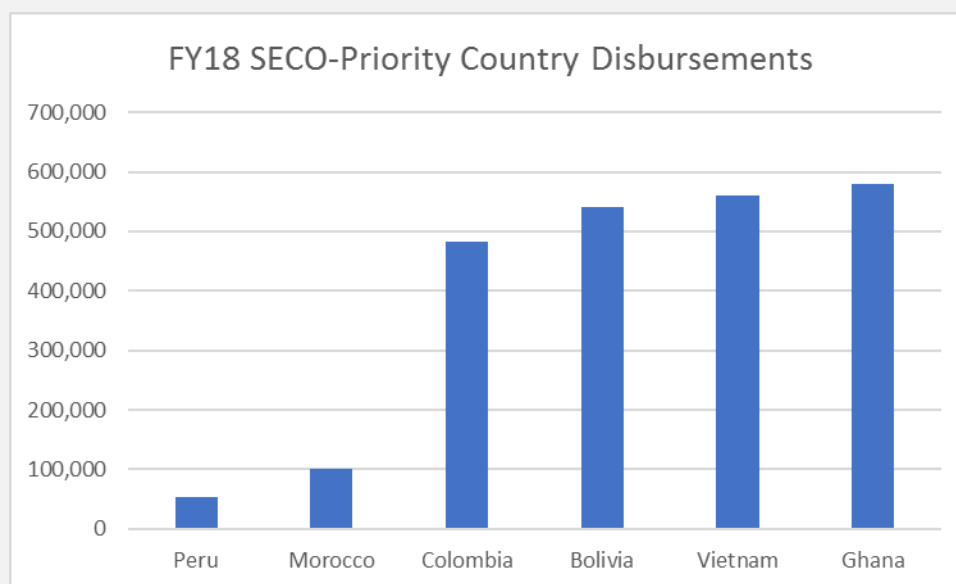


Most of the resources allocated to each of the approved programs will directly support cities across several regions. A portion goes towards developing programmatic content and supporting the establishment of global technical teams which support cities directly in specialized areas of expertise related to resilience enhancement and capital mobilization. In FY18, Latin America and the Caribbean received the largest share of allocations (\$2.2 million) followed by Africa (1.5 million), East Asia and the Pacific (\$1.4 million), Global (\$0.5 million), South Asia (\$0.4 million), Middle East and North Africa (0.2 million) and Europe and Central Asia (\$0.1 million). FY19 aims to increase commitments in Africa in line with the EU External Investment Plan (EIP).



Disbursements

CRP direct disbursements and allocations to separate grant projects totaled \$4,757,634 in FY18. CRP made targeted efforts to engage early with cities in SECO-priority countries of Bolivia, Colombia, Ghana, Morocco, Peru and Vietnam. Combined, \$2,317,083 of disbursements and allocations to separate grant projects went directly towards SECO-priority countries, approximately 50 percent of the total. Four of the six SECO-priority countries have already started intensive engagements with CRP, while Morocco is planned to follow towards the beginning of FY19. As a consequence of the political crisis Peru faced over the past year, Peru has had limited engagement with CRP, however, a representative from national government participated in the Financial Solutions Marketplace and CRP will continue to make inroads in FY19.



Bolivia: Cochabamba, El Alto, La Paz, Santa Cruz

Four cities from Bolivia completed Phase I of CRP's Capital Mobilization Track, including completion of Rapid Capital Assessments and participation in the Financial Solutions Marketplace in Bangkok. Cochabamba is part of Cohort 1 while El Alto, La Paz and Santa Cruz are part of Cohort 2. CRP approved a project grant of \$300,000 in technical assistance to support the Government of Bolivia in the preparation of the Bolivia Urban Resilience Lending Operation. The assistance supports the local government to develop and operationalize hazard maps and to integrate land value capture tools to support municipalities to monetize public assets. The assistance also supports local governments and the National Urban Observatory to integrate risk information in their urban planning processes. Outputs include pre-feasibility studies and preliminary conceptual designs of the prospective investment along the Rio Seco Linear Park in El Alto, and an evaluation of the relevant safeguard classifications.

