

City Resilience Program

Can Tho, Vietnam

Context: Statement of Problem

Thematic context. Urbanization is the defining phenomenon of the 21st century and government investment priorities are shifting as a result. For the first time in history, more than half of the world's population lives in cities, with 90 percent of urban growth taking place in the developing world¹. Cities provide a diverse range of services to their residents and are increasingly responsible for finding the means to fund them. Engaging directly with cities provides opportunities to holistically address multi-sectoral development challenges and to leverage alternative sources of finance, including from the private sector. This includes investments in city resilience, which require an approach

that goes beyond the scope of single sector engagements.

As cities grow, so does their exposure to natural disasters. Increasing population and wealth lead to an expansion in the quantity and value of the building stock and infrastructure. The risk that growing cities face may further be exacerbated by haphazard and unplanned development. Many of the disaster risks in urban areas are created by the ways that people locate, design, construct, and provide services. In the absence of formal solutions, poor people disproportionately build their lives in areas where they are highly exposed to natural disasters.

The livelihoods of poor people in cities depend on fewer assets. Their consumption is closer to subsistence levels and they often cannot rely on savings to cope with shocks. Thus, a loss of \$1 affects poor and marginalized people far more than those who have access to more assets. A shock can be disastrous for poor people while only negligibly affecting a country's aggregate wealth. This challenge perpetuates poverty traps, making it more difficult for poor people who are impacted frequently by shocks to emerge from poverty.² This cycle is being intensified by the growing frequency and severity of hydro-meteorological events due to climate change and environmental degradation.

¹ World Bank's Development Indicators (2016)

² "Hallegatte, Stéphane; Vogt-Schilb, Adrien; Bangalore, Mook; Rozenberg, Julie. 2017. *Unbreakable: Building the Resilience of the Poor in the Face of Natural Disasters*. Climate Change and Development; Washington, DC: World Bank.



Dar es Salaam, Tanzania

The Program will build on the extensive wealth of experience from active and past technical assistance engagements and lending, in order to support project teams in delivering greater value to cities. In that sense, the CRP builds off of key programs and activities that have served as a foundation and informed the development of CRP, a couple of which are described in the section below.

CityStrength Diagnostic: The CityStrength Diagnostic is a rapid diagnostic that aims to help cities enhance their resilience to a variety of shocks and stresses. The CityStrength Diagnostic first evaluates sectoral resilience and then brings together the findings to identify the interlinkages that determine the resilience of a city. With that information, the CityStrength Diagnostic prioritizes actions to enhance the overall resilience of the city.

The CURB Tool: The CURB Tool is an interactive planning tool designed to help cities take action on climate change to improve health and air quality, expand the economy and create jobs, and move toward energy independence. The CURB Tool is interactive and designed specifically to help cities take action on climate by allowing them to map out different action plans and evaluate their cost, feasibility, and impact.

City Creditworthiness Academy: The City Creditworthiness Academy offers an intense set of training modules ranging from revenue management to climate smart capital investment planning, from debt financing options to the enabling environment for sub-national finance. Follow on support to help cities implement the action plan is provided under the broader City Creditworthiness Program, which

assists cities to improve their creditworthiness to enable them to access financing for low-carbon infrastructure projects.

Investing in Urban Resilience Report: Published in 2016, the Investing in Urban Resilience Report highlights the need and potential for investing in urban resilience in low and middle-income countries. It does this by demonstrating why the international development community should care about making cities in the developing world more resilient, understanding why shocks and stresses disproportionately affect the poor, identifying financing needs and obstacles to overcome, and setting out a vision for how the World Bank Group can facilitate more public and private sector investment in urban infrastructure.

The CRP will be built on the principle that institutional reforms for infrastructure and finance enable cities to develop in more informed, less at-risk ways. Policy reform is a key enabler and the governance systems that implement these reforms are critical for creating local capacity. Proactive investments in geospatial data platforms, legal and institutional arrangement reform, cadasters, and risk information systems are not only essential parts of resilience building but are the crux of a holistic approach to urban development. The foremost priority of the CRP is to facilitate investments that go beyond the scope of sector specific engagements, fostering cities that have robust, concurring, and adaptive policies, systems, finance and infrastructure assets that support citizens' needs and are, therefore, resilient.



