



**Government of the People's Republic of Bangladesh  
Planning Commission  
Programming Division  
URP: PCMU**

**Consultancy Services for Monitoring and Evaluation (M&E)  
of  
Urban Resilience Project (URP)**

**Monitoring and Evaluation Framework Report**



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## Contractual Details

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# CHAPTER 1

## Introduction/Background

### 1.1 Brief Overview of URP and M&E Unit under Component D of the URP

According to its Terms of Reference (TORs), the M&E consultant team is obliged to prepare a “comprehensive URP M&E framework.”<sup>1</sup> As the M&E consultants, we are “expected to develop appropriate methods, surveys, tools, data collection formats, and analytical procedures to track and monitor project inputs, evaluate outputs and outcomes generated due to project interventions throughout project implementation.”<sup>2</sup> We are also tasked with “recommending any corrective action or mitigation [measures] ... and when emergent risks are discovered, the Consultant will ensure that the PCMU and the World Bank are informed as a priority.”<sup>3</sup> Simply put, one of our primary functions on this Project is to “look out for” the good of the Project, and to contribute our best ideas to Project stakeholders about how best they might resolve these issues, and then to monitor compliance with mitigation measure and assess their effectiveness.

The TORs for the M&E consultants also states that the M&E Framework should include indicators to monitor and evaluate project specific operational risks and risk mitigation measures. We have done that in this report, and are complementing that with additional information in the Indicators Baseline Report, that is a companion document to this M&E Framework.

Finally, “following publication and approval of the Inception Report [accomplished on June 26, 2018], the [M&E] Consultant is expected to finalize the M&E framework covering those dimensions as early as possible, preferably through a consultative workshop with the participation of relevant stakeholder agencies.”<sup>4</sup> We have already started having those conversations with the implementing agencies (IAs) with PCMU’s permission and the Bank’s acquiescence. Therefore, some of the suggested changes in the URP Results Framework are intended to be a “starting point” for these discussions going forward until final decisions are made between the Bank and Project IAs. The M&E Team will then track and report on those indicators, as well as all other pertinent aspects of Project implementation.

### 1.2 M&E Framework Report as Key Input to Baseline Indicators and PMIS

As the second deliverable (after the Inception Report) that the M&E Team has developed in Phase I of the URP, the M&E framework is a critical input to the next two (3rd and 4th) deliverables: the

1 BANGLADESH URBAN RESILIENCE PROJECT (URP) - Component D; Consultancy Services for Monitoring and Evaluation (M&E) of Urban Resilience Project for the Ministry of Planning (Planning Commission/Programming Division/Project Coordination and Monitoring Unit): Terms of Reference, p. 8; undated.

2 Ibid.

3 Ibid.

4 Ibid.

Indicators Baseline Report and the Project Management Information System (PMIS). This is because both of these deliverables depend on having an agreed set of the indicators that will be used to measure the development effectiveness of project implementation. The M&E Consultant is “expected to start the baseline surveys and discussions and establish the baseline status soon after approval of the M&E Framework.”<sup>5</sup> As demonstrated by the submittal of our Indicators Baseline Report on October 15<sup>th</sup>, we have already started that process. Therefore, once there is agreement on the approved indicators reached by the stakeholders of the URP, then the M&E Team will adjust the indicator baselines and targets, and fully develop the PMIS.

### 1.3 Structure of Report

Following this introductory section is an overview and analysis of the current Results Framework, prepared over a period of several years of discussions, analysis, and appraisal by the Government of Bangladesh (GoB) and the World Bank’s project team culminating in its publication in 2015. Our analysis of the RF includes a comparison with the three (3) “pillars” of the Bank’s comprehensive Urban Disaster Resilience (UDR) approach. The PDO Outcome and Intermediate Results Indicators (IRIs) in the RF will also be analysed for their consistency with the UDR approach and the planned activities and outputs of Project IAs.

Following this section in logical sequential order is Section 3 on Results Chains, which flow directly from comparing the RF (with its PDO and indicators) with the planned activities and outputs of each implementing agency under each Project Component and Sub-component, as reflected in their DPPs. Results chains visually show the causal (that is, “cause-and-effect”) linkages between inputs, activities, and outputs with the attainment of the desired or expected outcomes, impacts, and ultimately, with the PDO itself.

The 4<sup>th</sup> section of this report contains the M&E Team’s proposal to harmonize the RF with the inputs, activities or processes, and outputs that each one of the implementing agencies (IAs) track as part of their individual work plans based on their Development Project Proposals (DPPs) as well as with the UDR approach. This harmonization process makes some recommendations of minor adjustments to the current Project Development Objective (PDO) and indicators in the RF so that the Project is optimally designed to achieve its PDO, as reflected in a set of SMART indicators (described later). Finally, the benefits of using an M&E framework as a management tool by Project Directors to adaptively respond to M&E feedback regarding progress, obstacles, or delays is described.

Section 5 of this report describes the M&E strategic approach and implementation plan that we propose to follow during the remainder of Project implementation. Our strategic approach expands the traditional concept of M&E to encompass two of our other main functions of reporting and validating or verifying data inputs. The proposed implementation plan simply lays out the process by which we will carry out these functions.

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<sup>5</sup> Ibid.

Finally at the end of the report (Annex-9) detailed findings and proceedings of a workshop has been attached. The mentioned workshop was a half-day Validation Workshop of the M&E Framework Report describing the proposed M&E system for the URP that was held on November 27th at the Planning Commission. The Workshop was chaired by the Chief of the Program Division of the Ministry of Planning. The Senior Secretary of the Planning Commission and the Additional Secretary of the ERD were the chief and special guests, respectively, who both spoke during the Inaugural Session. This was followed by the Presentation Session during which time the proposed M&E system (“framework”) was presented by the M&E Specialist for the M&E consulting team for the Project. This presentation was followed by a Small Work Group Session in which the forty-some participants at the Workshop were divided into four (4) groups to participate in discussions of four (4) different “Validation Questions” covering the following topics: (i) Results Chains; (ii) Monitoring Protocols; (iii) Data Collection Forms (DCFs); and (iv) the M& Matrix. After half an hour of small group discussions, each group presented its comments and suggestions regarding each one of the four topics to the plenary group. This was followed by remarks by the moderator, a Professor of Applied Statistics at Dhaka University, and a local M&E expert. After those comments, the Workshop was closed with concluding comments by the Chair.

A simple, one-page questionnaire containing just three questions was shared with all small group participants at the end of the Workshop. Of the 37 active participants in the small group discussions, 17 responded to the survey questionnaire (46%). The results of that survey were then coded and analyzed by the M&E Team with the following results:

- In response to the first question (“This event met my expectations”), 16 of the 17 respondents answered that they either “agreed” or “agreed strongly” (94.1%) while the last respondent said they “neither agreed or disagreed” (a neutral response).
- The second question was: “I have acquired new knowledge and/or skills from taking part in this event.” Twelve (12) participants answered in the affirmative (“agree” or “strongly agree”) while four others gave a neutral response (“neither agreed nor disagreed”). Thus, just over 70% responded positively while just under a quarter (23.5%) were neutral, and one respondent did not answer.
- Finally, in response to the third question (“Overall, the M&E Framework Report is very helpful for the project”), 15 participants responded positively (88%), one was neutral (6%), and one “disagreed” that the report was very helpful for the Project.

# CHAPTER 2

## Overview and Analysis of Current Results Framework

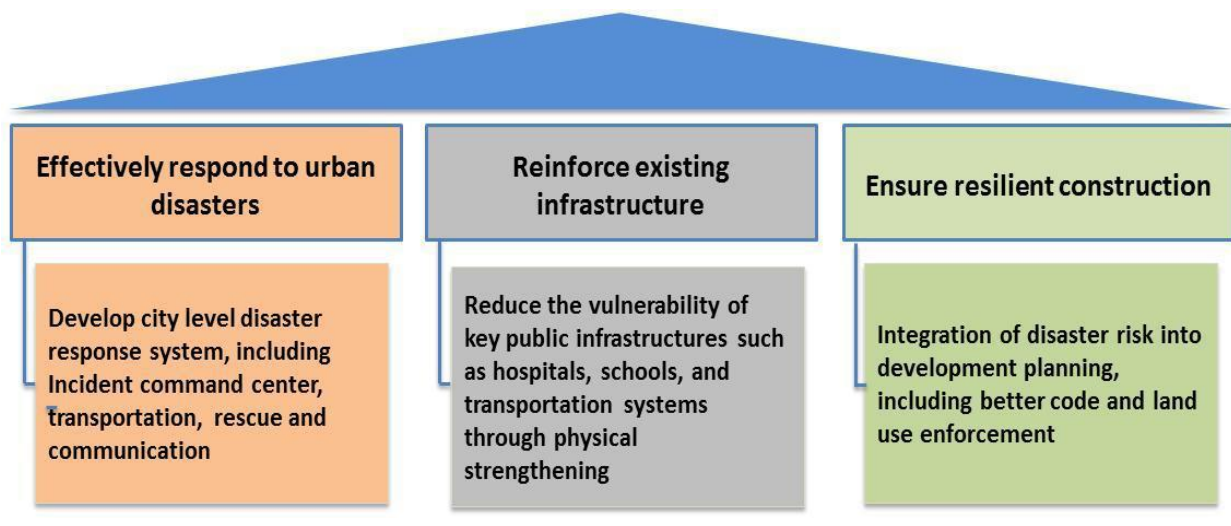
### 2.1 Summary of Current Results Framework

The current URP Results Framework contains the three (3) main elements (shown as Annex-1) of any RF:

1. a restatement of the PDO, as defined in the Project Appraisal Document (PAD);
2. a set of four (4) Outcome Indicators and thirteen (13) Intermediate Results Indicators (IRIs) in the URP Results Framework with baselines, annual milestone targets, and actual results achieved, which are continuously updated by the World Bank with inputs received from the IAs through PCMU; and
3. M&E “arrangements” that clearly spell out data sources, frequency of data collection, the responsible party, and the method used to collect the data. The M&E Team has developed more specific and comprehensive data monitoring protocols complementing these data fields in the current RF, and will continue working with the IAs to develop harmonized and standardized reporting formats that meet the reporting requirements of the Bank while reducing the reporting burdens on IAs.

### 2.2 Comparison with 3 Pillars of Urban Disaster Resilience

The World Bank’s comprehensive Urban Disaster Resilience (UDR) approach is built around three pillars, as depicted in the graphic below from the PAD for URP.<sup>6</sup> The PAD states that the purpose of the URP is to “serve as the first in a series of investments, which will initially focus on Pillar 1, to improve the critical capacity and infrastructure for emergency planning and response.”



<sup>6</sup> Project Appraisal Document (Report #1023); The World Bank; p. 25; February 25, 2015.



Improving the Government's capacity and infrastructure for emergency planning and response is reflected in Component A (Reinforcing the Country's Emergency Management Response Capacity) of the URP.

The PAD's description of the UDR approach continues by stating that it will also "lay the foundation for subsequent investments in Pillar 2 and 3 by identifying key risks in the to-be built environment and developing the practice of risk-sensitive urban development."<sup>7</sup> While "identifying key risks in the to-be built environment" is consistent with the intent and focus of Component C (Improved Construction, Urban Planning and Development), there is no corollary component in the URP's design reflecting Pillar 2 of the UDR approach (Reinforce existing infrastructure) to reduce the vulnerability of key public infrastructure through physical strengthening.

Nor is this second pillar of the UDR approach reflected anywhere in the URP's objective statement (i.e., the PDO) since it states that the Project only seeks "to strengthen systems to reduce the vulnerability of future building construction to disasters in Dhaka and Sylhet." In addition, Component B (Vulnerability Assessment of Critical and Essential Facilities and Lifeline) of the URP is not reflected in the current PDO statement since it only addresses the vulnerability of existing public buildings and infrastructure.

Thus, the M&E Team proposes to harmonize these discrepancies between the UDR approach and the URP's structure by bringing the Project's objective statement (i.e., the PDO) into greater alignment with the UDR and its own planned activities and outputs under Component B by including an assessment of the vulnerability of existing public buildings and infrastructure in the PDO.

### 2.3 Analysis of current Results Framework

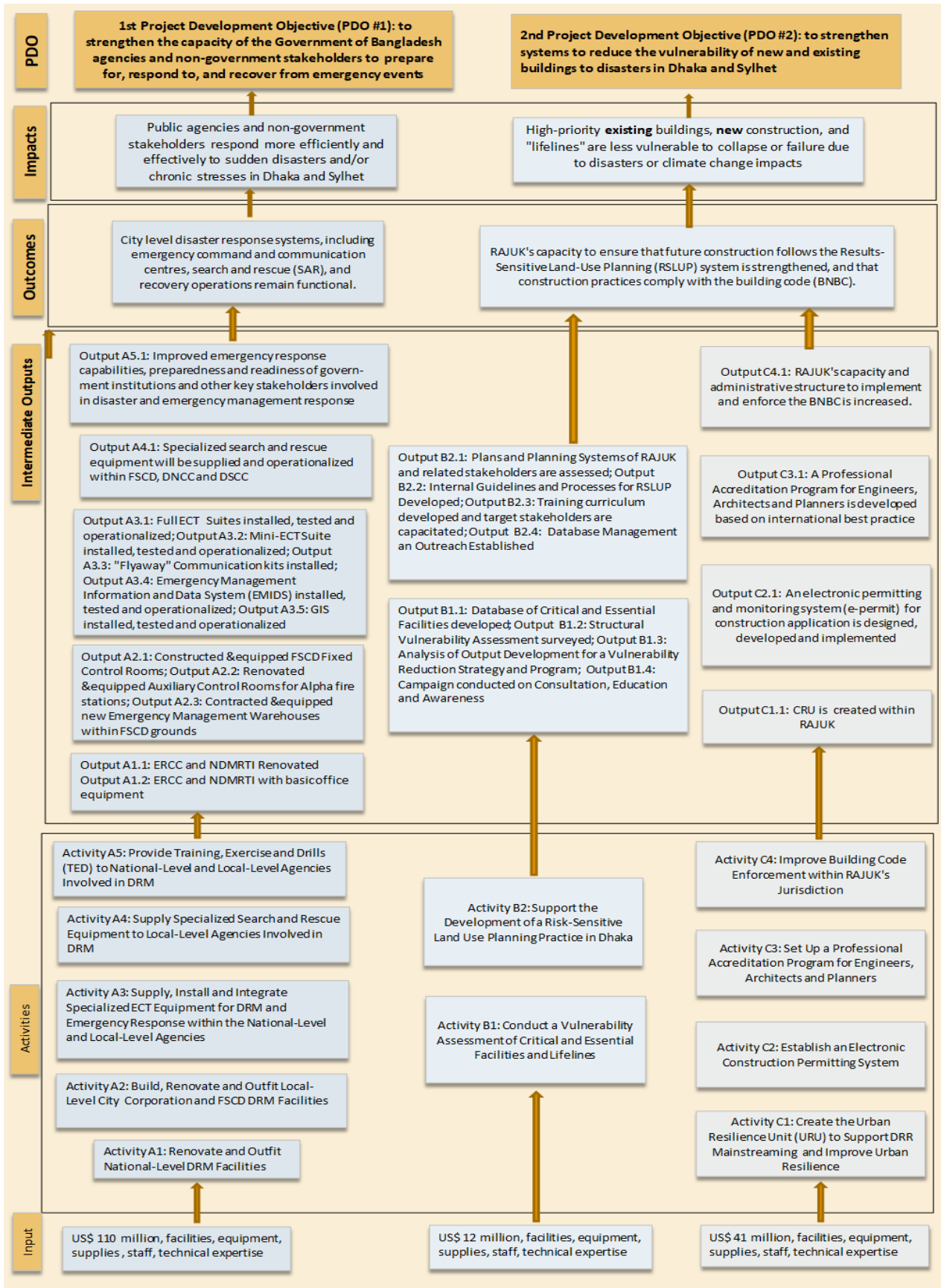
This brings us to the question of what is a Results Framework. A RF has three elements: (i) a PDO; (ii) Outcome and Intermediate Results Indicators with baselines, and annual milestone targets compared with actual achievements; and (iii) institutional arrangements clearly spelled out to assign roles and responsibilities during project implementation. Its purpose is to describe the underlying logic of how the PDO is to be achieved, as measured by Outcome and Intermediate Results Indicators. As described in the World Bank's own guidance on results frameworks and M&E, these indicators reflect the "results chains" that are the "basis for formulating the results framework and the M&E arrangements."<sup>8</sup>

So, what are results chains? They are visual representations showing how inputs are expected (hypothesized) to be used to undertake specific activities and outputs that will then be transformed into the anticipated outcomes, impacts, and eventually into achieving the PDO of a given project. We will explain how results chains work in detail later in Section 3 of this report. In order to analyse the existing URP Results Framework, the M&E Team has developed a project-wide or 'master' Results chain (also shown as Annex-2) showing how each input, activity, and output should logically contribute to the URP's desired outcomes, impacts, and PDO. This "master" Results chain for the entire URP is presented on the next page.