Colombia: Barranquilla, Cali, Medellin

Three cities in Colombia completed Phase I of CRP's Capital Mobilization Track, Barranquilla and Medellin are part of Cohort 1 and both have moved forward into Phase II of CRP's Capital Mobilization Track. Cali is part of Cohort 2 and likely will move forward as well in FY19. Due to Colombia's noted potential for realizing private capital transactions, CRP engaged individual private capital experts early in FY18 to work with World Bank country teams to help identify opportunities quickly and effectively. In Barranquilla, financial advisors are currently looking at the redevelopment of a 429-hectare area along the Magdalena River to convert it into a new vibrant urban core.

Ghana: Accra

Accra complete Phase I of CRP's Capital Mobilization Track and is currently engaged in Phase II. In parallel, CRP technical teams have advised the municipality on leveraging geospatial solutions to maximize development impact. This support has been paired with a \$350,000 project grant in technical assistance to support the preparation of the Greater Accra Resilient and Integrated Development lending operation. The operation aims to (i) strengthening flood and solid waste management and (ii) improving the living conditions of the most vulnerable flood prone communities along the Odaw river basin in the Greater Accra region. The grant is also financing technical support to the Government team for the drafting and review of the Terms of References needed for the technical studies including cost-benefit analysis for distinctive design options related to the development of flood risk portal, early warning and response system, flood plain management, flood modeling and investment decision making.

Vietnam: Haiphong, Ho Chi Minh City, Can Tho, Danang

CRP developed an operational engagement note with the World Bank Country Office in Vietnam to strategically target investments in selected cities with significant prospects for scaling-up more innovative infrastructure financing mechanisms. Four cities from Vietnam completed Phase I of CRP's Capital Mobilization Track, including Haiphong and Ho Chi Minh City in Cohort 1 and Can Tho and Danang in Cohort 2. Haiphong and Can Tho are currently in Phase II of CRP's Capital Mobilization Track, where financial advisors are working with World Bank and city teams to identify private capital transactions to complement resilience enhancement development programs. A team of CRP experts also implemented a Municipal Spatial Data Infrastructure assessment in Ho Chi Minh City to provide insights into how the city could leverage geospatial solutions to conserve existing resources and unlock new ones.

Annex I. CRP Results Chain

VISION | Resilient cities with the capacity to plan for and mitigate adverse impacts of disasters and climate change, thus enabling them to save lives, reduce losses and unlock economic and social potential

Strategic Objectives

Objective 1	Objective 2	Objective 3
Physical resilience of urban assets and infrastructure to climate-related shocks and natural disasters strengthened	Mobilization of funds to reduce the urban infrastructure financing gap	Transforming the delivery system of technical and financial support to cities

Outcomes

Strengthened capacities amongst city governments to undertake comprehensive investment planning	Increased awareness and strengthened capacities amongst city governments to manage public assets and expand available financing options	Strengthened collaboration within the World Bank Group
Climate and disaster risk information integrated into investment planning processes and regulations	Transaction identification, structuring and execution of resilient infrastructure investments in cities with private sector participation	Increase in World Bank Urban Resilience Financing and increased co-financing with other development partners
Integrated technical solutions for resilient urban design deployed	Market place created to effectively crowd in financial advisors, local and international investors for urban investments	Systematic deployment of the World Bank's broad set of technical expertise, tools and resources in designing urban resilience operations

Outputs

<ul style="list-style-type: none"> - Completed City Resilience Scan <ul style="list-style-type: none"> o Benchmarks Synthesis on key performance indicators o Spatial Analytics o Stakeholder Analysis - Application of CURB – Climate Action for Sustainability Tool - Assessment of disaster risk information - Capacity building for resilience-enhancing investment identification through biannual Durban workshop - Systematic deployment of WBG technical solutions groups - Sustained engagement with cities on investment plan design and implementation 	<ul style="list-style-type: none"> - Completed Rapid Capital Assessments (Phase I.) <ul style="list-style-type: none"> o City Creditworthiness Self-Assessment o PPP assessment o LVC assessment - Capacity building on LVC and PPP transactions through biannual Financial Solutions Marketplace - Deployment of financial advisors for Phase II. Transaction identification and structuring of concrete investment opportunities - General diagnostics of institutional, legal and regulatory reforms needs in cities to mobilize private capital 	<ul style="list-style-type: none"> - Integration of World Bank's technical and sectoral groups¹ - Strengthened delivery network for WBG senior experts and technical teams to strengthen project design and implementation - Increased collaboration amongst WBG private sector groups including IFC, Global Infrastructure Facility (GIF), PPP teams - Scaling up of partnerships and co-financing opportunities with development partners and IFIs including AFD, JICA, AIIB, AECID etc.
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¹ World Bank Group technical solutions groups integrated on the CRP platform include Geospatial Data for Resilience; Building Regulations for Resilience; Ready2Respond / Emergency Preparedness & Response; Resilient Transport; Resilient Water Supply and Sanitation; Urban Floods; Safer Schools; Solid Waste Management; Nature Based Solutions; Smart Cities; Affordable Housing; Urbanscapes