Strategic context. Global targets for climate change adaptation, mitigation, and poverty reduction are all impossible to meet without city governments becoming much better at creating resilient urban environments. Along with addressing the challenges of disaster and climate risks, the additional complication of rapid urbanization in developing countries requires substantial and well-planned infrastructure investments to meet resource demands and enhance economic growth as well as to mitigate potential damages and losses from natural disasters.

For many major cities in the world, reaching acceptable levels of resilience is a multi-billion dollar agenda that requires strong partnerships and new sources of capital. Globally, it is estimated that US\$4.1 trillion to US\$4.3 trillion will need to be spent on urban infrastructure per year merely to keep up with projected growth in a business-as-usual scenario. An incremental 9 to 27 percent (US\$ 0.4 trillion to US\$ 1.1 trillion) will be needed to make this urban infrastructure low emission while also disaster and climate resilient.³

Most city-level projects supported by the World Bank have focused primarily on one of three streams: infrastructure, governance and systems, or finance. However, to become resilient, cities need to

better connect and leverage value across all three. In a single stream approach, a public transport project (infrastructure) may only consider overall economic impact in terms of change in transport user benefits, change in system operating costs and revenues, change in externality costs and investment costs. This would provide a quantification of a tangible benefit but not a long-term solution to improving the resilience of the client city's economy. An integrated approach would enable that same engagement to consider urban challenges holistically and include supplementary activities such as an assessment of infrastructure policies and manuals to improve construction standards (governance and systems) or a review of private capital financing opportunities (finance). The result would be a better project – higher quality construction and lower public investment – and would also fit into a better coordinated long-term strategy to improve resilience incrementally and strategically over time. By simultaneously and iteratively making progress concurrently across the infrastructure, governance and systems, and finance streams, cities can become increasingly capable of addressing disaster and climate risks and urban development challenges in a comprehensive manner. In turn, poverty alleviation becomes a more achievable objective.

The City Resilience Program (CRP) is an effort to consolidate city-

level engagements across key sectors by providing a platform for resilience-building investment planning in areas of infrastructure, governance systems and finance. CRP will help task teams create an enabling environment for cities to make coordinated investment packages that holistically seek to increase resilience. This ASA will support the development of CRP engagements in cities through projects that will be managed by a network of task team leaders, and will support the foundation of strategic partnerships for the program at the global level.

Development Objective

The development objective of the CRP is to catalyze a shift from a primarily siloed, single-stream city-level operations approach to longer term, more comprehensive, multi-disciplinary packages of technical and financial services, building the pipeline for “Bankable” projects at the city level that, in turn, build resilience.

To achieve such an outcome, important emphasis will be put on the infrastructure cascade and on crowding in different sources of multilateral development bank, bilateral and private capital funds in order to leverage greater impact on the resilience of cities.

³ CCFLA, “State of City Climate Finance 2015” (New York, USA: Cities Climate Finance Leadership Alliance (CCFLA), 2015).



Activity Description

Key activities of the CRP are structured to fit strategically into two pillars:

1. Global Program Development

Activities mapped to the Global Program Development Pillar focus on building, refining and effectively communicating the necessary tools and application to ensure that the principles and approach of the CRP can be implemented by task teams in the regions. This will first require a consolidation and streamlining of implementation support across sectors, and will then aim to develop new solutions to better support task teams in effectively engaging across the wide range of elements comprising the CRP. Specific activities under the Global Program Development Pillar include: the development of a robust operational framework; the development of programmatic applications and Working Groups engaged in key areas; the building of a toolkit for private capital; the nurturing of external partnerships; and the development of knowledge management tools to ensure that projects are being effectively monitored and lessons documented. Activities under the Global Program Development Pillar will be managed centrally and will contribute to city-level engagements by providing back-end resources and technical advice that will help facilitate task teams in delivering more comprehensive, multi-disciplinary packages of resilience-building investments.

2. City-Level Engagements

Activities mapped to the City-Level Engagements Pillar focus on the delivery of all client-facing aspects of the CRP, including programmatic support to World Bank task teams in the form of technical and financial assistance. This includes a three phased approach of support. The first is the delivery of just-in-time (JIT) financial and technical support to task teams for project scoping, which will help define the key areas of intervention. Once an engagement strategy has been developed through the JIT, the second phase is technical assistance and grant support for customized diagnostic assessments and brokerage of co-financing opportunities for investment projects. The third phase will be direct co-financing of new Bank projects, including bi-lateral grant money, multilateral lending, and private sources of capital. Activities mapped to the City-Level Engagements Pillar will be led and managed by World Bank task teams and will draw from resources developed in the Global Program Development Pillar in order to provide tailored solutions to client cities investing in resilience.