7 Ibid.

8 Results Framework and M&E Guidance Note; The World Bank; p. 4; 2013.

### Master Results Chain (URP)



Accompanying that project-wide Results chain is a set of 12 result chains associated with each sub-component of the URP (Sub-components A1 – A4, B1 & B2, and C1 - 4) and IA (DDM, DNCC, RAJUK, and PCMU). These results chains are included in this M&E Framework Report as Annex-3. Based on our comparative analysis of these results chains, the Results Framework, and the UDR’s 3-pillar approach, the M&E Team has proposed a few simple changes to the PDO and indicators to bring them into greater alignment with more internal consistency and logic.

## 2.4 Benefits of M&E Results Frameworks and Result Chains as Management Tools

Monitoring and evaluation activities are often seen as ‘extra work’ by project implementers and managers, which they believe only contribute to their reporting burden and are only used at the end of projects to hold them accountable. In particular, they do not like being held accountable by “results-based” M&E systems to achieve “outcomes” or results that they believe are beyond their capacity to control or ensure. However, in spite of these commonly-held perceptions, there are actually many beneficial effects of M&E systems on project implementation success.

As stated in its own guidance note on RFs and M&E, the World Bank has found that: “Different reviews have shown a correlation between well-defined objectives and indicators and achievement of the expected development outcomes. Conversely, many projects with poorly articulated objectives and/or indicators find it hard to explain successes at the time of completion when the ICR is prepared.”<sup>9</sup> This same relationship applies to the URP.

Thus, the main benefit of a vigorous and credible M&E system is that it provides project directors (PDs) with timely feedback on project performance they can use to assess the linkages between “investments” in time, effort, and money spent and the progress those investments make toward achieving their desired outcomes, impacts, and the PDO. They can use the information provided to them by M&E systems to then adjust course, and to deploy their resources differently to achieve the greatest “value-for-money.” The Guidance Note states that: “Most of the decisions and proactive measures that can be taken to improve the likelihood of a project achieving its expected results will be derived from observations coming from these [M&E] tools.”<sup>10</sup> This is particularly true at the time of a project’s Mid-Term Review (MTR).

9 Ibid, p. 3.

10 Ibid, p. 1.

# CHAPTER 3

## Results Chains Linking Cause-and-Effect Relationships

### 3.1 From Inputs, Activities, and Outputs to Outcomes, Impacts, and the PD

Before we can discuss Results Frameworks and indicators, we need to first discuss results chains, which describe the underlying logic of a project’s design and how it is expected to achieve the project’s development objective (PDO). A results chain is exactly what it sounds like: a chain of cause-and-effect relationships that starts with inputs and ends in the achievement of the PDO



Inputs are the human and financial resources that are used to undertake project activities. The ensuing activities are then used to produce outputs, such as building or renovating facilities, buying equipment, or training staff, etc. These activities lead to “outputs” that are products or services that have been produced or provided, such as warehouses built, new systems or studies completed, or staff trained in new technologies or analytical methods, etc. All of these inputs, activities, and outputs, such as specific “Procurement Packages” (PPs), Key Agreed Actions” (KAAs), and detailed financial reporting formats (e.g., IMED and IUFRs) are currently being tracked by IAs, as set forth in their DPPs. All of these data collection and reporting templates are included in annexes at the end of this report.

However, the key step in developing results chains is to show how “outputs” have been used to achieve a desired “outcome” which is defined as an observed change in behaviour or use of an “output” for its intended purpose. It is this link in a result chain that is critical in transforming necessary, but insufficient, inputs into an effective response to a disaster that lead toward even higher-level “impacts” on people’s lives and the environment. If the result chain and framework are valid, and the PDO is stated in logical alignment with them, then the PDO is also achieved. Simply put, the PDO of the Project is not to buy emergency response equipment or build warehouses, for their own sake, but rather, to use those assets effectively and efficiently (“to remain functional”) during and after a disaster.

### 3.2 Master Project Level Results Chain and 12 Specific Sub-Component Results Chains

Thus, the M&E Team has developed one overall URP-wide Results Chain and a set of 12 initial results chains (shown as Annex-3) for each individual URP Sub-component and its associated activities (from Sub-Component A-1 to Component D). We will share these with the IAs and adjust

them as needed to ensure “full ownership and buy-in [which] are key to the implementation and use of the results framework.” Consensus on the agreed-upon results chains can then inform the development or refinement of the URP Results Framework and its indicators. We expect this process to take no more than one month to complete. In the meantime, we will use the initial Project-wide Results chain and set of 12 Sub-component Results Chains to make recommendations regarding minor changes to the URP Results Framework and its indicators.

For example, in the current URP Results Framework, the PDO contains two distinct elements. There is the first part about enhancing the capabilities and competence of Government emergency response agencies to respond to a natural disaster or crisis. All of the inputs, activities, and outputs associated with Sub-components A-1 – A-5 are logically linked to achieving the expected outcome from their combined contributions, which is that: “City level disaster response systems, including emergency command and communication centres, search and rescue operations, and recovery mechanisms, will remain functional.”

If all of the five sub-components of Component A are satisfactorily achieved, then a logical argument can reasonably be made that these outputs will contribute in a meaningful way to the achievement of the expected outcome. And if this outcome is achieved, then a reasonable argument can be made that the intended “impacts” will also likely be realized (although it typically takes time for impacts to become visible, especially with unpredictable disasters). At the same time, the first part of the PDO will likely have been achieved, which can be demonstrated (quantitatively and qualitatively) through a set of “SMART” Outcome and Intermediate Results Indicators (IRIs). These issues are discussed in the next section of this report, in which a set of small, specific changes to the current Results Framework are presented by the M&E Team at the request of the Project Steering Committee to be more specific in its recommendations at the 5th PSC meeting in August 2018.

## CHAPTER

## 4

## Harmonizing Results Framework with M&amp;E Framework

## 4.1 M&amp;E Framework as a “Translation Tool” between 4 DPPs, UDR Approach, and RF

The proposed M&E Framework has been designed to harmonize the activities and outputs of the four (4) Development Project Proposals (DPPs) for each of the IAs of the URP with the conceptual basis of the World Bank’s Urban Disaster Resilience approach, as described in the Project Appraisal Document (PAD), and with the current Results Framework. We believe this is not a difficult challenge and will require only a few, minor adjustments in the Results Framework, which is the “controlling” document for evaluation purposes.

The World Bank’s Guidance Note on Results Frameworks and M&E states several times that a results framework is a “dynamic tool that needs to be updated during project implementation.” Furthermore, it states that this is “of particular relevance for conducting mid-term reviews to assess the overall project performance and take appropriate actions regarding the future of the operation, including, as needed, through significant project restructuring.” Finally, it states that “it is important ... to take proactive measures during implementation to adjust the results framework to take into account any evolving circumstances.”<sup>11</sup>

Taking all of this into consideration, it seems entirely appropriate that the World Bank and key stakeholders should consider making adjustments to the URP results framework at this time as the Mid-Term Review is scheduled to take place this fall, and given the evolving circumstances and delays in project implementation.

The M&E Framework includes four Outcome Indicators and 13 IRIs. These will all be maintained in the M&E Matrix and PMIS, so that in case the suggested changes to the PDO and indicators are not accepted by the World Bank, in consultation with the implementing agencies, then the M&E Framework will still function as intended, and will continue to track all existing indicators for the duration of the URP. In this way, the suggested changes can be viewed as only attempting to improve the Results Framework so that all planned and on-going activities and outputs are reflected in the PDO, Outcome Indicators and IRIs, and in the expected outcomes of the Project.

<sup>11</sup> Results Framework and M&E Guidance Note; The World Bank; pp. 2-3; 2013.

## 4.2 Suggested Changes to Harmonize DPPs and RF

Having analysed the four DPPs, the UDR approach, and the URP Results Framework as part of our preparatory work developing this proposed M&E Framework, the M&E Team proposes a number of small adjustments to the PDO and indicators in the Results Framework as a starting point for discussions between the IAs and the World Bank, as follows:

### 4.2.1 Split the PDO into its two distinct elements

First, we propose that the current PDO be divided into its two distinct parts. The first part has to do with enhancing the capabilities and competence of Government emergency response agencies to respond to a natural disaster or crisis; the second part of the current PDO addresses an entirely different challenge: to reduce the vulnerability of future construction of buildings and infrastructure in Dhaka and Sylhet.

Regardless of whether this change is made now by the World Bank as a result of its Mid-Term Review (MTR) of the Project, it will most likely occur when the Implementation Completion Report (ICR) is prepared, or when the Independent Evaluation Group (IEG) in the World Bank validates the ICR in its own ICR Review (ICRR), which it does for 100% of completed World Bank projects.

While any change to the PDO requires a “level-one restructuring” by the Bank, the rationale for doing so is readily apparent and should not pose insurmountable obstacles. Again, as stated in the World Bank’s own guidance on the topic, this is explicitly encouraged, and is particularly pertinent now as the Mid-Term Review for the URP is about to be conducted by the World Bank.

### 4.2.2 Expand 1<sup>st</sup> PDO to include Non-GoB participants/stakeholders

Secondly, the M&E Team suggests that the first part of the PDO be expanded to include non-governmental entities in addition to “Government of Bangladesh agencies” for several reasons. First, the vast majority of victims of disasters are attended to by other family members, friends, or neighbours in the first few minutes, hours, and days following a disaster before first responders and outside assistance arrive. Second, it is much more cost-effective to train and supply community-based or faith-based organizations to assist and complement government emergency response personnel. And third, DDM has already started providing such training to community volunteers, a point strongly supported and encouraged by the PSC in its last meeting on September 12th. However, under the current PDO, such training of non-government individuals or groups would not receive any credit since it falls outside the scope of the PDO. However, this can be easily remedied by simply adding the words “... and non-governmental entities ...” to the first part of the PDO.

### 4.2.3 Expand 2<sup>nd</sup> PDO to include existing buildings and lifelines

Similarly, it is recommended that the second half of the PDO to reduce the vulnerability of future construction practices also be expanded to include reducing the vulnerability of *existing* buildings and infrastructure. Otherwise, the four specified activities (B.1.a-d) under Sub-component B.1 (Vulnerability Assessment of Critical and Essential Facilities and Lifelines) that RAJUK is currently

implementing will not be connected to any PDO Outcome Indicator, or to the PDO itself. The same is true for Sub-component C.4 (Improve Building Code Enforcement within RAJUK’s jurisdiction), which will likewise not be anchored to any Outcome Indicator or IRI. Those “gaps” in the results chains can be easily remedied by adding the words “... existing and future ...” to the second half of the current PDO.

#### 4.2.4 Adjust Outcome Indicators to be more “results oriented”

Several of the PDO Outcome Indicators (PDO Indicators) reflect “outputs” more than “outcomes.” For example, the first two PDO Indicators are the “share of wards with decentralized emergency response services” in Dhaka and Sylhet, respectively. However, these do not fit the definition of an “outcome” in the World Bank’s own guidance on the topic, which states that an outcome is “a result after the use of inputs; [or] expected benefits or changes in behaviour as a result of the outputs.”<sup>12</sup> Just tracking the share of wards with decentralized emergency response services is not an outcome; it is an output. Adjusting these PDO Indicators so they reflect “outcomes” more is achievable by editing them to show that these wards in Dhaka and Sylhet have “adequate decentralized emergency response facilities, equipment, and training to enable them to respond in a crisis or disaster,” or something along these lines for PDO Indicators 1 and 2.

In addition, the fourth PDO Indicator should be modified since the statement that “systems [are] established to reduce vulnerability of new buildings in Dhaka and Sylhet” is not an “outcome.” The mere fact of “establishing a system” is not an “outcome,” but rather an “output.” None of the three “systems” mentioned in footnotes to that PDO Indicator (i.e., the URU in RAJUK, the electronic construction permitting system, or the professional accreditation program) by their mere establishment or existence reflect a “use of inputs; expected benefits or change in behaviour,” as the Bank itself defines an “outcome.” Again, a simple adjustment in the wording of this PDO Indicator would make it more result-oriented. We have suggested something along the lines of: “Systems implemented to reduce vulnerability of prioritized existing and new buildings in Dhaka and Sylhet.” The bold text indicates text we have added or changed, and we have incorporated our earlier suggestion to include “existing” along with new buildings to this PDO Indicator.

#### 4.2.5 Develop Indicators to cover gaps in coverage of some Project Sub-Components

Switching to the level of Intermediate Result Indicators (IRIs), there are 13 IRIs in all, each of which is linked to a specific Project Component, Sub-component, and IA. In most cases, the IRIs represent “outputs” to be achieved by the Project, such as national or local-level facilities constructed or renovated and outfitted with specialized emergency response equipment, etc. These IRIs are adequate and appropriate. They are also “SMART” (that is, they are: Specific, Measurable, Attributable, Realistic, and Time-bound). In some cases, due to delays in project implementation, there may be a need to adjust milestone deadlines or targets.

<sup>12</sup> Ibid; footnote 3 on p. 1.



However, in a few cases, there are no IRIs in the current results framework reflecting important activities and outputs being developed under Sub-components B-1 (Conduct a Vulnerability Assessment of Critical and Essential Facilities and Lifelines) or C-4 (Improve Building Code Enforcement within RAJUK's Jurisdiction). These gaps can be easily rectified with the addition of two new IRIs, bringing the total number of IRIs to 15, which is not an unusual or unreasonable number of IRIs to have in a Results Framework.

In recent discussions with PDs of the IAs, the M&E Team has come to realize that there is a strong desire among them for the Bank to work with them in considering making some changes to the Results Framework. While they are not as intimately familiar with specific aspects and details of the RF, such as the PDO, or of the need for greater clarity in the definition of PDO Indicators or IRIs, as we are as the M&E Team, they are beginning to focus on the need for more realistic indicator targets and an extended timeframe in which to complete all of their tasks and outputs in order to achieve the project's expected outcomes.

#### 4.2.6 Describe Data Collection/Analysis Methodology in separate Monitoring Protocols

Finally, while we are aware that the Bank's Results Frameworks follow a clearly-defined and uniform format and structure across all Bank projects, the M&E Team has developed an expanded and complementary Monitoring Protocol. We will be fine-tuning this much more robust protocol in consultation with the IAs to minimize any additional reporting burdens on them. While our monitoring protocols for tracking implementation progress (both physical and financial) will expand upon the current categories (that is, "Frequency, Data Source/Methodology, Responsible [Party] for data collection, and Comments"), it will include all of these categories and describe them in more detail for the sake of consistency and adherence to the GoB's and Bank's reporting formats and needs. Only the section of our Monitoring Protocol addressing URP Component A is presented in the next few pages; the entire Monitoring Protocol is shown in Annex 5.

The next section of this chapter presents our M&E Matrix, which is the core element, but not the only input, to our PMIS. After that, the final chapter (Chapter 5) of this report addresses our proposed M&E Strategy and Implementation Plan.