Annex II. City Engagements

Cohort 1 Cities

*The cities where CRP engagement has advanced to Phase II. are denoted with ****

CRP works in partnership with WBG project teams to identify which cities will move forward to Phase II of CRP's capital mobilization strategy. This selection is based on: 1) demand from cities to continue developing investment ideas; 2) interest of WBG task teams to take on additional responsibilities on top of their existing work program; 3) assessed potential to realize deals based off Phase I results and feedback from private capital experts; and 4) status of ongoing and/or potential new WBG lending to anchor the capital mobilization process.

ACCRA, GHANA ***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization Track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017	1. Selected for Phase II. Contract to identify and structure potential investment: the city's existing drainage systems are largely insufficient. Floods regularly damage critical urban infrastructure and create obstacles for high value denser development. CRP financial advisors are in the process of identifying opportunities for private capital mobilization in water management upgrades in the 47 hectares area located close to Accra's central business district. 2. Following mission to Accra led by WB task team and CRP financial advisors, shortlist of prospective projects will be presented to CRP's Review Committee by end-August 2018 to determine projects' suitability for capital structuring.	
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include geospatial and emergency preparedness and response 3. Ongoing preparation towards CRP operation workshop in AFR 2018.	1. City Engagement Strategy Completed 2. Mission Support 3. Technical assistance contracted for geospatial solutions 4. Technical assistance contracted for emergency preparedness and response	

BALIKPAPAN, INDONESIA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017		
Resilience Enhancing	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include support to create an agglomeration industrial park and transportation hub, own-source revenue generation		

BANGKOK, THAILAND

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace November 2017 investment pitch: light rail transit that links the sky train to the airport		
R.E.	1. Strategic Dialogue		

BARRANQUILLA, COLOMBIA***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization Track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017	1. Given level of sophistication and subnational borrowing restrictions, CRP to design specific engagement strategy with Colombian cities with the IFC and other IFIs. 2. Selected for Phase II. Contract to identify and structure potential investment: Colombia's fourth largest city aims to rehabilitate a 429-hectare area along the Magdalena River and convert it into a new vibrant urban core. CRP financial advisors will assess opportunities in mobilizing private capital for future infrastructure upgrades in the Magdalena riverfront. CRP will specifically analyze	

		<p>areas in the Magdalena Riverfront with maximum land value capture potential.</p> <p>3. Mission led by WB task team and CRP financial advisors to take place in mid-August 2018. Market sounding to take place after that. CRP Review Committee to assess shortlist of investment opportunities in September.</p>	
Resilience Enhancing	<p>1. Strategic Dialogue</p> <p>2. Operational Support Note Completed: technical areas identified include sewerage and flood protection, but mostly interested in private capital support</p>	1. Mission Support	

CHITTAGONG, BANGLADESH

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	<p>1. Rapid Capital Assessment Completed</p> <p>2. Financial Solutions Marketplace Nov 2017</p>		
Resilience Enhancing	<p>1. Strategic Dialogue</p> <p>2. Operational Support Note Completed: technical areas identified include emergency preparedness and response and building code implementation building off of a similar engagement in Dhaka</p>		

COCHABAMBA, BOLIVIA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	<p>1. Rapid Capital Assessment Completed</p> <p>2. Financial Solutions Marketplace Nov 2017</p>		
Resilience Enhancing	<p>1. Strategic Dialogue</p> <p>2. Operational Support Note Completed: technical areas</p>		

	identified include intra-city mass transport and redevelopment		
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DHAKA, BANGLADESH

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017		
Resilience Enhancing	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include emergency preparedness and response and building code implementation building	1. Mission Support 2. Technical assistance contracted for geospatial solutions - development and maintenance of geospatial data sharing platform	

DEYANG, CHINA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017		
Resilience Enhancing	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include water management, waste water treatment and riverfront development along the Tuojiang River	1. CRP workshop planned in Sichuan and/or Beijing	