Figure 1 is a workflow schematic that organizes the program activities and operational relationships according to these two pillars. The individual activities are described in detail in the subsequent section.

1. Global Program Development

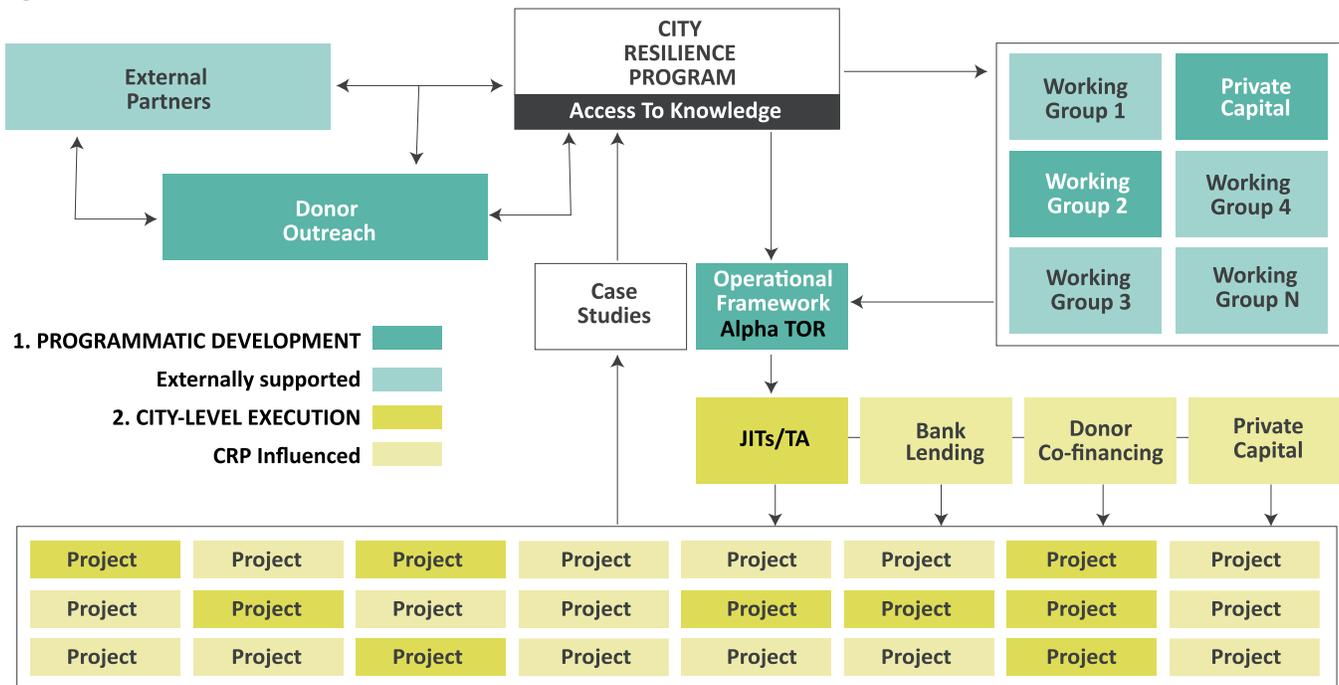
Providing a robust and streamlined programmatic base is essential for ensuring maximum added value to cities selected to engage in CRP. This requires global program development activities in a number of key areas:

Developing a robust operational framework. The CRP intends to generate a deep repository of case studies and example terms of references for each of the diagnostic assessments described in detail in the city-level engagement section. The purpose is to ensure that program consolidates and replicates best practices in order to deliver the best tools possible for task teams at scale. Such a repository will help task teams to develop an appropriate execution strategy that is ready to implement immediately. This section includes the refinement of the City Resilience Program tools and the development of an “Alpha TOR”, which would provide the operational framework for each area of engagement that task teams could customize according to the local context. The CRP core team will work with each participating task team to help design and develop a customized approach to city resilience that is based on the client demands and CMU authorizing environment.

Developing programmatic applications and working groups (WGs). Certain areas of CRP engagement require further



Figure 1. CRP workflow schematic



expansion and could benefit from the development and streamlining of new applications and tools. To address this challenge, a few WGs have started to take form in an effort to streamline support to CRP teams. As much as possible, CRP will crowd in existing Bank programs, KSBs and other initiatives in an effort to focus on consolidation and unlocking rather than creating parallel teams and systems. However, it is also expected that new WGs will be established around areas of CRP that require additional and substantial programmatic development unserved by existing Bank initiatives. This activity will provide JIT funding of up to \$25,000 to support the development of targeted applications and tools that aim to advance elements of the CRP.