## Proposed Monitoring Protocol

Component	Sub-Component	Outputs	Intermediate Results Indicators (IRIs)	Data Sources	Methods of data collection	Frequency of data collection	Responsible party	Verification method	Dates of Verification
Component A: Reinforce the country's Emergency Management Response capacity	A1: Design, build and outfit national-level Disaster Risk Management (DRM) facilities for the Emergency Response and Communication Centre (ERCC) and the National Disaster Management Research and Training Institute (NDMRTI).	ERCC and NDMRTI Renovated with basic office equipment	DDM facilities renovated (ERCC, NDMRTI)	DDM's IMED-3 report, IUFRR KAA tracking sheet	Site visit Checklist, Observation, & PMIS	Quarterly, Annually & As per need	DDM and M&E Team	Physical verification through Site visit and documentation review	--
	A2: Build, Renovate, and Outfit Local-Level City Corporation and FSCD DRM facilities in Dhaka and Sylhet	## of warehouses and ## of EOC constructed for FSCD, SCC, DNCC & DSCC	FSCD facilities constructed and/or renovated	DNCC's IMED-3 report, IUFRR, KAA tracking sheet	Site visit Checklist, Observation, & PMIS	Quarterly, Annually & As per need	FSCD, SOC, DNCC & DSCC and M&E Team	Physical verification through Site visit and documentation review	--
			DNCC/DSCC/SCC facilities constructed and/or renovated						
A3: Supply, Install and Integrate Specialized ICT Equipment for DRM and Emergency response	Full ECT Suites installed, tested and operationalized;	DDM/DNCC/DSCC/SCC /FSCD and Satellite Control Room facilities equipped with ECT suites and/or kits	DNCC's IMED-3 report, IUFRR	Site visit Checklist, Observation, & PMIS	Quarterly, Annually & As per need	FSCD, SOC, DNCC & DSCC and M&E Team	Site visit and documentation review		

## Harmonizing Results Framework with M&amp;E Framework

Component	Sub-Component	Outputs	Intermediate Results Indicators (IRIs)	Data Sources	Methods of data collection	Frequency of data collection	Responsible party	Verification method	Dates of Verification
				KAA tracking sheet					
	A4: Supply Specialized Search and Rescue Equipment to Local-Level Agencies Involved in DRM	Specialized search and rescue equipment supplied and operationalized within FSCD, DNCC and DSCC	FSCD emergency management warehouses equipped with specialized search and rescue equipment	DNCC's IMED-3 report, IUFR KAA tracking sheet	Site visit Checklist, Observation, & PMIS	Quarterly, Annually & As per need	FSCD, DNCC & M&E Team	Site visit and documentation review	
	A5: Enhance the emergency management and preparedness capacity of the national-level ERCC and NDMRTI and the local-level city corporations and FSCD in Dhaka and Sylhet through training, exercises and drills.	Improved emergency response capabilities, preparedness and readiness of govt. institutions and other key stakeholders involved in disaster and emergency management response	Multi-agency training exercises and drills completed	DDM's IMED-3 report, IUFR KAA tracking sheet	Site visit Checklist, Observation, & PMIS	Quarterly, Annually & As per need	DDM and M&E Team	Site visit and documentation review	

Sample site visit template shown as Annex-6C1, 6C2

### 4.3 M&E Matrix as Core Element of M&E Framework

The M&E Matrix is the core of our M&E system since it will be the primary, but not the only, mechanism or means by which we track the physical and financial progress of the Project. The M&E Matrix is an Excel-based system that we are currently using, and plan to continue using until the web-based PMIS is fully operational, to track various sources of monitoring data about the current status of Key Agreed Actions (KAAs), procurement packages (PPs), financial forms regularly submitted to IMED and the World Bank, and other deliverables (products and services) produced by the four IAs of the Project.

The M&E Matrix is comprised of rows reflecting all the Components and Sub-Components of the URP from Component A-1 (Renovate and outfit national-level Disaster Risk Management (DRM) facilities) to Component D (Project Coordination, Monitoring and Evaluation).

The columns of the M&E Matrix track data on the current status of each one of the “Activities,” “Outputs,” and “Indicators” for each Component and Sub-Component. Other data fields (columns) include information on baselines, planned targets vs. actual numbers of deliverables produced by specific milestones (i.e., due dates), planned and actual dates of completion, planned budgeted amounts vs. actual expenditures, and comparisons of actual expenditures vs. physical progress made to determine if each deliverable is on track, behind schedule, and/or over-budget.

This initial M&E Matrix has been developed by the M&E Team, but further refinements to it will likely be made based on input/feedback from IAs in the coming weeks. This reflects the approach being taken by the M&E Team to share these proposed M&E tools as a “starting point” for discussions with PCMU and the other three implementing agencies, not as a finished product that is static and unchangeable. We believe this process of discussion and refinement will take a few weeks until we have an M&E Matrix that is robust and stable, and serves the purposes of all stakeholders satisfactorily in providing timely, credible, and independently verified status and progress information to key stakeholders and decision-makers. An example of the M&E Matrix format (without status data included) is attached to this report on the following pages before we discuss our M&E Strategy and Implementation Plan in Chapter 5.

The complete M&E Matrix is presented in Annex-4.

## Monitoring and Evaluation Matrix

URP Component and IA	Activities by Sub-Component	Outputs	IRIs	Baseline	Unit of Measure	Cumulative Physical progress Achieved toward Indicator Targets										Completion Dates	Cumulative Financial Progress										Physical Progress vs. Actual Expenditures (as % of Planned)												
						FY 2019					FY 2020						Unit	FY 2019					FY 2020					Physical Progress vs.	Expenditures	Ratio									
						Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total			Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total												
						BDT																																	
Component A:	A.1: Renovate and equip ERCC & NDMRTI with basic office equipment	ERCC and NDMRTI Renovated with basic office equipment	ERCC & NDMRTI renovated & equipped	0	Number	Target					2					2	Planned		Planned																				
						Actual											Actual		Actual																				
						Ratio (%)											Time Overdue		Ratio (%)																				
	A5: Enhance the emergency management and preparedness capacity of the national-level ERCC and NDMRTI and the local-level city corporations and FSCD in Dhaka and Sylhet through training, exercises and drills.	Improved emergency response capabilities, preparedness and readiness of government institutions and other key stakeholders involved in disaster and emergency management response	Multi-agency training exercises and drills completed	0	Number	Target					8					12	Planned		Planned																				
Actual																Actual		Actual																					
Ratio (%)																Time Overdue		Ratio (%)																					

The completed Monitoring and Evaluation Matrix is shown as Annex-4

## CHAPTER

## 5

## M&amp;E Strategy and Implementation Plan

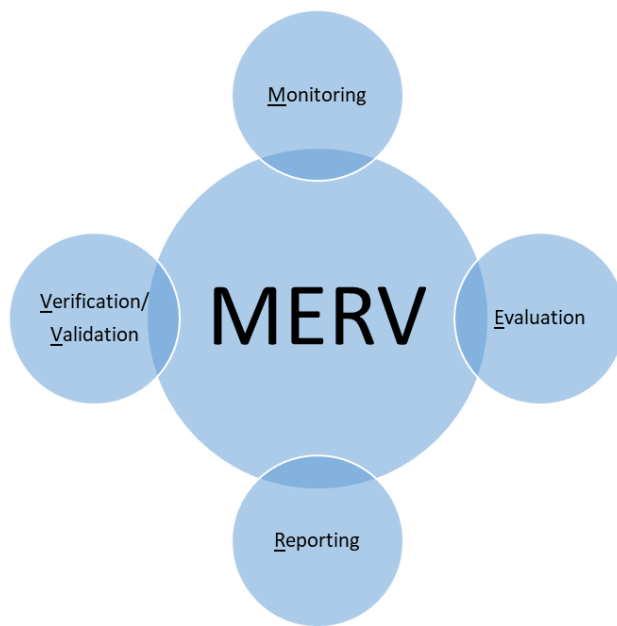
## 5.1 M&amp;E Team's Strategic Approach

In the TORs for the M&E Consultancy Services, there are four “broad tasks” that are described as the responsibility of the M&E Team to carry out. They are:

- 1 Carry out independent monitoring and evaluation of project progress, including inputs, outputs, processes, outcomes and impacts in relation to the various project components carried out by all the project implementing agencies, including the Project Coordination and Monitoring Unit (PCMU);
- 2 Carry out independent monitoring of project specific operational risks and mitigation measures;
- 3 Provide independent and regular feedback to the Project Steering Committee through PCMU on its evaluations of the above as well as on any other specific issue as directed by the PSC/PCMU; and
- 4 Provide assistance to PCMU in the review and supervision of project environmental and social safeguard compliance by the IAs of all URP components.

Thus, the M&E Team's strategy is built around being able to carry out those four broad tasks. The first two tasks mentioned above cover the M&E Team's monitoring and evaluation functions and responsibilities. The third task addresses the M&E Team's obligation to report back to the PCMU and PSC as well as other key Project stakeholders. And the fourth task mentioned covers the M&E Team's role in verifying or validating compliance with not only the social and environmental safeguards, but also implicitly extends to all the other technical work and studies carried out by the Project IAs. Thus, the M&E Team has developed a conceptual model depicting each of these roles or “tasks” graphically, as shown below.

In addition to these specific, well-defined functions, the longer-term strategy of the M&E Team is built around achieving four goals: (i) building the internal M&E capabilities of Project IAs, (ii) encouraging a strategic focus by Project managers through the disciplined use of results chains and frameworks, (iii) achieving the sustained use of good M&E practices beyond the Project's life by demonstrating its benefits; and (iv) getting IA managers to focus on achieving higher-level results and lasting impacts (vs. focusing on activities and outputs) that improve the quality of life for urban residents in Bangladesh.



Thus, the M&E Team will emphasize both the accountability *and* learning aspects of M&E practice, with the intention of continually building the IAs' internal M&E capabilities. This means that while the M&E Team will comply with its contractual obligations to provide credible and independent accountability through

its regular data collection, analysis, and reporting functions, it will emphasize the “learning” aspect of M&E so that IAs participate in a “shared learning” process with their M&E Team liaisons. This close working relationship reflects our intention to be viewed as “partners,” not as adversaries or auditors, in this shared process and responsibility to generate and use M&E information as a valuable input or feedback loop to Project Directors so they can adaptively respond to changing conditions or circumstances.

Finally, we describe the specific means (e.g., methods, activities, products, etc.) by which we propose to carry out our fundamental functions and longer-term aspirational M&E goals.

## 5.2 M&E Implementation Plan

The Implementation Plan that the M&E Team proposes is comprised of six broad themes or topics that taken together represent how we propose to monitor, evaluate, report, and validate or verify the URP's progress toward its DPP and Results Framework targets and objectives. These topics should not be viewed as “steps” or “phases” in a sequential process, but rather as activities that are being carried out by the M&E Team simultaneously. It is better to think of them as parts of a system, like the parts of a car or a house. So, while we list them in order, the order or sequence does not matter since they are all being done at the same time. We start with data selection, generation, and collection.

### 5.2.1 Data Selection, Generation, and Collection (Monitoring) activities

The first function of the M&E Team is to monitor the “inputs, processes [activities], outputs, outcomes, and impacts in relation to the various project components carried out by all the Project IAs ... as well as project specific operational risks and mitigation measures” as described under the first two “broad tasks” in the TORs for the M&E Consultants.



However, before data can be collected, decisions must first be made about what data is most important in measuring progress toward the goals and objectives of the project. This process of selecting data to be monitored during project implementation is done before the project starts (that is, before it “becomes effective”) during the preparation and appraisal of the project’s design. Once this data selection process is done in consultations between the Bank as lender and the GoB as the borrower, then the means by which it will be generated must be determined. This is done by the Bank in preparing the PAD, and by the IAs in preparing their individual DPPs.

Once this has all been done, then the M&E Team must collect the data that the IAs generate in a variety of ways. These include, but are not limited to, reviewing project documents, official reports, and status updates, such as procurement packages (template shown as Annex-6A), “Key Agreed Actions” (KAAs) in ISR/Aide Memoires, and detailed financial reports (e.g., IUFs), that are submitted to PCMU, the World Bank, and the Implementation Monitoring & Evaluation Division (IMED) within the Ministry of Planning.

Since the TORs state that the M&E “Consultant will be provided with all necessary secondary level data required...,”<sup>13</sup> the M&E Team has established dedicated contact points or liaisons to work with each of the four IAs to provide them with individualized attention and a consistent contact person who is accountable for maintaining a productive and positive working relationship with that IA. This contact person is also responsible for working with the client (that is, the IA) to help in the generation, collection, and reporting of status and progress data on a regular, on-going basis.

The M&E Team will also collect data from IAs directly by meeting with managers and staff to discuss specific achievements and targets, conducting site visits whenever feasible, and by interviewing knowledgeable stakeholders or beneficiaries individually (KIIs), in focus group discussions, and possibly by doing small surveys. In some cases, the M&E Team will even generate primary data itself to complement or verify monitoring data and information provided by Project IAs.

Data collection efforts will initially focus on inputs, activities, and outputs in the early stages of project implementation. However, over time, data will become increasingly useful in determining if certain “outcomes,” such as the Intermediate Results Indicators (IRIs) contained in the URP Results Framework, have been accomplished. As we move from measuring clearly defined and quantifiable inputs, activities, and outputs toward trying to determine if certain desired outcomes (and possibly impacts) have been achieved, the analysis becomes more subjective and involves more evaluative judgments. This is discussed next.

<sup>13</sup> TORs for Component D; Consultancy Services for Monitoring and Evaluation (M&E) of URP; p. 6.



### 5.2.2 Data Analysis and Evaluation

Once data is collected from the IAs and other sources, it must then be organized and analysed by the M&E Team in various MS Excel databases that have been developed, and which are still being refined and adjusted. This M&E Framework Report is the main document explaining how the M&E Team proposes to do that.

The M&E Team will continue to evaluate the effectiveness, efficiency, and timeliness of Project IA expenditures, activities, outputs, and their contribution to expected outcomes, impacts, and the Project's objectives (PDO). This involves both quantitative and qualitative assessments to determine both the attainment of a given output or indicator target numerically, as well as evaluating the quality of that output and the degree of contribution it as made to the intended outcome and/or impact.

There are a variety of means by which the M&E Team will evaluate Project deliverables. First, in quantitative terms, the M&E Team is constantly tracking IA performance through the list of KAAs prepared by the World Bank, which requested (through PCMU) the M&E Team to carry out this task in mid-May. The M&E Team agreed to do that since it would provide the Team with a quick starting point in its monitoring efforts that would cover a substantial number of all the tasks and deliverables that the IAs have been working on over the past several months, and which they continue working on to complete now. The M&E Team is tracking the "rolling" list of uncompleted KAAs for all of the IAs, which is attached in Annex 6-B.

However, in addition to this lists of pending KAAs, the M&E Team is now also tracking as many of the other activities and tasks that the IAs are currently working on, which we will report on in upcoming QPRs and annual progress reports (APRs). This is being done by adding procurement packages not included in the KAAs, reviewing work plans contained in the DPPs, and other on-going tasks mentioned by the IAs in discussions with the M&E Team liaisons. Finally, we are also conducting a series of on-going site visits to physical structures and storage facilities where supplies and equipment are being kept to verify them.

However, as mentioned before, not all the data collected that will be analysed is objective, quantitative data. Some data, by its nature, is subjective and must be assessed or evaluated in less objective ways. In terms of our qualitative assessments of expenditures, activities, and deliverables, the M&E Team will use a variety of tools and methods tailored to the individual case since each case is different. In some cases, it will be necessary to evaluate the scope and detail of TORs for different consultancies, while in other cases, it will be necessary to evaluate whether an emergency response structure has been built to building code standards to withstand earthquakes, and is not located in a flood-zone or other area exposed to high risks from other types of disasters. In some cases, it may be necessary to compare or "benchmark" analytical tools or methods developed by the Project with industry standards or examples of other, similar tools or methods developed elsewhere in the country or region. And in some cases, it may be necessary to conduct focus group discussions or interviews with key individuals (KIIs) with the users or intended beneficiaries of a

given output or deliverable, such as the Professional Accreditation Program for engineers, architects, and builders being developed by RAJUK.

Describing all of the evaluative techniques that the M&E Team will use would be too lengthy, generic, and premature at this early stage in the development of almost all of these tasks and deliverables. However, before the M&E Team initiates an evaluation of any output or deliverable, we will discuss the methods and approach we propose to take with the IA and/or relevant consultant to ensure that a shared understanding and prior agreement on the use of the evaluation team's technical approach is reached beforehand.

Before data that is collected can be entered into the M&E databases, it must first be verified or validated by the M&E Team. In cases where it is not possible or feasible to confirm the veracity or accuracy of data independently, then the M&E Team will note this in its reporting of that data. The reason for this is to reduce or eliminate the bias inherent in self-reported data, and to provide "consumers" or users of that data with greater confidence in its veracity.

Currently, the primary data analysis tool that the M&E Team is using is the Excel-based M&E Matrix, of which only a portion was presented (without any actual data entered yet) earlier. This should have provided readers of this Report with a better understanding of how data will be organized and analysed by the M&E Team. However, this is not the only database that the M&E Team has developed to track Project progress (both physical and financial). There are also "lower level" databases of "sub-activities" that we are using to track the progress made by IAs on the Bank's KAAs, or in processing procurement packages (PPs) in the Bank's new Systematic Tracking of Exchanges in Procurement (STEP) framework. These are examples of inputs to higher-level outputs and activities that are tracked by the M&E Matrix. These are also complemented by financial reports, such as the quarterly Interim Unaudited Financial Reports (IUFRs) and IMED-3 and 5 formats that are submitted on a monthly basis to PCMU.

All of this data will be entered into the M&E Matrix or other databases that will eventually be uploaded into the Project Management Information System (PMIS). In the meantime, the M&E Team is storing / archiving this data in Excel-based spreadsheets as key inputs to its quarterly progress reports (QPRs), which is the next topic to be discussed.