HAIPHONG, VIETNAM***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
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Capital Mobilization	<p>1. Rapid Capital Assessment Completed</p> <p>2. Financial Solutions Marketplace Nov 2017</p>	<p>1. Given level of sophistication at the subnational level, CRP to design specific engagement strategy with Vietnamese cities.</p> <p>2. Selected for Phase II. Contract to identify and structure potential investment: Different projects that the city plans to develop. Some of the investment projects have been identified (i.e. highway, bridge, road access to port, port, public transport).</p> <p>3. Inception report submitted by CRP financial advisor and CRP Review Committee scheduled to determine shortlisted projects' suitability for capital structuring.</p>	
Resilience Enhancing	<p>1. Strategic Dialogue</p> <p>2. Operational Support Note Completed: technical areas identified include mass transit planning, integrated urban planning</p>		

HO CHI MINH CITY, VIETNAM

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	<p>1. Rapid Capital Assessment Completed</p> <p>2. Financial Solutions Marketplace Nov 2017</p>		
Resilience Enhancing	<p>1. Strategic Dialogue</p> <p>2. Operational Support Note Completed: technical areas identified include spatial information platform, land based financing and cadastral upgrading, waste water treatment, upgrading sewage pipes, riverbank improvements</p>	<p>1. Mission Support</p> <p>2. Technical assistance contracted for geospatial solutions - municipal spatial data infrastructure assessment</p>	

ISTANBUL, TURKEY

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation

Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017		
Resilience	1. Strategic Dialogue currently inactive.		

JAKARTA, INDONESIA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017		
Resilience	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include sustainable urbanization, spatial planning, land subsidence and flooding		

LALITPUR, NEPAL

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017		
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include emergency preparedness and response, spatial planning and analysis and building code implementation	1. Technical assistance under consideration for emergency preparedness and response - diagnostic and investment planning activity	

LIMA, PERU

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
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Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017		
Resilience	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include support to strengthen the urban cadaster, social housing and redevelopment		

MANAUS, BRAZIL***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization Track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017	1. Selected for Phase II. Contract to identify and structure potential investment: The World Bank is currently preparing a much-needed urban regeneration project for a 73-hectare underserved neighborhood in the north of Manaus. The project area consists mainly of squatter housing suffering from severe infrastructure deficiencies and high exposure to flooding and landslides. CRP financial advisory are in the process of identifying opportunities for private sector participation in this community upgrade 2. CRP financial advisors to present market sounding results at CRP Review Committee to determine suitability to proceed with high-level financial modeling.	
Resilience Enh.	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include housing, flood risk management, and building code implementation	1. Mission Support 2. Analytical Support	

MEDELLIN, COLOMBIA***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
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Capital Mobilization	<p>1. Rapid Capital Assessment Completed</p> <p>2. Financial Solutions Marketplace Nov 2017</p>	<p>1. Given level of sophistication and subnational borrowing restrictions, CRP to design specific engagement strategy with Colombian cities with the IFC and other IFIs.</p> <p>2. Selected for Phase II. contract to identify and structure potential investment: World Bank prepares a project to support Medellin hillside upgrades, including technical assistance and financing package. This CRP engagement draws on Medellin's Metropolitan Greenbelt Initiative which addresses the issue of uncontrollable urban sprawl on the slopes of Aburrá Valley in Medellin. CRP will verify a pilot redevelopment opportunity on Medellin hillsides and elaborate on its funding.</p> <p>3. Mission led by WB task team and CRP financial advisors to take place in mid-August. Market sounding to take place after that. CRP Review Committee to assess shortlist of investment opportunities in September.</p>	
Resilience Enh.	<p>1. Strategic Dialogue</p> <p>2. Operational Support Note Completed: technical areas identified include slum upgrading and resettlement linked to land value capture</p>	<p>1. Mission Support</p>	

NELSON MANDELA BAY, SA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	<p>1. Rapid Capital Assessment Completed</p> <p>2. Financial Solutions Marketplace Nov 2017</p>		
Resilience	<p>1. Strategic Dialogue</p> <p>2. Operational Support Note Completed: technical areas identified include housing, urban mobility and land value capture</p>		

PANAMA CITY, PANAMA***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017	1. Selected for Phase II. contract to identify and structure potential investment: The World Bank has engaged its specialized task teams to provide a package of technical assistance to the city to aid urban planning efforts in Panama City's waterfront. The city is working on the Conceptual Plan for waterfront improvements that will scope and prioritize concrete resilience investments along the coastal zone. CRP procured financial advisory to identify opportunities for private sector participation in this project. 2. Inception report has been submitted by CRP financial advisor and indicative shortlisted investment opportunities will be presented in October 2018.	
Resilience	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include nature based solutions, urban planning, pedestrian and non-motorized activity	1. Mission Support 2. Contracted technical assistance to develop a master plan of the coastal side of the city to see how it can be developed in a sustainable way to protect the mangroves while improving connectivity.	