The WGs will develop new applications and tools and will be engaged to provide continued development and input in terms of references, market surveys, consultant rosters and case studies in support of task teams. The development of these materials will be guided by the CRP core team and will be used as resources to support streamlined and effective city-level execution. WG team members are also expected to be resources in themselves, providing guidance to task teams to streamline specialized engagements and, in certain circumstances, be engaged wholly by the task team. Each WG considered for JIT funding must provide a rationale and clear description of concrete activities and outputs and must demonstrate

how their work contributes to the advancement of CRP program development and broader CRP objectives. The CRP has identified ten preliminary thematic areas around which WGs could be established and/or catalyzed where proposals for JIT funding will be considered immediately:

- Emergency Preparedness & Response
- Open Data for Resilience Initiative and City Planning Labs
- Land Value Capture and Concessions
- Credit Worthiness Academy
- Building Regulations & Resilience
- Scalable Social Protection
- Resilient Urban Transport



Lima, Peru

- Seismic Resilient Water Supply and Sanitation
- Disaster Risk Financing and Insurance
- Global Program for Safe Schools

The establishment of additional WGs will be considered around further important topics including cadaster updates and reform, involuntary resettlement working group, risk assessment and analysis, nature based solutions and green infrastructure, mass social organization and community level engagement, among others. It is proposed that pitch events would take place on a bi-annual basis that would enable new groups to propose the inclusion of their working group in the platform and for JIT financial support to catalyze further development of WGs. WGs are expected to draw heavily on expertise from outside of the GP, including colleagues from transport & ICT, trade & competitiveness and others who can provide critical

technical input and alternative perspectives into WG activities.

Building a toolkit for private capital. The CRP will engage with investment industry groups and with cities to build broader understanding on the private sector definition of resilient infrastructure investments, and will construct a global overview of cities on the basis of their financial and regulatory readiness to access capital markets. The objective is to consider Bank financing more of a leveraging tool than a solution on its own. There are three types of external funds that the CRP core team will seek to leverage under each new urban resilience investment. The first is grant resources, contributed by bilateral agencies, which aim to deliver high level and complex technical assistance to support investment projects. The second source of funding is co-financing of loans from multilateral agencies such as the Asia Infrastructure Investment Bank

(AIIB), the Asian Development Bank (ADB), the Islamic Development Bank (IsDB) and similar such groups. The third type of investment the CRP team will seek to crowd into investment projects is private capital, in a variety of forms.

Sources of private capital can be broken into three broad categories, including debt, concessions, and equity and each of these three categories has a spectrum of sophistication of engagement. Of each category, debt is least flexible and requires the highest level of regulatory and institutional development to catalyze sub-national lending transactions. These transactions can take the form of on-lending from, *inter alia*, national government and infrastructure facilities, private bank lending, and the sale of municipal bonds. With regards to concessions, sometimes known as public private partnerships, these transactions closely represent debt;



however, they differ in that the private investor and/or developer takes a range of additional risks from financing, construction and operations, in return for profit. The third source, equity, can be earned by cities by capturing incremental increases in land value. Land value generally increases when governments change policies with regards to land development and when they finance public infrastructure to develop, or redevelop, specific sites. In the context of resilience, this will often mean the reduction of vulnerability in specific areas, through reduced climate and disaster risk, or redevelopment of brownfields and areas of blight. Transactions can be as simple as the direct sale of land to as sophisticated as tax increment financing.

A toolkit, including presentations, methodological notes and Terms of Reference will be prepared to help task teams and clients understand these concepts and how they are applicable in their specific city contexts. These materials will help teams identify and explore all available options to leverage private capital given the constraints and opportunities available in the local context. The toolkit will also help teams identify systems and reforms that require investment now to further unlock private capital in the future, including land value capture, concessions and debt financing.

To inform each private capital dialogue with clients, and to

ultimately identify opportunities to raise private capital, a diagnostic must be completed to assess where a city lies on the spectrum of sophistication. For the debt and concessions side, most of this material has been developed through the city creditworthiness program, which will be tailored for a single city diagnostic. The debt/concessions diagnostic will be complemented by a new diagnostic for land value capture. Such a diagnostic will be informed by the toolkit described above and a first draft will be completed by fall 2017. Once the comprehensive diagnostic is completed, a consultant will execute it in selected cities that are identified as high potential for such transactions and the methodology will be refined based on the results.