A final point to make here is the *ex-ante* vs. *ex-post* nature of any evaluation. The M&E Team does not wish or intend to become a "hindrance" or obstacle to Project implementation progress. Nor does it wish or intend to act only after-the-fact (*ex-post*) to criticize the work of IAs or their consultants without offering suggestions to remedy the problem. The M&E Team would prefer to be a constructive force on the Project, acting as a "partner" with IAs to achieve the objectives of the Project efficiently and effectively. However, to the extent that the M&E Team becomes an "active participant" in the design or implementation of any task or deliverable, it undercuts its impartiality and objectivity in evaluating that task or deliverable later. Therefore, we will attempt to find the right balance between these roles of "advisor" vs. "evaluator" as we carry out our multiple functions.

### 5.2.3 Reporting Products

Another important element of the M&E implementation plan/system is to report on the status and progress of all URP expenditures, activities, and achievements. This will mainly occur through the preparation of quarterly and annual progress reports (QPRs and APRs, template as Annex-8). These QPRs and APRs will be provided to the PCMU, IAs, and the PSC, who can then make these reports or analysis available to other interested stakeholders, such as the World Bank, and to other interested local, national, or regional groups or organizations directly, or indirectly through the URP website.

The M&E Team has already submitted its first QPR to PCMU in July, which was reviewed by the Project Steering Committee, revised by the M&E Team, and approved in September, a full year ahead of schedule. The next QPR will be presented to PCMU in October, and will be followed up with an updated QPR every three months thereafter. These QPRs will not only summarize progress made in the preceding quarter, but will also contain a “rolling cumulative list” of all previous Project achievements as well as an outlook of achievements expected in the next six months. The structure and format of the first QPR was based on the TORs, and established the precedent for all future QPRs.

In addition to the QPRs, the M&E Team will also prepare Annual Progress Reports (APRs) in 2019 and 2020, following the end of the fiscal year (June 30<sup>th</sup>) of both the World Bank and the GoB, as well as coinciding with the planned closure of the URP in June, 2020. Other special *ad-hoc* reports may be required from the M&E Team from time-to-time, but as those are still not yet defined, it is not possible to describe the procedures, methods, or approach that will be taken in producing them.

### 5.2.4 Follow-up activities on corrective measures

In cases where deliverables or milestone targets contained in the IA’s DPPs or in the Results Framework are not met or are way behind schedule or over-budget, the M&E Team has the contractual obligation to make note of this in its QPRs/APRs to the PCMU/PSC. This also applies to “providing assistance to PCMU in the review and supervision of project environmental and social safeguard compliance...” as well as to “project specific operational risks and mitigation measures.”<sup>14</sup>

In terms of the M&E Team’s contractual obligations, in addition to noting any significant delays or obstacles to ensure that the Project’s targets and objectives are met, the M&E Team is required to “recommend any corrective actions or mitigation required to address these risks.” However, it is not the M&E Team’s responsibility to ensure that corrective or remedial actions are taken by IAs; that is the Bank’s responsibility in its supervisory role. However, “when emergent risks are discovered,” the M&E Team is required to provide feedback to PCMU, PSC, and the World Bank “as a priority.” This notification may take the form of special *ad-hoc* reports or memos to PCMU/PSC and the Bank in such situations.

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14 Ibid, p. 6.

Regarding the M&E Team’s contractual requirements for assisting in the review and supervision of project environmental and social safeguard compliance, the TORs state that the IAs will prepare “package specific” environmental assessment (EA) and Social & Resettlement Implementation Assessments (S/RIA) reports that are consistent with their respective “frameworks” (i.e., the EMF and S/RPF) and send those reports to the M&E Team through PCMU. To date, none of those reports have been received by the M&E Team from PCMU. When we do receive those reports, we will then “thoroughly review [them] and suggest necessary revision and upgrading of the reports prepared under URP Components A, B, and C. Also, as stated in Section 4.5 of the TORs, the M&E Team will “guide IAs to ensure satisfactory institutional arrangements and staffing in the IAs.” However, given that almost all of the physical construction “packages” have already occurred (with the notable exception of the construction of RAJUK’s new building that will house the URU), these reviews will mostly be retroactive.

### 5.2.5 Verification and Validation function

Finally, the last major function of the M&E Team is to independently verify the self-reported data provided by IAs, and to validate the usefulness (utility) and adequacy of any method or approach or study that is prepared by its intended users or beneficiaries. Just as the “products” (such as the Inception Report, 1<sup>st</sup> QPR, and this M&E Framework Report) of the M&E Team must be “validated” by PCMU and the PSC, so too must the “products” or services provided by the IAs and their consultants be “validated” by the M&E Team.

In addition to validating the completion of required reports, contracts, or studies by the IAs, the M&E Team will also conduct visual inspections and site visits of facilities and equipment. The M&E Team will independently “verify” that deliverables are in fact of an acceptable quantity and quality. This function is critical to assure other Project stakeholders and interested outside parties that the information provided by IAs is true and accurate, as confirmed by a credible and independent “third party,” namely the M&E Team. That is one of the main reasons why the M&E function was originally designed into the Project in the first place: to be an independent M&E unit under Component D.

Taken all together, these four functions and five elements define the main roles and responsibilities of the M&E Team, as defined in the Project’s design and the TORs for the M&E Consultancy Services, laying out both our strategic approach and implementation plan.

## Annexes

Annex 1	WB's Result Framework
Annex 2	Master Result Chain
Annex 3	IA's 12 Individual Result chain
Annex 4	Monitoring & Evaluation Matrix
Annex 5	URP Monitoring protocol
Annex 6 (Data collection templates)	6A1-Data collection for Goods Contracts
	6A2-Data collection for Works Contracts
	6A3-Data collection for Services Contracts
	6A4-Quarterly Disbursement Plan and Expenditure of IDA Credit
	6A5-Quarterly Expenditure with Financial Progress
	6B-Data collection per Key Agreed Actions (KAA)
	6C1-Visit Checklist for Construction Site
	6C2-Visit Checklist for Equipment delivery
Annex 7	Feedback on Monitoring Findings and Follow-up by M&E Team
Annex 8	Template for Quarterly Report & Annual Report
Annex 9	M&E Validation workshop

## ANNEX-1: Updated Results Framework

### Updated Results Framework

Project Development Objective Indicators												
Indicator Name	Unit of Measure		Baseline	Cumulative Target Values					Fre- quency	Data Source/ Methodology	Responsible for data collection	Comments
				YR1	YR2	YR3	YR4	YR5				
Share of wards with decentralized emergency response services in Dhaka (DNCC/DSCC jurisdiction) <sup>15</sup>	Percentage	PAD Tar- gets	0	0	0	25	50	75	Annual	DNCC, DSCC, FSCD/ Monitor- ing Reports	PCMU and M&E Consult- ants	In progress
		Actual Achieved	0	0	0	25						
Share of wards with decentralized emergency response services in Sylhet (SCC jurisdiction) <sup>16</sup>	Percentage	PAD Tar- gets	0	0	0	25	50	75	Annual	SCC, FSCD/ Monitoring Re- ports	PCMU and M&E Consult- ants	In progress
		Actual Achieved	0	0	0							
Increased capacity of officials and emergency management response personnel <sup>17</sup>	Composite Scale	PAD Tar- gets	N/A	Base line	Base line	Base line + 1	Base line + 2	Base line + 3	Annual	DDM/ Based on the training, ex- ercises and drills consult- ant	PCMU and M&E Consult- ants	In progress
		Actual Achieved	N/A									
	Number	PAD Tar- gets	0	0	0	0	1	3	Annual			

<sup>15</sup> Percentage of wards where corresponding zonal offices are equipped with ECT kits and are at least partially within five kilometres radius of at least one emergency management warehouse or one equipped FSCD control room

<sup>16</sup> Percentage of wards within five kilometres of at least one emergency management warehouse or equipped FSCD control room

<sup>17</sup> Annual inter-agency exercise and drills program that tests and evaluates the skills and abilities of emergency personnel on an aggregate score of 1-10. The methodology for determining the baseline will be developed by the training, exercises and drills consultant prior to program commencement.

Systems established to reduce vulnerability of new buildings in Dhaka and Sylhet <sup>18</sup>		Actual Achieved	0	0	0	0				RAJUK, SCC/ Monitoring Reports	PCMU and M&E Consultants	
Intermediate Results Indicators												
Indicator Name	Unit of Measure	Baseline	Cumulative Target Values					Frequency	Data Source/ Methodology	Responsible for data collection	Comments/ Status	
			YR1	YR2	YR3	YR4	YR5					
Component A												
DDM facilities renovated (ERCC, NDMRTI)	Number	PAD Targets	0	0	2	2	2	2	Annual	DDM/ Monitoring Reports	PCMU and M&E Consultants	Site selection for ERCC (Sylhet - 7000sft and Dhaka-2500 sft (ground floor of DDM building) and NDMRTI (about 24000sft at DDM building (8-10 floor) is completed. Design and Supervision consulting Firm is on board.
		Actual Achieved	0	0	0							
FSCD facilities constructed and/or renovated <sup>19</sup>	Number	PAD Targets	0	0	10	20	29	31	Annual	FSCD/ Monitoring Reports		

<sup>18</sup> Systems include: Urban Resilience Unit, Electronic Construction Permitting, Professional Accreditation Program

<sup>19</sup> Two fixed control rooms, 12 emergency management warehouses and 17 auxiliary control rooms

		Actual Achieved	0	0	0	13					PCMU and M&E Consultants	
DNCC/DSCC/SCC facilities constructed and/or renovated <sup>20</sup>	Number	PAD Targets	0	0	10	15	24	26	Annual	DNCC/ Monitoring Reports	PCMU and M&E Consultants	
		Actual Achieved	0	0	8							
DDM/DNCC/DSCC/SCC/FSCD and Satellite Control Room facilities equipped with ECT suites and/or kits <sup>21</sup>	Number	PAD Targets	0	0	0	25	53	59	Annual	DNCC/ Monitoring Reports	PCMU and M&E Consultants	
		Actual Achieved	0	0	0							
FSCD emergency management warehouses equipped with specialized search and rescue equipment	Number	PAD Targets	0	0	0	10	12	12	Annual	FSCD/ Monitoring Reports	PCMU and M&E Consultants	In progress
		Actual Achieved	0	0	0							
Multi-agency exercises and drills completed	Number	PAD Targets	0	0	2	4	8	12	Annual	DDM/ Monitoring Reports	PCMU and M&E Consultants	In progress
		Actual Achieved	0	0	0							
Component B												
Identification of critical and essential facilities and lifelines for Dhaka <sup>22</sup>	Percentage	PAD Targets	0	0	50	100	100	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	In progress
		Actual Achieved	0	0	0							

<sup>20</sup> 10 emergency management warehouses, two emergency operations centres, three disaster risk management offices, 10 zonal control rooms, one urban resilience unit

<sup>21</sup> 6 ECT suites and 53 “flyaway” communications kits

<sup>22</sup> Consulting firm will first identify all critical and essential facilities and lifelines for Dhaka, then prioritize a limited list to survey and assess for the following stage



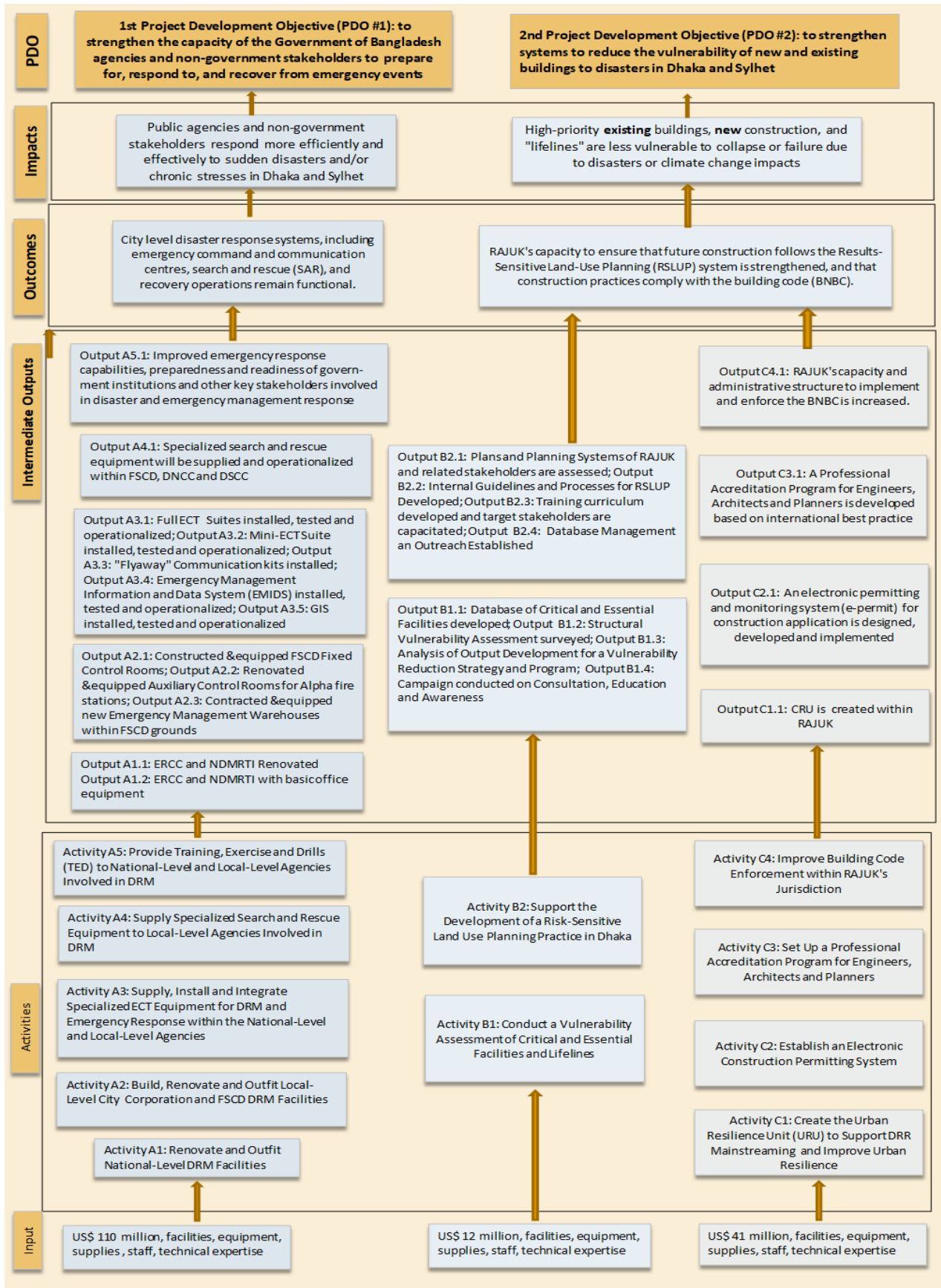
Vulnerability of prioritized critical and essential facilities and lifelines assessed for Dhaka	Percentage	PAD Targets	0	0	0	25	75	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	In progress
		Actual Achieved	0	0	0							
Component C												
E-Permits for construction issued by RAJUK <sup>23</sup>	Number	PAD Targets	N/A	0	0	0	Baseline set	Baseline +30%	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	
		Actual Achieved	N/A	0	0							
RAJUK Urban Resilience Unit facility constructed	Percentage	PAD Targets	0	0	20	80	100	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	In progress
		Actual Achieved	0	0	0							
RAJUK Urban Resilience Unit facility equipped with laboratory and field testing equipment	Percentage	PAD Targets	0	0	0	50	75	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	
		Actual Achieved	0	0	0							
Professional Accreditation Program for Engineers, Architects and Planners established	N/A	PAD Targets	N/A	Consultation process with	Research and analytical formulation	Accreditation board established	Platform for continued education	Outreach and Educational Campaign	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	In progress

<sup>23</sup> Baseline will be set one year after system is publically launched

		Actual Achieved											
Component D													
Monitoring Reports produced	Number	PAD Targets	0	4	8	12	16	20	Quarterly	PCMU	PCMU and M&E Consultants	Contract has been signed between PCMU and M&E Consulting Firm	
		Actual Achieved	0	0	0								