PHNOM PENH, CAMBODIA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017		
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include flood protection		

PORTO ALEGRE, BRAZIL ***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization Track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017	1. Selected for Phase II. Contract to identify and structure potential investment: The World Bank is currently in talks with Porto Alegre city officials to support the redevelopment of the deprived 4th District, a 900-hectare area nestled between the city's downtown and international airport. CRP financial advisors will explore opportunities for mobilizing private capital in infrastructure upgrade. The advisory team is in the process of identifying a pilot project site with evident land value capture potential. 2. Following mission to Porto Alegre led by WB task team and CRP financial advisors, shortlist of prospective projects will be presented to CRP's Review Committee by end-August to determine projects' suitability for capital structuring.	
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include flood protection and strategic redevelopment of flood-prone area	1. Mission Support	

SAN SALVADOR DE JUJUY, ARGENTINA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017 3. WUF event exposure	Initially selected for Phase II. Contract to identify and structure potential investment but currently not active.	
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include non-motorized mobility and intra-		

	city transport, waste water treatment, public space optimization		
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SANTA FE, ARGENTINA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017 3. WUF event exposure	Initially selected for Phase II. Contract to identify and structure potential investment, but not currently active.	
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include urban regeneration centered around the redevelopment of the former Begrano Railway Station		

VIENTIANE, LAOS***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017	1. Selected for Phase II. Contract to identify and structure potential investment. Identification of project will be key of the engagement. 2. Inception report has been submitted by CRP financial advisor and indicative shortlisted investment opportunities will be presented in September.	
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include wastewater treatment, parks and green space development, drainage capacity improvements, and resettlement		

YANGON, MYANMAR***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization Track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace Nov 2017	1. Selected for Phase II. Contract to identify and structure potential investment: identified couple of investment projects team has already identified a couple of investment projects and is working with city authorities to take them forward as they are at early preparatory stage including: water supply and management, flood and drainage management, upgrade of market square. The objectives of the CRP engagement project are to (i) strengthen flood protection, (ii) establish building regulations and emergency preparedness systems, and (iii) access opportunities for private capital financing to work towards a city that is smart, sustainable, resilient, and livable. 2. Inception report has been submitted by CRP financial advisor and indicative shortlisted investment opportunities will be presented in September.	
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include emergency preparedness and response, building code implementation, and geospatial data sharing platforms	1. City Engagement Strategy Completed 2. Mission Support	

Cohort 2 Cities

BAMAKO, MALI

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace included logistics hub		

Resilience	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include data management for public infrastructure and assets		
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CALI, COLOMBIA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace comprehensive Watershed Management for the upper part of the basin to guarantee quality and quantity of water		
Resilience Enhancem.	1. Strategic Dialogue 2. Operational Support Note Completed: technical areas identified include educational infrastructure		

CAN THO, VIETNAM***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018	1. Selected for Phase II. Contract to identify and structure potential investment: The World Bank provides a USD 250 million loan to finance flood prevention and connectivity measures, along with the technical assistance package for spatial planning, fiscal risk management instruments, and social protection. Unsolicited offers from private investors will be explored to identify concrete cases where private sector could be realistically involved to finance public infrastructure upgrades in exchange for land and development rights. CRP financial advisors will identify site specific land value capture opportunities	

		2. Inception report has been submitted by CRP financial advisor and indicative shortlisted investment opportunities will be presented in September.	
Resilience Enh.	1. Strategic Dialogue 2. Operational Support Note Drafted		

CASABLANCA, MOROCCO

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization Track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace included urban development plan for Casablanca. -Status: Already received USD 200m loan from WB. A real estate development strategy & LVC are in place.		
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include own-source revenue generation, land and real estate asset management, capital raising to support infrastructure investments outlined in the citys master plan		

COLOMBO, SRI LANKA***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
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Capital Mobilization Track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018	1. Selected for Phase II. Contract to identify and structure potential investment. Currently working on identifying specific LVC transactions with financial advisor. 2. Mission planned for mid-August to refine workplan and market sounding.	
Resilience Enh.	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include riverbank protection, flood risk management, land value capture		

DA NANG, VIETNAM

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization Track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace public transportation system project: A metro line in the city center and a tram line connecting Danang with a historical old town of Hoi An (ca. 30 km)		
Resilience Enh.	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include urban regeneration, slum upgrading and resettlement		

DOUALA, CAMEROON

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization Track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace Urban mobility - BRT plus taxi fleet renewal in a DBOT model.		

Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include port development and logistics zones, transport systems planning, urban mobility, transit oriented development, and infrastructure asset management		
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EL ALTO, BOLIVIA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace included creating a central park of 68,000 sq. m		
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include smart cities and resilient urban planning	1. Mission Support 2. Analytical Support	

ELDORET, KENYA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions include Water / sewage system expansion		
Resilience Enh.	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include solid waste management and water infrastructure		

GUATEMALA CITY, GUATEMALA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
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Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace: Urban cluster for economic development.		
Resilience Enh.	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include an urban renewal initiatives as well as a mobility and access enhancing Metrorail project.		

IRBID, JORDAN

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital mobilization track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace: Urban city redevelopment including public transport, land redevelopment, waste management, and energy and water management.		
Resilience Enh.	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include urban growth analytics, transportation and street lighting		

KIGALI, RWANDA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace include Solid waste management (land fill).		

Resilience Enh.	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include informal settlement upgrading, neighborhood drainage, smart cities, urban transport, and flood risk mitigation		
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KISUMU, KENYA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap Mob	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace include Integrated lakefront development (Lake Victoria) in a BOT model for mixed and recreational purpose.		
Resilience	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include solid waste management, transport planning, sewer systems and housing		

LA PAZ, BOLIVIA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace include Central Park (revitalization), including land reinforcement (hydraulic management infrastructure and containment works) to prevent landslides.		
Resilience	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include river basin regeneration along Rio Seco, private capital mobilization	1. Mission Support 2. Analytical Support	

MOMBASA, KENYA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace: Land resettlement program in a city of 380k housing demand gap.		
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include solid waste management, improved physical addressing system, cadastral upgrading, sewage and water management		

NAIROBI, KENYA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace: Mixed-use land redevelopment using PPP to finance affordable housing.		
Resilience Enh.	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include solid waste management, own-source revenue generation and cadastral upgrading		

NAKURU, KENYA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace include Agricultural Park		

Res. E.	1. Strategic Dialogue		
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QUILMES (BUENOS AIRES PROVINCE) ARGENTINA***

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital mobilization Track	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018	1. Selected for Phase II. Contract to identify and structure potential investment: Urban redevelopment project targeting a 56-hectare underserved community of Barrio Itatí in the Municipality of Quilmes, south of Buenos Aires. The community is an informal settlement, lacking access to basic urban services and is a hazard risk area due to frequent floods. Several intervention areas have been identified, including housing development and infrastructure improvements in Barrio Itatí, as well as catalytic commercial development on a nearby greenfield site. CRP financial advisors will explore opportunities for private capital mobilization in this project. 2. Inception report has been submitted by CRP financial advisor and indicative shortlisted investment opportunities will be presented in September.	
Resilience	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include informal settlement upgrading, flood risk management, commercial redevelopment		

SANTA CRUZ, BOLIVIA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
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Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace include Real estate investment around 'El Arenal' park. Redevelopment of area after the clearance of illegal small-scale trade		
Resilience Enh.	1. Strategic Dialogue		

SIDON, LEBANON

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Cap. Mob.	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace include By-pass road (toll highway)		
Resilience Enhancement	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include waterfront redevelopment, port and marina upgrading, and private capital mobilization		

ULAANBAATAR, MONGOLIA

	Phase I- Identification	Phase II- Preparation	Phase 3- Implementation
Capital Mobilization	1. Rapid Capital Assessment Completed 2. Financial Solutions Marketplace July 2018 3. Project pitch at the Financial Solutions Marketplace include Industrial Park (ongoing and looking for investors / tenants).		
Resilience Enh.	1. Strategic Dialogue 2. Operational Support Note Drafted: technical areas identified include air		



	pollution, risk information and urban planning		
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