To raise funds, the CRP core team will serve as the investment banker for the task team and city. In other words, the CRP team will: support the development of the investment program; identify specific transactions structures; prepare the marketing materials to shop the transactions to investors; and support the design of the transaction processes. In this regard, the operationalization of linkage between infrastructure and finance to ensure resilient investments comes at the city level.

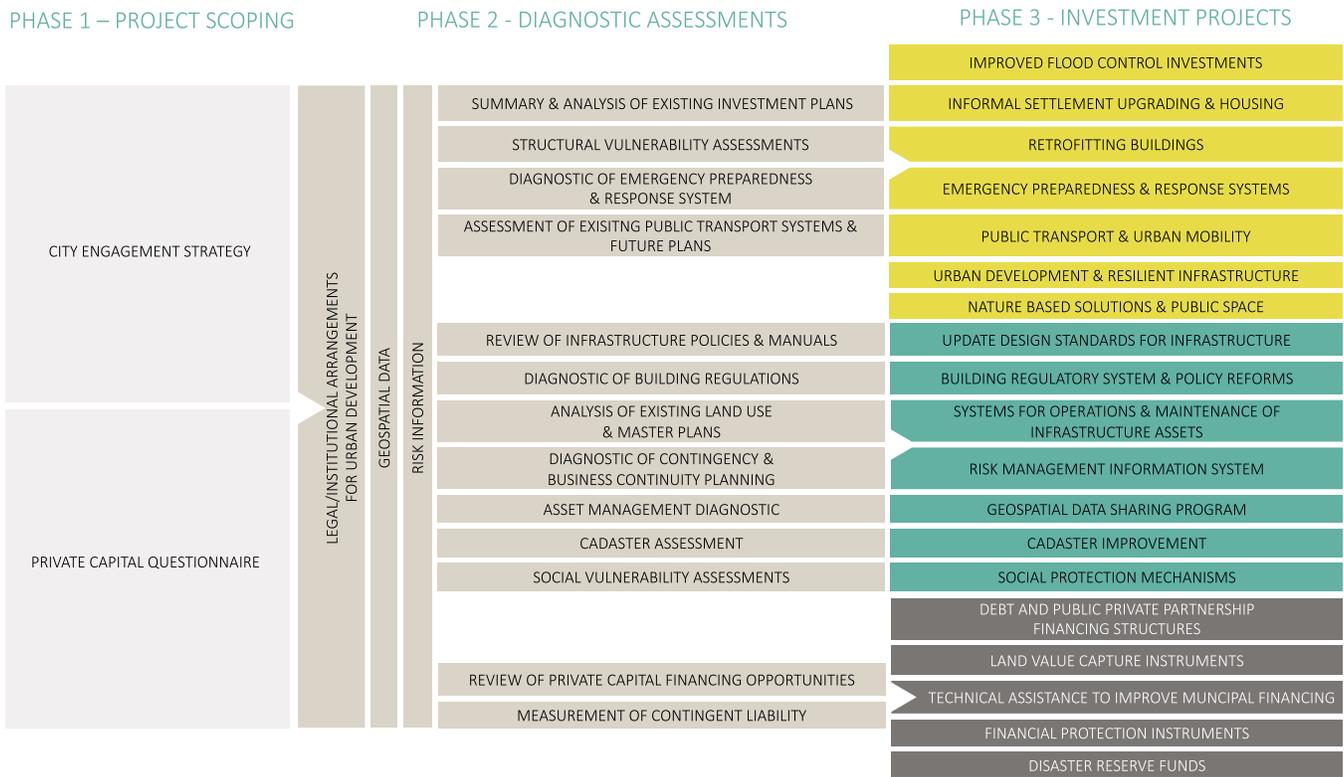
External partnerships. The CRP will continue to find ways to leverage external partnerships engaged in urban resilience initiatives around the world, including:

Rockefeller 100 Resilient Cities, C40, Bloomberg Philanthropies, City Climate Finance Leadership Alliance, and Medellin Collaboration for Urban Resilience. The CRP will also leverage partnerships across the urban resilience space with bilateral and multilateral development partners involved in high-profile and innovative urban resilience projects and funds, including the Asian Development Bank and UNDP. The CRP will provide a uniform point of contact at the World Bank in the urban resilience space for external partners. The clarity and innovation that the CRP will provide positions the Bank to take a stronger leadership role going forward in this space.