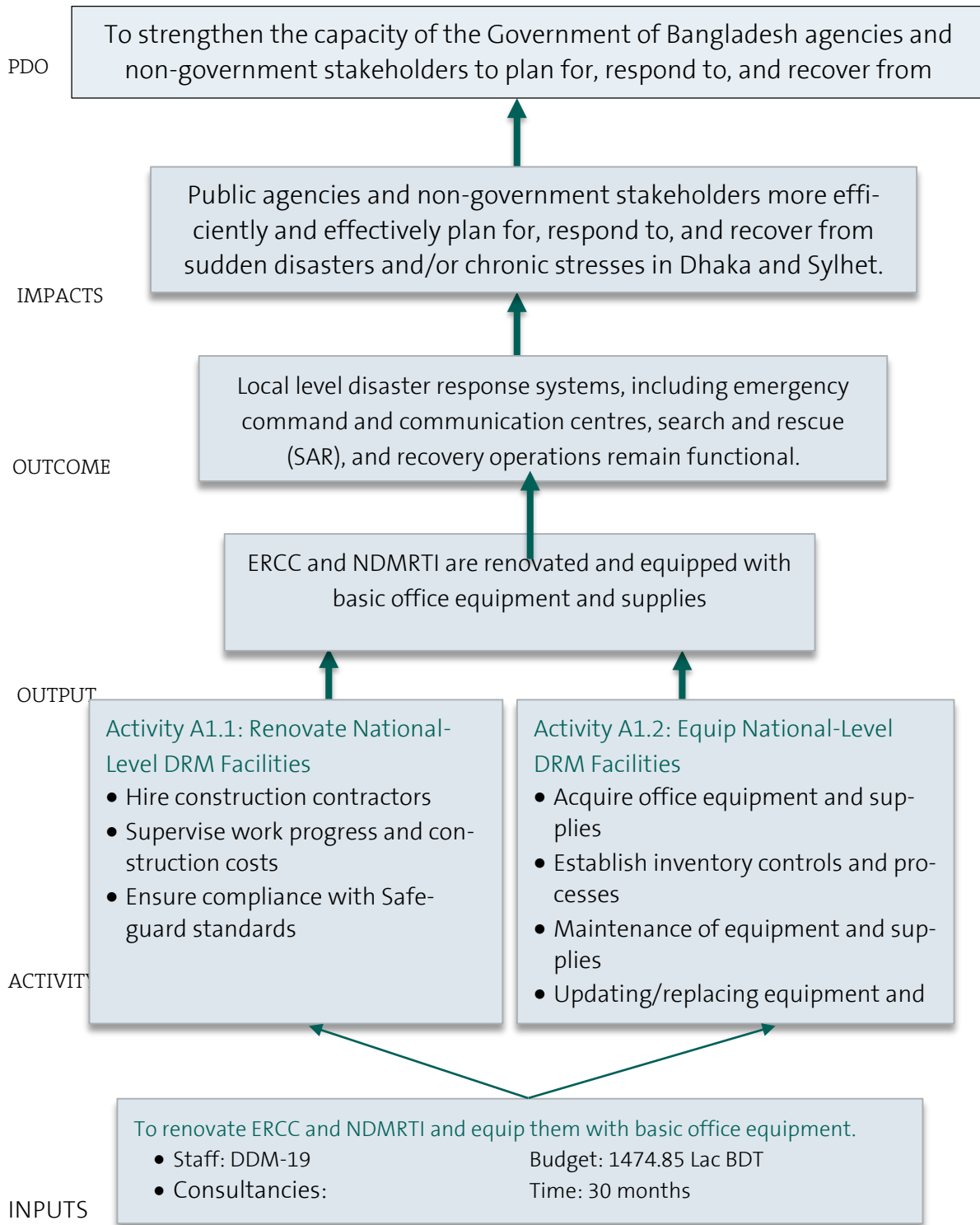
ANNEX-2: Master Result Chain

Master Results Chain (URP)

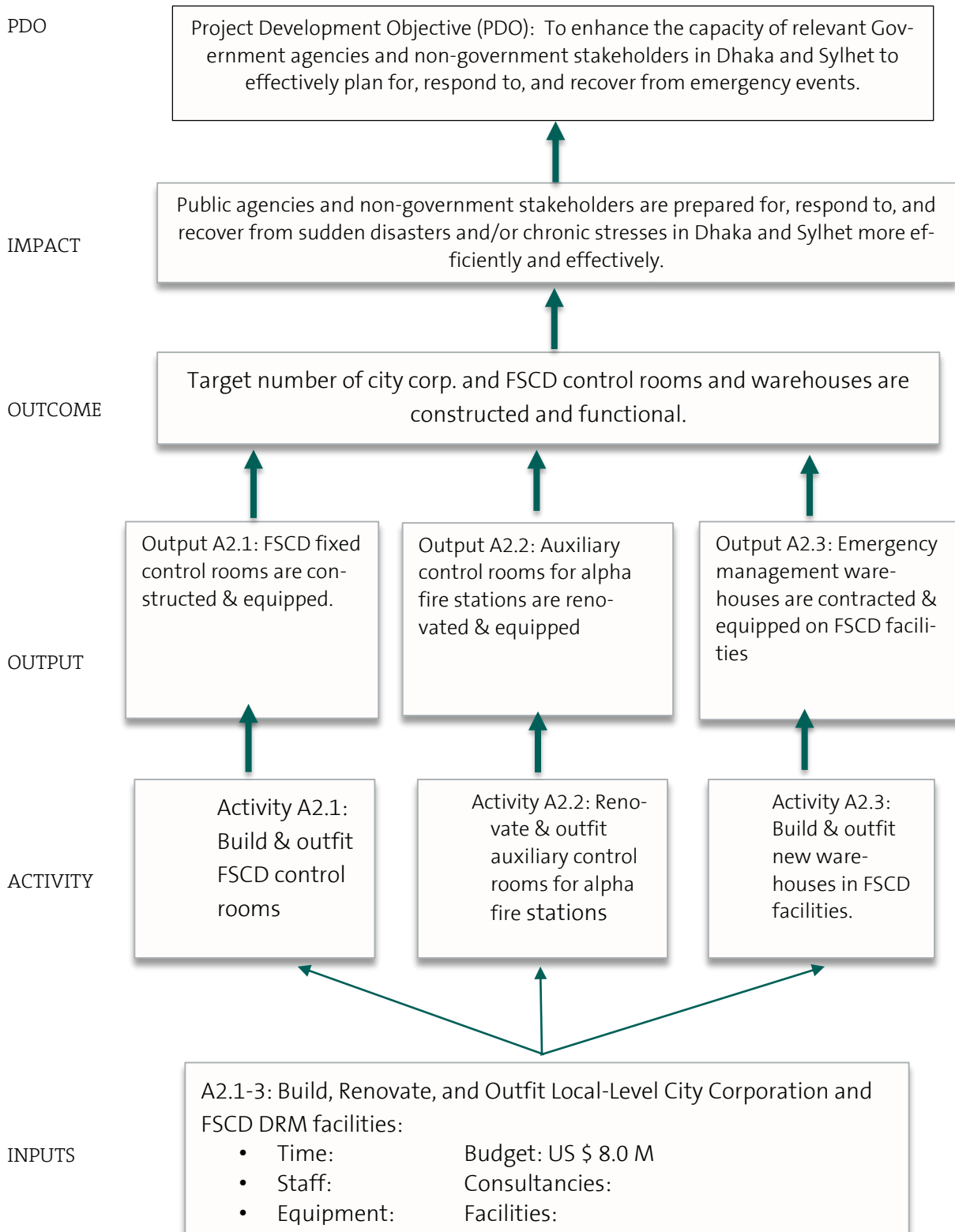


## Annex- 3: IA's 12 Individual Result chain

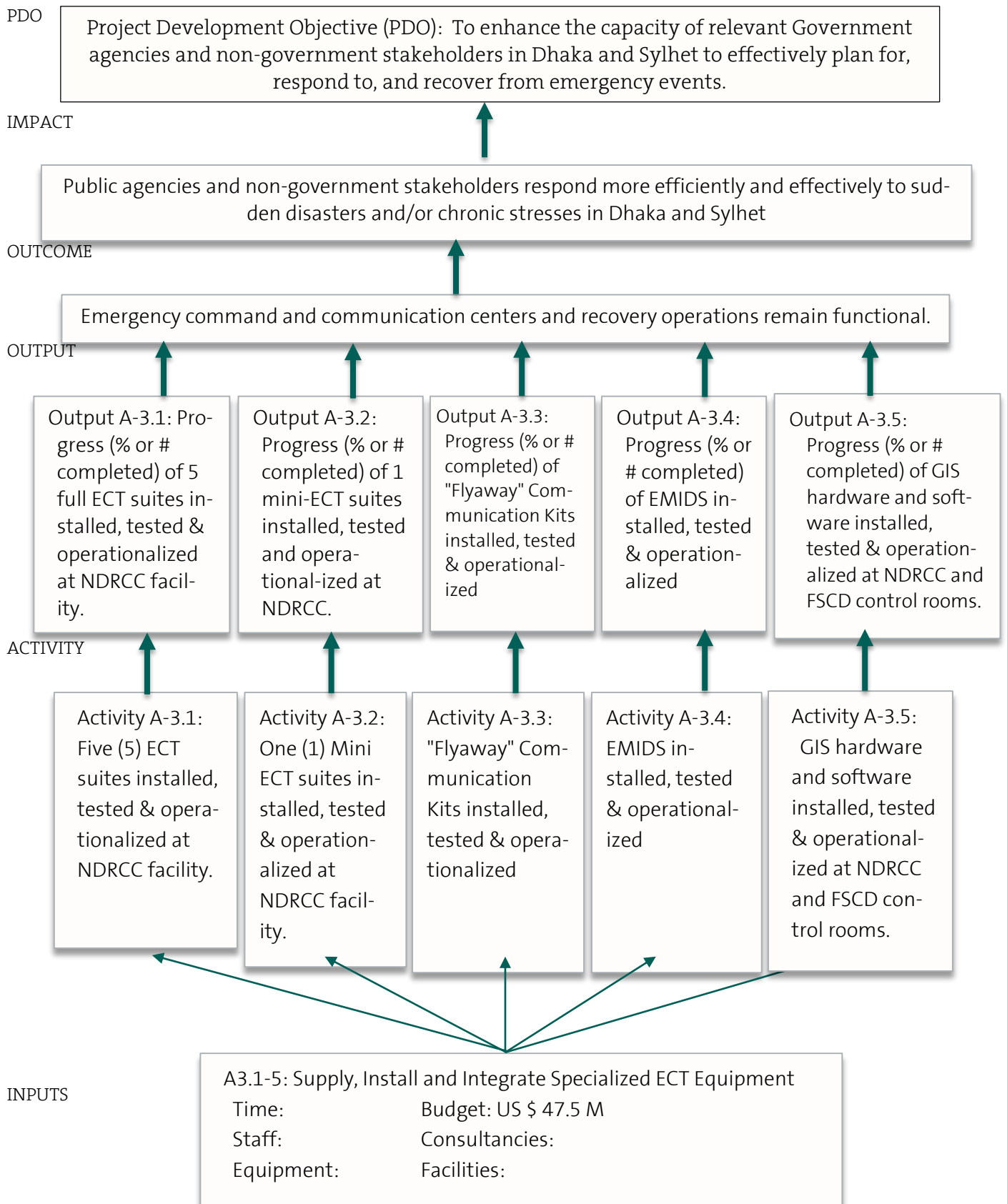
## Results Chain for Sub- Component A-1: Renovate and Equip ERCC and NDMRTI



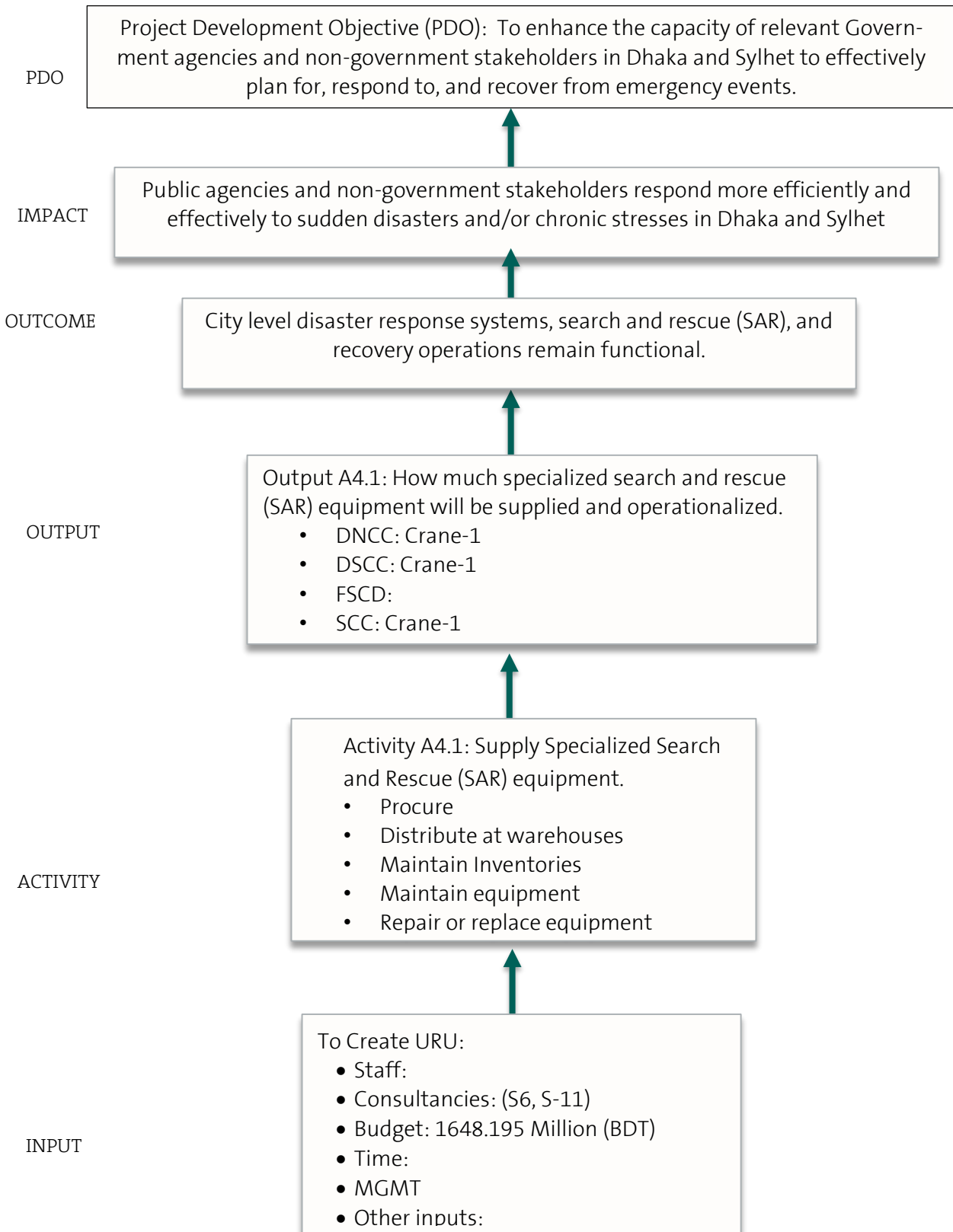
## Results Chain for Sub-Component A-2: Build, Renovate and Outfit local-level City Corporation and FSCD DRM facilities.