Knowledge management. The CRP will create a mechanism to monitor project-level engagements, develop city-level case studies, and capture policy, finance, and technical lessons learned from the city engagements. Case studies will focus heavily on private capital financing. However, case studies will also be developed that focus on other areas, including specific program elements and start to finish examples of both failed and successful engagements. The CRP intends to develop a knowledge platform, similar to what has been created for the Resilient Transport COP, in the first year of the program implementation. Development of the knowledge management platform will benefit from engagement with the Knowledge Management Team of GPSURR. The CRP will also



Figure 2. CRP city-level engagement program



develop a series of BBLs and internal World Bank events, including a launch event, which would aim to bring together and synthesize outputs of the WGs and disseminate information broadly. The events would also serve to attract task teams to engage with CRP in high-potential city-level engagements.

2. City-Level Engagements

The development impact of the program will happen through city-level engagements led by World Bank task teams. The “change agents” are the task teams who have the city level client relations and the ability work with CMUs and clients in order to identify cities that are

interested and ready to benefit from the CRP and the World Bank Groups services related to city resilience.

Figure 2 outlines the programmatic structure of CRP, which presents a flexible framework for engagement with selected cities. The framework consists of cross-cutting foundation elements that form the base for all engagements, and additional elements selected by client cities and task teams considering the needs and opportunities of the specific context. These subsequent elements are broken into three thematic areas: infrastructure, governance and systems, and finance.

Cross-Cutting Foundation. The foundation of CRP includes an

analysis of the legal and institutional arrangements of a city that describes the roles and responsibilities of each city department involved in planning, implementing or supporting aspects of activities that impact a city’s resilience while offering opportunities for reform and improved coordination. This also includes outlining a city’s ability to finance investments, relevant national regulatory frameworks and generally developing a strong understanding of the role of central and city-level actors across finance, governance and political buy-in. Cross-cutting activities will be complemented by an assessment of the existing status of the data available for the built environment. Such an assessment will inform a roadmap as to what data



needs to be digitized or collected, and populated on a single platform to help decision makers better understand the complexities of the built environment. In addition, risk information will be collected and analyzed to help city officials to better understand the risks they face.

Infrastructure. This section comprises the physical works that would be financed in a developed investment program. It is expected that each project would incorporate a series of the investment modules, which are categorized around the areas of: flood risk management; housing; informal settlement upgrading; emergency management systems; resilient infrastructure systems; and, nature based solutions and green infrastructure.

Governance and Systems. This section focuses on the tools that governments need to effectively implement policy reforms that improve the resilience of the client city engaged in the CRP. Emphasis in this area is critical given the common disconnect between the desire of city officials to develop policy reforms, and the tools that are necessary to translate those reforms into concrete actions. These systems each play a role in better understanding and managing the built environment with the objective of improving areas including: the operation and maintenance of infrastructure; the quality of construction of public and private infrastructure; risk management information systems such as flood

management information systems; geospatial planning platforms; cadasters; and social protection systems and safety nets.

Finance. A core objective of the program is leveraging the Bank's balance sheet to deliver greater resources to cities. This would include crowding in co-financing from other MDBs and bi-lateral agencies around a single investment program. Crowding in private capital is also a core emphasis, with three different types of capital being identified. The first is improving city credit-worthiness so that cities can borrow from banks and private investors. The second is helping cities better understand and structure concessions to private developers, which transfer financing, construction and operating risks to the private sector. The third, and perhaps most lucrative opportunities focus on helping cities capture the increase in land value that result in a reduction of vulnerability made possible through public investments. CRP will also provide tools and the rationale to help city-level stakeholders guide engagement and secure guarantees from national government stakeholders.

Task teams implementing activities under the City-Level Engagements Pillar will follow a phased progression of implementation illustrated in Figure 3. Engagements are designed in three phases to ensure the proper development of programs that are tailored to the context of the client city and

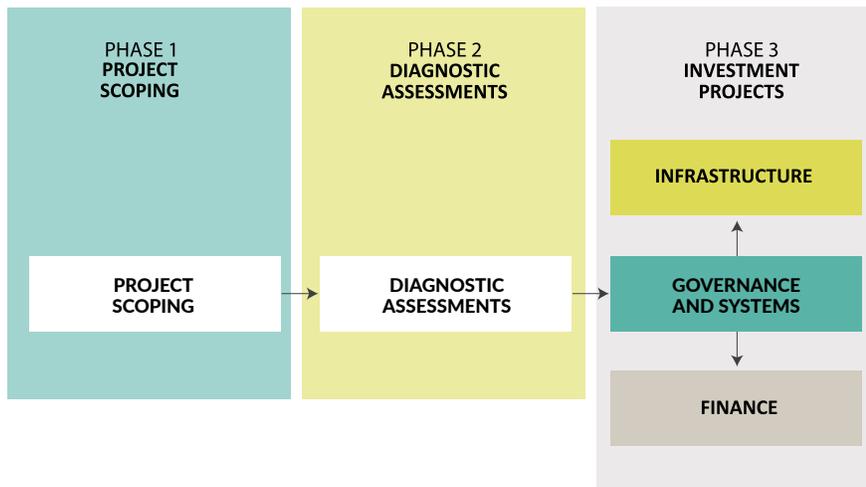
provide holistic solutions to building resilience across the thematic areas outlined in the section above. The three phases include: project scoping, diagnostic assessments and investment projects.

Phase 1 – Project Scoping: Phase 1 defines the engagement strategy. Task Teams that have identified high-potential client cities can apply for JIT funding of up to US\$25,000 from the CRP to develop a pre-formatted proposal for city level engagement strategy to the client city. In parallel, the private capital questionnaire will be completed to assess where each city sits on the spectrum for debt, concessions and land value capture. This will include the verification of underlying market conditions or investment climate, such as the macroeconomic situation, land, housing, property markets. Teams will then select and customize model Terms of References for the phase 2 diagnostic assessments according to local context and specific identified investment projects across each stream. A report summarizing the various proposals will be prepared on an annual basis in order to present the program and to communicate the various approaches in each city to management, clients and donors. Through this process, the CRP team will better understand the key working groups to nurture over time, and curate based on client demand.

Task teams receiving JIT funding are expected to have significant familiarity with the client city,



Figure 3. CRP city-level engagement process



including a basic understanding of the city's operational structure, political and investment climate and broader development needs. Task teams should use JIT funding to further develop rapport with the client city and develop a pragmatic roadmap of what can feasibly be achieved through an engagement. Task teams should be able to apply this contextual knowledge to the development of an investment strategy for urban resilience, which would be submitted to the CRP as a pre-formatted deliverable following completion of the JIT scoping exercise. Client city buy-in and CMU support is also essential to unlocking further engagement, and it is expected that an identified client city shows a demonstrated interest and need. At the same time, it is important to understand the nuance of central and city-level actors, and the relationship between the two, particularly in areas such as

governance, finance and politics. To do so, and to successfully complete a project scoping exercise, requires that a majority of the engagement should be conducted by local experts. The purpose of this first engagement is not to provide outside expertise; rather to gain a holistic sense of the enabling environment and assess the potential of the city for making investments in resilience. It is expected that some level of capacity support to client cities will be required going forward to support the development of a holistic foundation in urban resilience, including in areas with high potential to leverage private finance to achieve identified resilience objectives. Identification of diagnostic assessments must be finalized with the identified client city upon completion of Phase 1.

The JIT funding will also be available for certain existing city-level engagements already working

in the resilience space. These financial resources, and technical support from the CRP team will provide task teams an opportunity to reevaluate their engagements under the same structure to determine whether there is scope to expand and improve the nature of the operation. This will also provide an opportunity for CRP to provide an immediate impact to existing operations that already have built relationships, business and momentum in high-potential cities for broader engagement. At the same time, task teams that have already moved beyond the scoping phase on their own may draw support from CRP without availing JIT support at later stages of investment where requested. A flexible entry for engagement is required to ensure that CRP can provide added value immediately to task teams working in the urban resilience space.

Phase 2 – Diagnostic Assessments:

Task teams that have successfully completed Phase 1 are eligible for Phase 2 support. In phase 2, CRP offers TORs to enable delivery of the identified needed diagnostics, market intelligence to help teams optimize the procurement process, and for selected engagements, grant resources of approximately US\$500,000 to US\$750,000, and in some cases, up to US\$1 million per engagement, to pay for the engagement process and analyses. It is expected that, in phase 2, Task Teams seek to identify capacity weaknesses

and investment opportunities in the city. Task Teams will use the resources to hire firms and/or individual consultants to execute in-depth assessments ranging from emergency preparedness and response diagnostic to assessing the authorizing environment for improved municipal finance as outlined in Figure 2. Findings from the diagnostic assessments provide the foundation for Task Teams and client cities to finalize and prioritize Phase 3 investments. Phase 3 corresponds to most of the steps in a typical project cycle.