## Results Chain for Sub-Component-A3: Supply, Installation and Integration of Specialized ECT Equipment

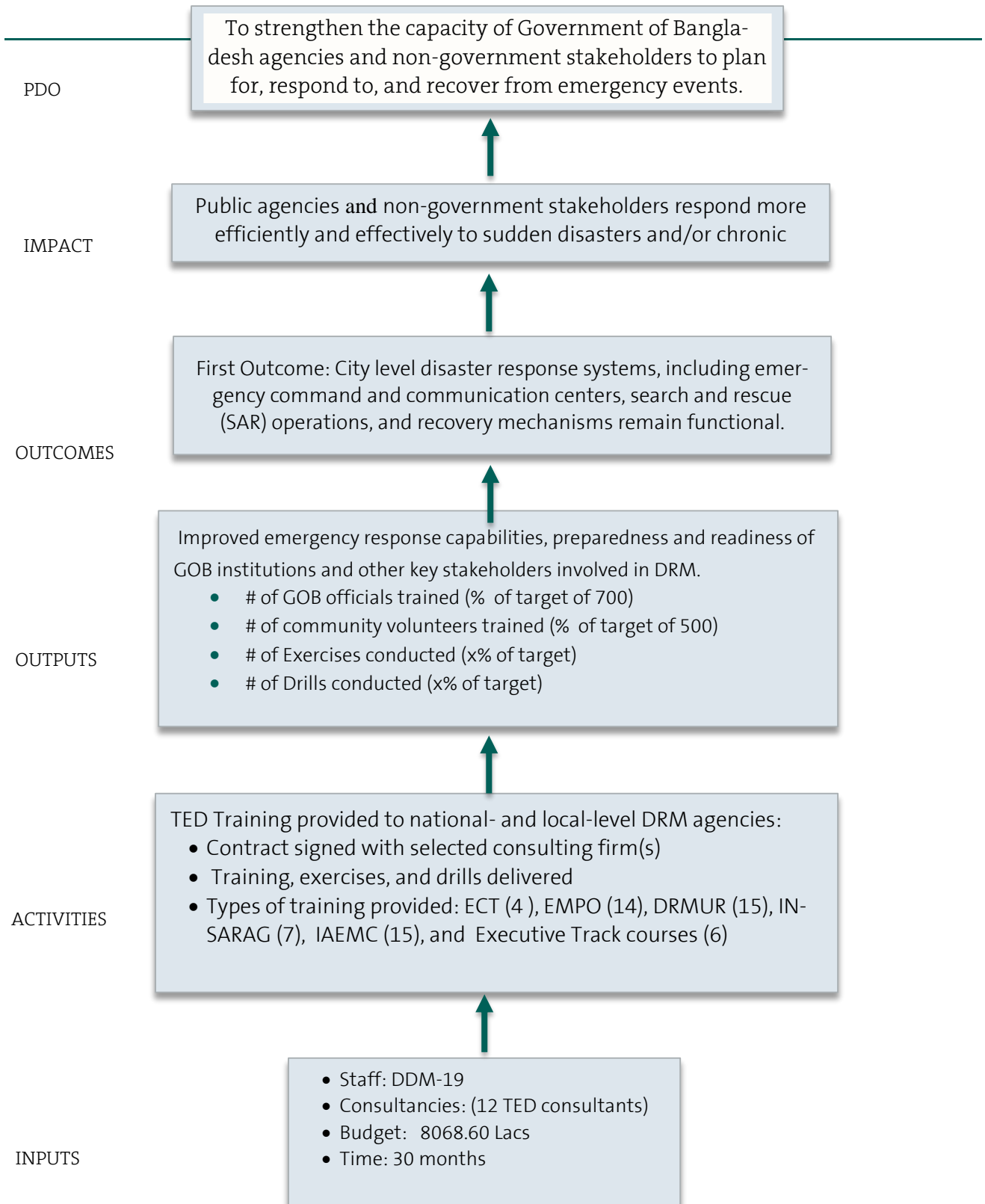


## Results Chain of Sub-Component-A4 Supply specialized search and rescue (SAR)

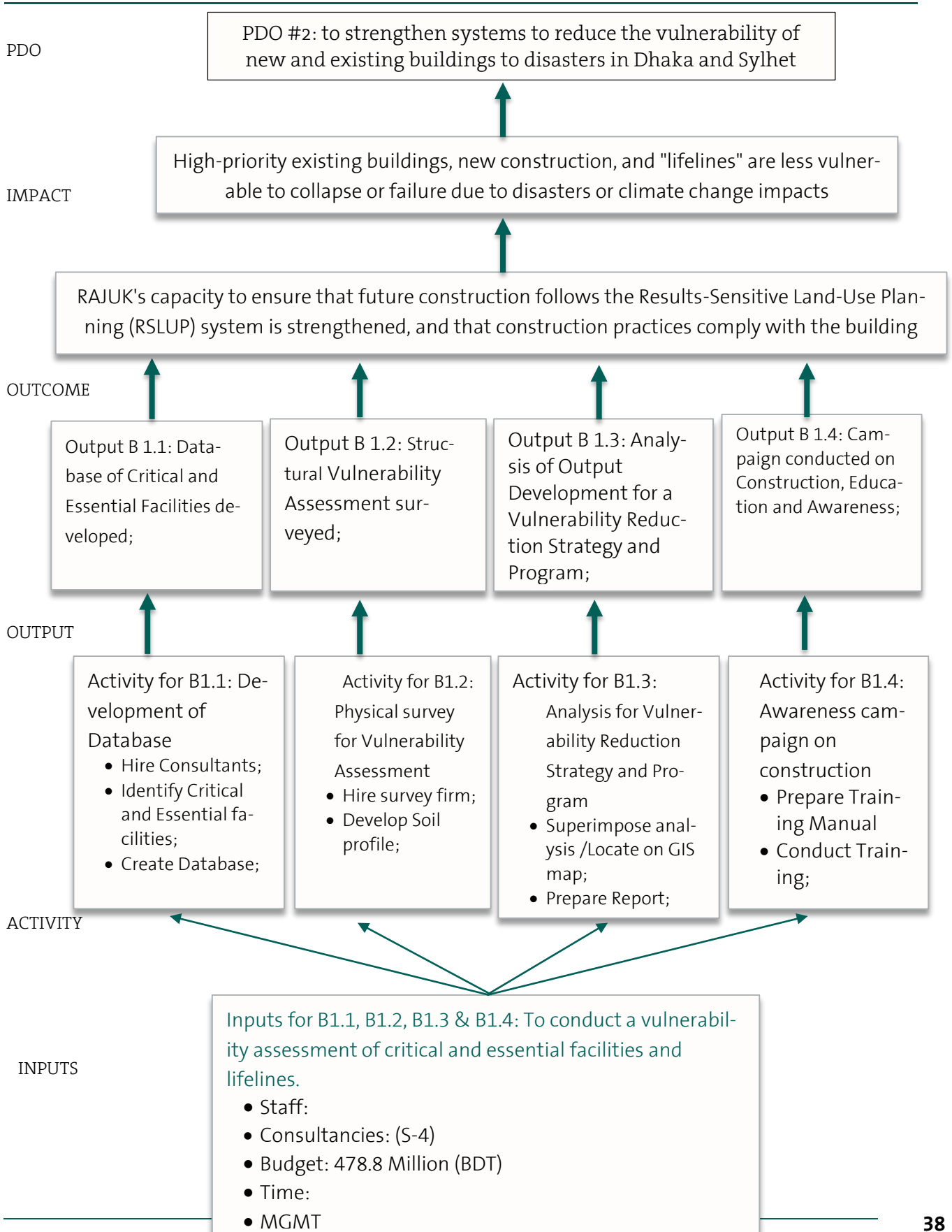




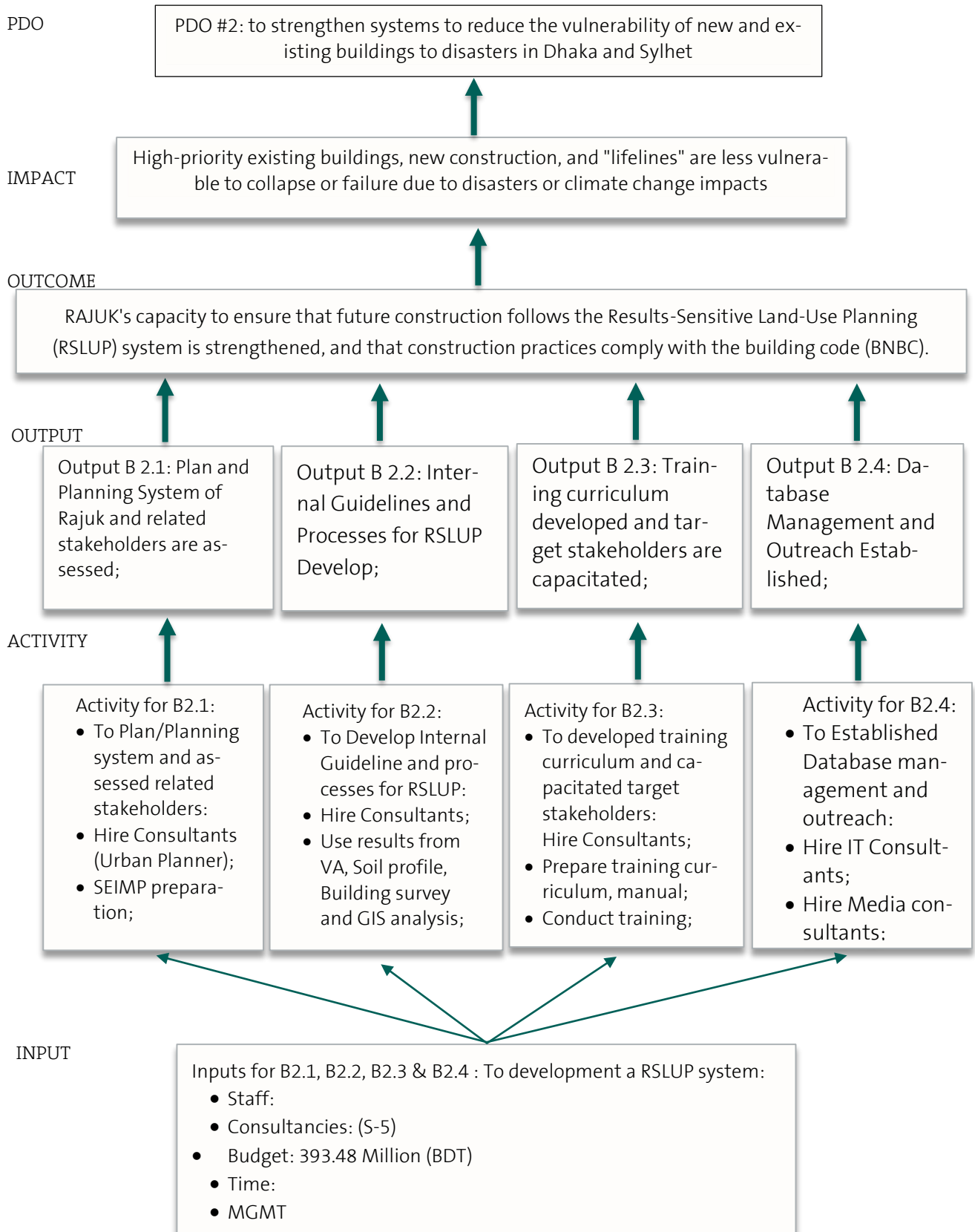
## Results Chain of Sub-Component-A5 Training Exercise and Drill (TED)



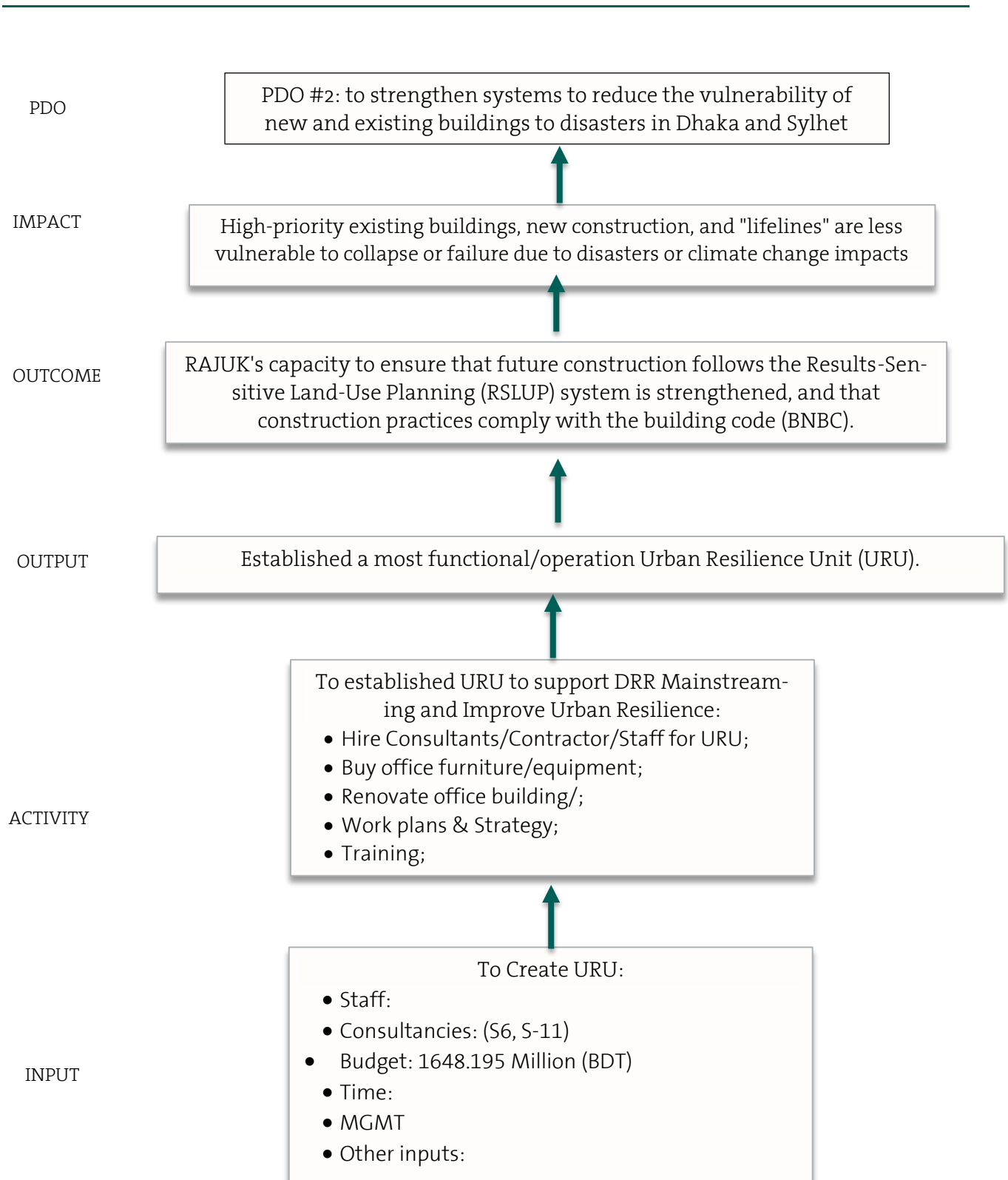
## Results Chain for Sub-component B1: Vulnerability Assessment (VA)



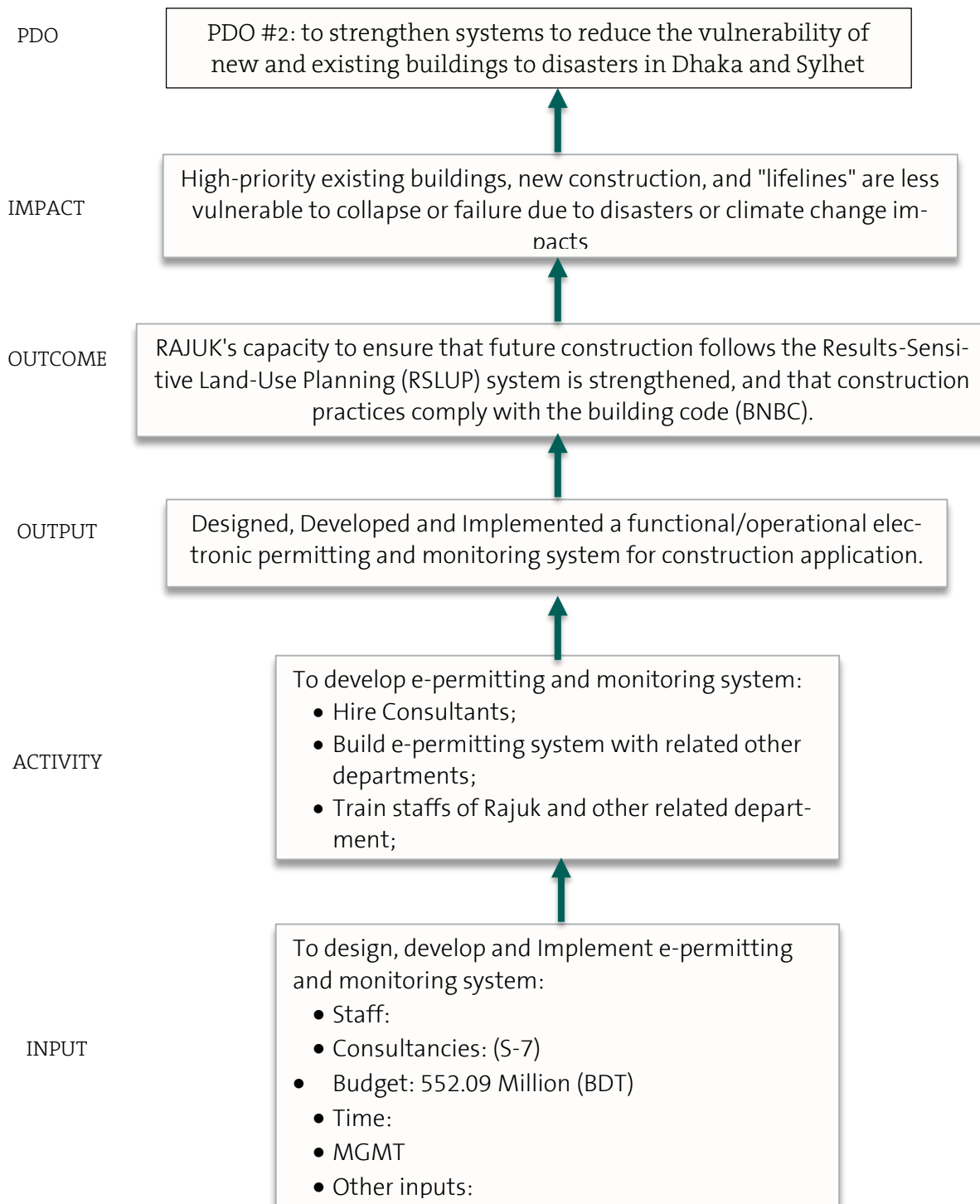
## Results Chain for Sub-component B2: RSLUP