Phase 3 – Investment Projects:

The CRP will also offer support for outreach to donors, MDBs, and other co-financing partners, as well as operational support to task teams to create the co- or parallel- financing vehicles financed with private capital. It is expected that phase 3 involves the approval and implementation of a World Bank Group financed operation that addresses identified capacity weaknesses and leverages opportunities to operationalize a series of prioritized investments to holistically improve urban resilience. This includes building capacity across the three streams of infrastructure, systems, and finance through a series of investments ranging from city-level flood investment programs to regulatory reform for city borrowing (see Figure 2).

Particular emphasis will be dedicated to brokering financing

between donors and task teams to deliver significant amounts of grant support that are critical to delivering robust technical assistance to clients in the framework of Bank-financed investments. The experience of Can Tho, Vietnam, which includes US\$250 million of Bank financing and US\$10 million of SECO co-financing, will be the model for support within this phase. Other sources of debt financing from MDBs and donors will be a parallel effort in order to leverage the Bank's financial support to the investment program.

For this work, GFDRR will establish a stand-alone single or multi-donor trust fund (MDTF) to channel funds quickly to countries. Donors would have the option to co-finance specific investments in urban resilience in addition to contributing to city level engagements and a global program of activities. In most cases, these projects are to be executed by the WBG in order to benefit from existing access to technical and analytical capacity across fields of risk modelling, transport systems, water supply and sanitation, building materials, geospatial data, and insurance and finance, among others. The CRP model will thus ensure that client cities will have access to top-tier tools and training, to be combined with private resources that can finance their use, and local knowledge to keep communities involved and informed such that they can continue to pursue resilience in the future.

Expected Results and Outcomes

The program expects to engage in 30 cities in 4 years, leveraging US\$1 billion from MDBs and US\$1 billion from private capital over the duration of the program. A majority of the leveraged financing, US\$500 million each from MDBs and private capital are expected to be delivered in the final year. Within the World Bank specifically, the target is to increase urban resilience financing from US\$2 billion to US\$4 billion a year. The expected outcome of these engagements would be improved social, physical and financial resilience of participating cities. For each outcome indicators, the CRP will only consider projects that have received funding directly from CRP or engaged substantially with WGs to improve and/or expand the scope of their project. This will be informed by robust and regular impact assessments, such as TTL surveys, to measure the value added to task teams directly and improve the program going forward. The aim of the program is to take cities from being reliant on international lenders and consulting firms for knowledge, skills, and funding to being self-sustaining in their pursuit and execution of resilient development projects. By enrolling client cities and task teams in the engagement process and focusing their efforts around the three investment typologies – infrastructure, governance and systems, and finance – the CRP would enable cities to holistically improve urban resilience



Colombo, Sri Lanka

and build capacity for future iterations of this work.

The program will prioritize cities with populations of over 1 million people as these will, typically, have sizable at risk populations and can offer optimal market and regulatory conditions for program engagements. Secondary, megacities and capital cities will also benefit from support; however, there is likely more scope for transformative impact in fast growing, medium sized cities with over 1 million people. The CRP, designed to build on WBG experience and expertise, aims to address critical urban risk scenarios.

A core objective of the program is leveraging the Bank's balance sheet to deliver greater resources to cities. This includes crowding in co-financing from other MDBs and bi-lateral agencies around a single investment program. Crowding in private capital is also a key emphasis, with three different types of capital-raising activities identified. The first is improving city credit-worthiness so that cities can borrow from banks and private investors. The second is helping cities better understand and structure concessions to private developers, which would transfer financing, construction and/or operating risks to the private sector. The third, and perhaps most lucrative opportunity, focuses on

helping cities capture the increase in land value that results from reducing vulnerable in a given area through public investments in infrastructure. The CRP will provide tools to help city-level stakeholders guide engagement and secure guarantees from national government stakeholders in order to de-risk their proposed investment programs. This results in the development of a portfolio of urban resilience work and a pipeline of "bankable" projects. CRP provides a platform for the integration of city-level activities and encourages staff with different expertise to work together. CRP also provides a platform for Bank participation in globally relevant mediums on Urban Resilience.