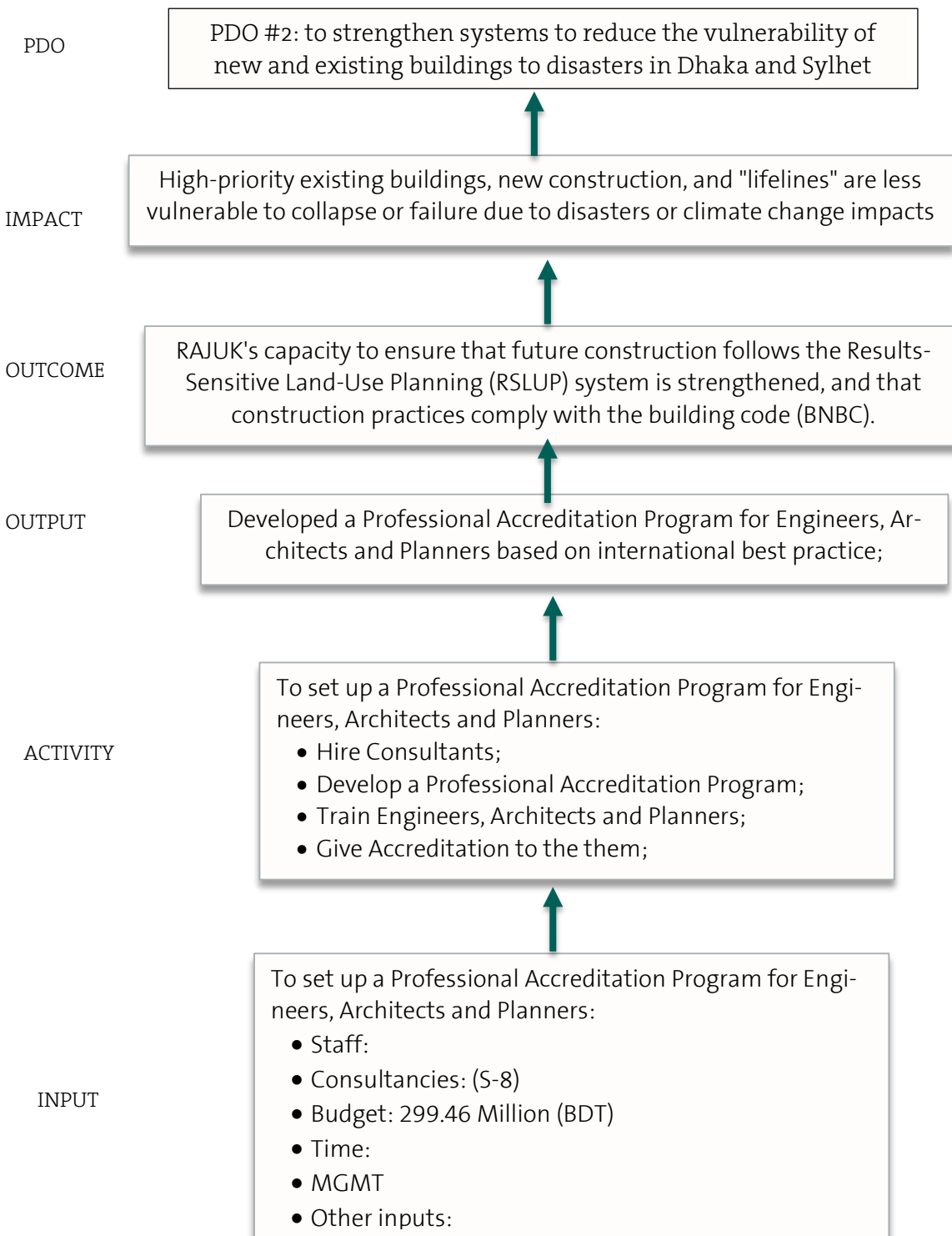
## Results Chain for Sub-component C1: URU



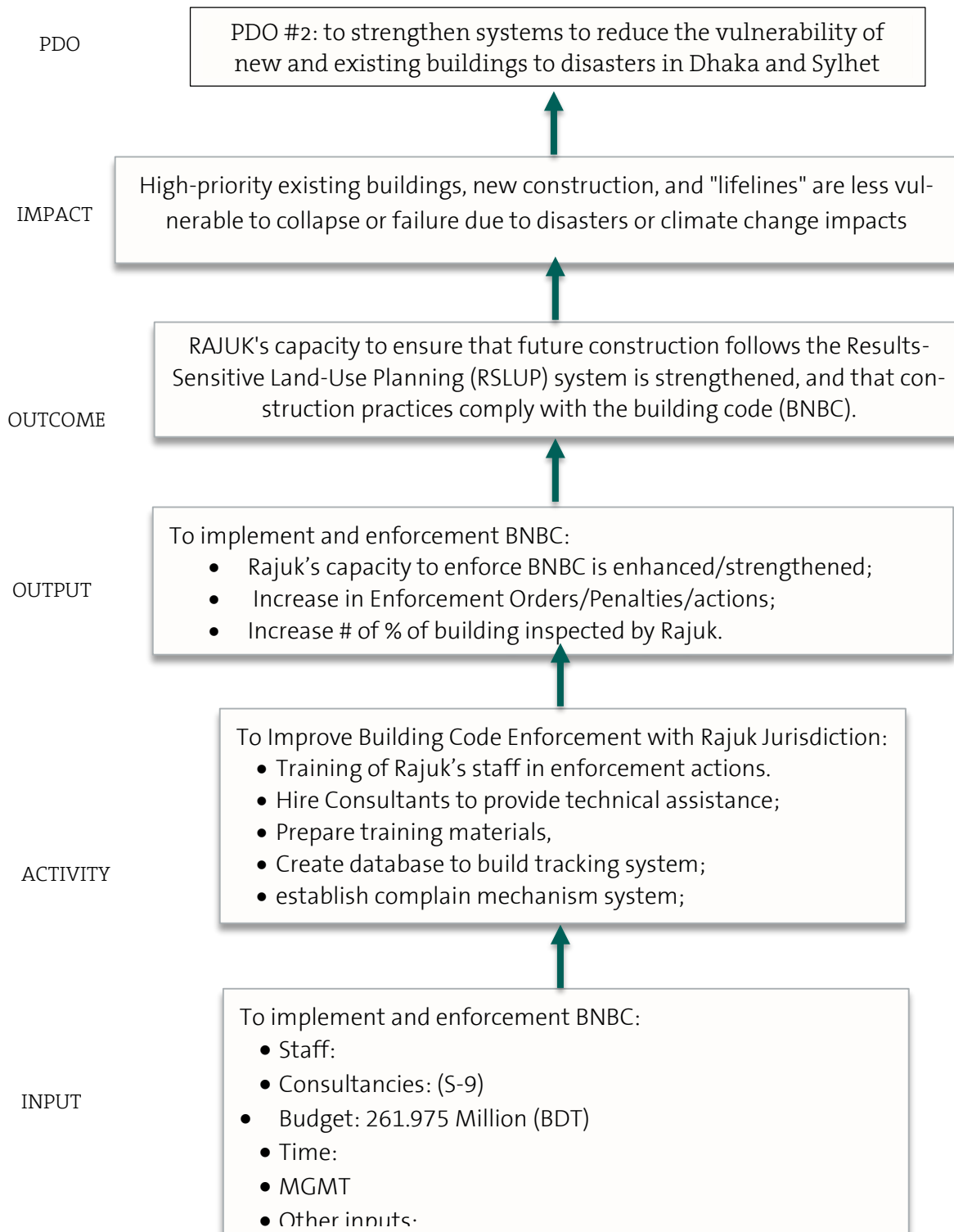
## Results Chain for Sub-component C2: E-Permitting System



## Results Chain for Sub-component C3: Professional Accreditation Program



## Results Chain for Sub-component C4 Building Code Enforcement



## Results Chain for Sub-component D: Project Coordination, Monitoring and Evaluation

PDO

Project Development Objective (PDO): To enhance the capacity of relevant Government agencies and non-government stakeholders to effectively plan for, respond to, and recover from emergency events; and to strengthen systems to reduce the vulnerability of new and existing buildings and infrastructure to disasters in Dhaka and Sylhet.

IMPACT

Public agencies and non-government stakeholders are able to respond more efficiently and effectively to sudden disasters and chronic stresses, and buildings and infrastructure in Dhaka and Sylhet are less vulnerable to disasters.

OUTCOME

PCMU is able to perform its project coordination functions, including periodic M&E, by supporting the PSC and implementing agencies with technical and administrative support.

OUTPUT

<p>Output D-1: Meetings organized and convened, minutes prepared, follow-up actions tracked, etc.</p>	<p>Output D-2: WB Safeguards and Fiduciary requirements complied with.</p>	<p>Output D-3: Communication, training, and promotional materials developed.</p>	<p>Output D-4: Experts and specialists hired as needed.</p>	<p>Output D-5: Progress reports prepared, reviewed and approved.</p>
---	--	--	---	--

ACTIVITY

<p>Activity D-1: Support activities of Technical Committee and PSC.</p>	<p>Activity D-2: Ensure Compliance with WB Safeguard and Fiduciary req'ts.</p>	<p>Activity D-3: Support communication, training, and promotional activities/materials</p>	<p>Activity D-4: Hire supplementary specialists &amp; experts as needed</p>	<p>Activity D-5: Consolidate quarterly progress reports from PIUs on physical and financial</p>
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INPUTS

Component D: Project Coordination, Monitoring and Evaluation  
 Time: Entire duration of project  
 Budget: US \$ 10 M  
 Staff: DP, ADP, FM & Specialist, others  
 Consultancies: M&E Team (GOPA/SSIL)



ANNEX 4: Monitoring and Evaluation Matrix

Monitoring and Evaluation Matrix

URP Component and IA	Activities by Sub-Component	Outputs	IRIs	Baseline	Unit of Measure		Cumulative Physical progress Achieved toward Indicator Targets										Completion Dates	Cumulative Financial Progress										Physical Progress vs. Actual Expenditures (as % of Planned)						
							FY 2019					FY 2020						Unit	FY 2019					FY 2020					Physical Progress vs.	Expenditures	Ratio			
							Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total			BDT	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4				Total		
<b>Component A: Reinforcing the country's Emergency Management Response Capacity (implemented by DDM)</b>	A.1: Renovate and equip ERCC & NDMRTI with basic office equipment	ERCC and NDMRTI Renovated with basic office equipment	ERCC & NDMRTI renovated & equipped	0	Number	Target					2					2	Planned	Planned																
						Actual											Actual	Actual																
						Ratio (%)											Time Overdue	Ratio (%)																
	A5: Enhance the emergency management and preparedness capacity of the national-level ERCC and NDMRTI and the local-level city corporations and FSCD in Dhaka and Sylhet through training, exercises and drills.	Improved emergency response capabilities, preparedness and readiness of government institutions and other key stakeholders involved in disaster and emergency management response	Multi-agency training exercises and drills completed	0	Number	Target					8					12	Planned	Planned																
						Actual											Actual	Actual																
						Ratio (%)											Time Overdue	Ratio (%)																
<b>Component A: Reinforcing the country's Emergency</b>	Activity A2: Build, Renovate and Outfit Local-Level City Corporation	A-2.1: Constructed & equipped FSCD Fixed Control Rooms;	FSCD facilities constructed and/or renovated	0	Number	Target					29					31																		
						Actual																												
						Ratio (%)																												

URP Component and IA	Activities by Sub-Component	Outputs	IRIs	Baseline	Unit of Measure	Cumulative Physical progress Achieved toward Indicator Targets										Completion Dates	Cumulative Financial Progress										Physical Progress vs. Actual Expenditures (as % of Planned)					
						FY 2019					FY 2020						Unit	FY 2019					FY 2020					Physical Progress vs.	Expenditures	Ratio		
						Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total			BDT	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4				Total	
						Target	Actual	Ratio (%)	Target	Actual	Ratio (%)	Target	Actual	Ratio (%)	Target		Actual	Ratio (%)	Target	Actual	Ratio (%)	Target	Actual	Ratio (%)								
Management Response Capacity (implemented by DNCC)	and FSCD DRM facilities	A-2.2: Renovated & equipped Auxiliary Control Rooms for Alpha fire stations	DNCC/DS CC/SCC facilities constructed and/or renovated	0	Target					24					26																	
					Actual																											
					Ratio (%)																											
		A-2.3: Contracted & equipped new Emergency Management Warehouses within FSCD grounds	--	0	Target																											
					Actual																											
					Ratio (%)																											
	A3: Supply, Install and Integrate Specialized ICT Equipment	A3.1: Full ECT Suites installed, tested and operationalized;	DDM/DNC C/DSCC/SCC/FSCD and Satellite Control Room facilities equipped with ECT suites and/or kits	0	Target					53					59																	
					Actual																											
					Ratio (%)																											
	A4: Supply Specialized Search and Rescue	A4.1: Specialized search and rescue	FSCD emergency management	0	Target					12					12																	
					Actual																											

URP Component and IA	Activities by Sub-Component	Outputs	IRIs	Baseline	Unit of Measure	Cumulative Physical progress Achieved toward Indicator Targets										Completion Dates	Cumulative Financial Progress										Physical Progress vs. Actual Expenditures (as % of Planned)			
						FY 2019					FY 2020						Unit	FY 2019					FY 2020					Physical Progress vs.	Expenditures	Ratio
						Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total			BDT	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4			
	Equipment to Local-Level Agencies Involved in DRM	equipment supplied and operationalized within FSCD, DNCC and DSCC	ware-houses equipped with specialized search and rescue equipment		Ratio (%)																									
<b>Component-B: Vulnerability Assessment of Critical and Essential Facilities and Lifeline (Implemented by Rajuk)</b>	B1: Conduct a vulnerability assessment of critical and essential facilities and lifelines	B1.1: Database of Critical and Essential Facilities developed;	Identification of critical and essential facilities and lifelines for Dhaka	0	Target					100					100															
					Actual																									
					Ratio (%)																									
	Output B 1.2: Structural Vulnerability Assessment surveyed	Vulnerability of prioritized critical and essential facilities and lifelines assessed for Dhaka	0	Target					75					100																
				Actual																										
				Ratio (%)																										
	B2: Support the development of a risk sensitive land use planning practice in Dhaka	Output B2.2: Internal Guidelines and Processes for RSLUP Developed	No Indicator currently	0	Target																									
					Actual																									
					Ratio (%)																									

URP Component and IA	Activities by Sub-Component	Outputs	IRIs	Baseline	Unit of Measure	Cumulative Physical progress Achieved toward Indicator Targets										Completion Dates	Cumulative Financial Progress										Physical Progress vs. Actual Expenditures (as % of Planned)						
						FY 2019					FY 2020						Unit	FY 2019					FY 2020					Physical Progress vs.	Expenditures	Ratio			
						Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total		BDT	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total						
Component-C: Improved construction, urban planning and development	C1: Create and operationalize the Urban Resilience Unit (URU) in Rajuk to Support DRR Mainstreaming and Improve Dhaka Urban Resilience.	C1.1: URU is created within RAJUK	RAJUK Urban Resilience Unit facility constructed	0	Target					100					100																		
					Actual																												
					Ratio (%)																												
		C1.1: URU is created within RAJUK	RAJUK Urban Resilience Unit facility equipped with laboratory and field testing equipment	0	Target					75					100																		
					Actual																												
					Ratio (%)																												
	C2: Establish an Electronic Construction Permitting System	C2.1: An electronic permitting and monitoring system (e-permit) for construction application is designed, developed and implemented	E-Permits for construction issued by RAJUK	N/A	Target					Baseline set					Baseline +30%																		
					Actual																												
					Ratio (%)																												

URP Component and IA	Activities by Sub-Component	Outputs	IRIs	Baseline	Unit of Measure	Cumulative Physical progress Achieved toward Indicator Targets										Completion Dates	Cumulative Financial Progress										Physical Progress vs. Actual Expenditures (as % of Planned)						
						FY 2019					FY 2020						Unit	FY 2019					FY 2020					Physical Progress vs.	Expenditures	Ratio			
						Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total			BDT	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4				Total		
	C3: Set Up a Professional Accreditation Program for Engineers, Architects and Planners	C3.1: A Professional Accreditation Program for Engineers, Architects and Planners is developed based on international best practice	Professional Accreditation Program for Engineers, Architects and Planners established	N/A	Target					Platform for continued education and training to support certification					Platform for continued education and training to support certification																		
					Actual																												
					Ratio (%)																												
	C4: Improve Building Code Enforcement with Rajuk Jurisdiction	C4.1: RAJUK's capacity and administrative structure to implement and enforce the BNBC is increased.	No Indicator currently	0	Target																												
					Actual																												
					Ratio (%)																												
Component-D: Project Coordination, Monitoring and Evaluation (PCMU)	D: Project Coordination, Monitoring and Evaluation	Monitoring reports produced	# of Monitoring reports produced	0	Target	1	1	1	1	4	1	1	1	1	8																		
					Actual	1																											
					Ratio (%)	100																											

## ANNEX-5: URP Monitoring Protocol

## Urban Resilience Project Monitoring Protocol

Component	Sub-Component	Outputs	Intermediate Results Indicators (IRIs)	Data Sources	Methods of data collection	Frequency of data collection	Responsible party	Verification method	Dates of Verification
Component A:  Reinforce the country's Emergency Management Response capacity	A1: Design, build and outfit national- level Disaster Risk Management (DRM) facilities for the Emergency Response and Communication Centre (ERCC) & the National Disaster Management Research and Training Institute (NDMRTI).	ERCC and NDMRTI Renovated with basic office equipment	DDM facilities renovated (ERCC, NDMRTI)	DDM's <ul style="list-style-type: none"> <li>IMED-3 report,</li> <li>IUFR</li> <li>KAA tracking sheet</li> </ul>	Site visit Checklist, Observation, & PMIS	Quarterly, Annually & As per need	DDM and M&E Team	Physical verification through Site visit and documentation review	--
	A2: Build, Renovate, and Outfit Local-Level City Corporation and FSCD DRM facilities in Dhaka and Sylhet	## of warehouses and ## of EOC constructed for FSCD, SCC, DNCC & DSCC	FSCD facilities constructed and/or renovated  DNCC/DSCC/SCC facilities constructed and/or renovated	DNCC's <ul style="list-style-type: none"> <li>IMED-3 report,</li> <li>IUFR</li> <li>KAA tracking sheet</li> </ul>	Site visit Checklist, Observation, & PMIS	Quarterly, Annually & As per need	FSCD, SOC, DNCC & DSCC and M&E Team	Physical verification through Site visit and documentation review	--
	A3: Supply, Install and Integrate Specialized ICT Equipment for DRM and Emergency response	Full ECT Suites installed, tested and operationalized;	DDM/DNCC/DSCC/SCC/FSCD and Satellite Control Room facilities equipped with ECT suites and/or kits	DNCC's <ul style="list-style-type: none"> <li>IMED-3 report,</li> <li>IUFR</li> <li>KAA tracking sheet</li> </ul>	Site visit Checklist, Observation, & PMIS	Quarterly, Annually & As per need	FSCD, SOC, DNCC & DSCC and M&E Team	Site visit and documentation review	--
	A4: Supply Specialized Search and Rescue Equipment to Local-Level Agencies Involved in DRM	Specialized search and rescue equipment supplied and operationalized	FSCD emergency management warehouses equipped with specialized search and rescue equipment	DNCC's <ul style="list-style-type: none"> <li>IMED-3 report,</li> <li>IUFR</li> <li>KAA tracking sheet</li> </ul>	Site visit Checklist, Observation, & PMIS	Quarterly, Annually & As per need	FSCD, DNCC & M&E Team	Site visit and documentation review	--

Component	Sub-Component	Outputs	Intermediate Results Indicators (IRIs)	Data Sources	Methods of data collection	Frequency of data collection	Responsible party	Verification method	Dates of Verification
		within FSCD, DNCC and DSCC							
	<b>A5:</b> Enhance the emergency management and preparedness capacity of the national-level ERCC and NDMRTI and the local-level city corporations and FSCD in Dhaka and Sylhet through training, exercises and drills.	Improved emergency response capabilities, preparedness and readiness of govt. institutions and other key stakeholders involved in disaster and emergency management response	Multi-agency training exercises and drills completed	DDM's <ul style="list-style-type: none"> <li>IMED-3 report,</li> <li>IUFR</li> <li>KAA tracking sheet</li> </ul>	Site visit Checklist, Observation, & PMIS	Quarterly, Annually & As per need	DDM and M&E Team	Site visit and documentation review	--
<b>Component-B:</b> Vulnerability Assessment of Critical and Essential Facilities and Lifeline (Implemented by Rajuk)	<b>B1:</b> Conduct a vulnerability assessment of critical and essential facilities and lifelines	Database of Critical and Essential Facilities developed;	Identification of critical and essential facilities and lifelines for Dhaka	<ul style="list-style-type: none"> <li>Vulnerability Assessment (VA) report</li> <li>GIS database</li> <li>IMED-3 report,</li> <li>IUFR</li> <li>KAA tracking sheet</li> </ul>	IDI for Rajuk PD, VA Survey, PMIS,	Quarterly, As per need	RAJUK and M&E Team	Documentation review	--
		Structural Vulnerability Assessment surveyed	Vulnerability of prioritized critical and essential facilities and lifelines assessed for Dhaka						
	<b>B2:</b> Support the development of a Risk Sensitive Land Use Planning (RSLUP) practice in Dhaka	Internal Guidelines and Processes for RSLUP Developed	Indicator not available						
<b>Component-C:</b> Improved construction,	<b>C1:</b> Create and operationalize the Urban Resilience Unit (URU) in Rajuk to Support DRR Mainstreaming and Improve Dhaka Urban Resilience.	URU is created within RAJUK	RAJUK Urban Resilience Unit facility constructed	<ul style="list-style-type: none"> <li>IMED-3 report,</li> <li>IUFR</li> <li>Training report</li> <li>KAA tracking</li> </ul>	Site visit Checklist, Observation, & PMIS	Quarterly, Annually and As per need	RAJUK and M&E Team	Site visit and documentation review	--
			RAJUK Urban Resilience Unit facility equipped with laboratory and field testing equipment						

Component	Sub-Component	Outputs	Intermediate Results Indicators (IRIs)	Data Sources	Methods of data collection	Frequency of data collection	Responsible party	Verification method	Dates of Verification
urban planning and development	<b>C2:</b> Establish an Electronic Construction Permitting System	An electronic permitting and monitoring system (e-permit) for construction application is designed, developed and implemented	E-Permits for construction issued by RAJUK	<ul style="list-style-type: none"> <li>▪ Feasibility study report</li> <li>▪ training report</li> <li>▪ IUFR</li> <li>▪ KAA tracking</li> </ul>	Physical observation with checklist, PMIS	Quarterly, Annually and As per need	RAJUK and M&E Team	Site visit and documentation review	--
	<b>C3:</b> Set Up a Professional Accreditation Program for Engineers, Architects and Planners	A Professional Accreditation Program for Engineers, Architects and Planners is developed based on international best practice	Professional Accreditation Program for Engineers, Architects and Planners established	Event reports (consultation/workshop reports, research reports, training reports), IUFR, KAA tracking, BIP, IEB, IAB	Physical observation with checklist, PMIS	Quarterly, Annually and As per need	RAJUK and M&E Team	Attending events, documentation review	--
	<b>C4:</b> Improve Building Code Enforcement with Rajuk Jurisdiction	RAJUK's capacity and administrative structure to implement and enforce the BNBC is increased.	Indicator not available	Will be completed as soon as the indicators are developed					
<b>D:</b> Project Coordination, Monitoring and Evaluation	Project Coordination, Monitoring and Evaluation	Monitoring reports produced	# of Monitoring reports produced	M&E Framework reports, Baseline Indicator report, M&E Quarterly reports, Annual Reports,	PMIS	Quarterly, As per agreed deliverable schedule	PCMU and M&E Team	Documentation review	--



ANNEX 6A1: Data collection for Goods Contracts

Tracking of Procurement for Goods Contracts																	
Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price (in lakh Taka) (Actual Contract Price in Contract Currency)	Procedure/ Method	Procurement Guideline (PPA / BG)	Prior Review <sup>2</sup> (Yes / No)	Date of Bid Opening		Date of Contract Signing		Date of Delivery		Name of Supplier	Progress of Procurement as of _____ (Date) [as %]	Remarks
									Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

\*\* Time lapse or any delay in performing procurement activities shall be tracked. In case of delayed completion the reasons shall be explored.

PPA	Public Procurement Act
PPR	Public Procurement Rule
BG	Bank Guideline
QCBS	Quality and Cost Based Selection
IC	Individual Contract
QBS	Qualifications-Based Selection
RFQ	Request for Quotation
RFP	Request for Proposal
NCB	National Competitive Bidding
ICB	Interactional Competitive Bidding
NS	National Shopping

DC	Direct Contracting
NCB/NS	National Competitive Bidding/National Shopping
ICB/NCB/NS	Interactional Competitive Bidding/National Competitive Bidding/National Shopping
RFQ/NS	Request for Quotation/National Shopping
NCB/RFQ	National Competitive Bidding/Request for Quotation

ANNEX 6A2: Data collection for Works Contracts

Tracking of Procurement for Works Contract																					
Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price (Taka in lakh ) (Actual Contract Price in Contract Currency)	Procedure/ Method	PPA/BG	Prior Review2 (Yes / No)	EIA/IEE study report submission		Social & Resettlement study report submission		Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor	Progress of Procurement as of _____ (date) [as %]	Remarks
									Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22

\*\* Time lapse or any delay in performing procurement activities shall be tracked. In case of delayed completion the reasons shall be explored.

PPA	Public Procurement Act
PPR	Public Procurement Rule
BG	Bank Guideline
QCBS	Quality and Cost Based Selection
IC	Individual Contract
QBS	Qualifications-Based Selection
RFQ	Request for Quotation
RFP	Request for Proposal
NCB	National Competitive Bidding
ICB	Interactional Competitive Bidding

NS	National Shopping
DC	Direct Contracting
NCB/NS	National Competitive Bidding/National Shopping
ICB/NCB/NS	Interactional Competitive Bidding/National Competitive Bidding/National Shopping
RFQ/NS	Request for Quotation/National Shopping
NCB/RFQ	National Competitive Bidding/Request for Quotation

## ANNEX 6A3: Data Collection for Consultancy Services Contracts

Tracking of Procurement for Service Contract																	
Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price (in lakh Taka) (Actual Contract Price in Contract Currency)	Procedure/ Method	Procurement Guideline (PPA / BG)	Prior Review <sup>2</sup> (Yes / No)	Date of Proposals Submission		Date of Contract Signing		Date of Completion		Name of Consultant/ Firm	Progress of Procurement as of  (Date) [as %]	Remarks
									Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

\*\* Time lapse or any delay in performing procurement activities shall be tracked. In case of delayed completion the reasons shall be explored.

PPA	Public Procurement Act
PPR	Public Procurement Rule
BG	Bank Guideline
QCBS	Quality and Cost Based Selection
IC	Individual Contract
QBS	Qualifications-Based Selection
RFQ	Request for Quotation
RFP	Request for Proposal
NCB	National Competitive Bidding

ICB	Interactional Competitive Bidding
NS	National Shopping
DC	Direct Contracting
NCB/NS	National Competitive Bidding/National Shopping
ICB/NCB/NS	Interactional Competitive Bidding/National Competitive Bidding/National Shopping
RFQ/NS	Request for Quotation/National Shopping
NCB/RFQ	National Competitive Bidding/Request for Quotation

ANNEX 6A4: Quarterly Disbursement Plan and Expenditure of IDA Credit

Component		Fiscal Year					Remarks
		July 2018-June 2019					
		1st Quarter (Jul-Sept 18)	2nd Quarter (Oct-Dec 18)	3rd Quarter (Jan-Mar 19)	4th Quarter (Apr-Jun 19)	Projected Total	
<b>1. Component A: (DDM Part)</b> <b>Reinforcing the country's Emergency Management Response Capacity</b>	Projection						
<b>Component A1:</b> Renovate and equip ERCC & NDMRTI with basic office equipment	Expenditure						
<b>Component A5:</b> Enhance the emergency management and preparedness capacity of the national-level ERCC and NDMRTI and the local-level city corporations and FSCD in Dhaka and Sylhet through training, exercises and drills.							
Establishment of PIU of URP: DDM Part and operational expenditure of PIU							
Physical Contingency							
Price Contingency							
Other							
<b>Sub-Total of A (DDM part):</b>							
<b>2. Component A: (DNCC part)</b> <b>Reinforcing the country's Emergency Management Response Capacity</b>	Projection						
<b>Component A2:</b> Design, Build and Outfit Local-Level City Corporation and FSCD DRM Facilities in Dhaka and Sylhet	Expenditure						

Component		Fiscal Year					Remarks
		July 2018-June 2019					
		1st Quarter (Jul-Sept 18)	2nd Quarter (Oct-Dec 18)	3rd Quarter (Jan-Mar 19)	4th Quarter (Apr-Jun 19)	Projected Total	
<b>Component A3:</b> Supply, Installation and Integration of Specialized ICT Equipment for DRM and Emergency Response within the National- Level NDRCC and NDMTI and the Local-Level FSCD and City Corporation Facilities in Dhaka and Sylhet	<b>Expenditure</b>						
<b>Component A4:</b> Supply Specialized Search and Rescue Equipment.							
Establishment of PIU of URP: DNCC Part and operational expenditure of PIU							
Physical Contingency							
Price Contingency							
Other							
<b>Sub-Total of A (DNCC part):</b>							
<b>3. Component B: (Rajuk part)</b> <b>Vulnerability Assessment of Critical and Essential Facilities and Lifelines</b>	<b>Projection</b>						
<b>Component-B1:</b> Conduct a vulnerability assessment of critical and essential facilities and lifelines	<b>Expenditure</b>						
<b>Component-B2:</b> Support the development of a risk sensitive land use planning practice in Dhaka							
<b>Sub-Total of B (Rajuk part):</b>							
<b>4. Component-C: (Rajuk part)</b> Improved Construction, Urban Planning and Development	<b>Projection</b>						
<b>Component-C1:</b> Create and operationalize the Urban Resilience Unit (URU) in Rajuk to Support DRR Mainstreaming and Improve Dhaka Urban Resilience.	<b>Expenditure</b>						
<b>Component-C2:</b> Establish an Electronic Construction Permitting System	<b>Expenditure</b>						

Component		Fiscal Year					Remarks
		July 2018-June 2019					
		1st Quarter (Jul-Sept 18)	2nd Quarter (Oct-Dec 18)	3rd Quarter (Jan-Mar 19)	4th Quarter (Apr-Jun 19)	Projected Total	
<b>Component-C3:</b> Set Up a Professional Accreditation Program for Engineers, Architects and Planners							
<b>Component-C4:</b> Improve Building Code Enforcement with Rajuk Jurisdiction							
Establishment of PIU of URP: Rajuk Part and operational expenditure of PIU							
Physical Contingency							
Price Contingency							
Other							
<b>Sub-Total of C (Rajuk part):</b>							
<b>Total of B and C (Rajuk part)</b>							
<b>5. Component-D: (PCMU part)</b>							
Project Coordination, Monitoring and Evaluation (Implemented by PCMU)	<b>Projection</b>						
Goods, Non-consulting service and Consulting Services	<b>Expenditure</b>						
Establishment of PIU of URP: PCMU Part and operational expenditure of PIU							
Physical Contingency							
Price Contingency							
Other							
<b>Sub-Total of D (PCMU part)</b>							
<b>Total of A+B+C+D:</b>							

ANNEX 6A5: Quarterly Expenditure with Financial Progress

Components		July 2017-June 2018																			Remarks	
		1st Quarter (Jul-Sept 17)				2nd Quarter (Oct-Dec 17)				3rd Quarter (Jan-Mar'18)				4th Quarter (Apr-Jun 18)				Grand Total				
		Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB		RPA
<b>1. Component A: (DDM Part)</b> <b>Reinforcing the country's</b> <b>Emergency Management</b> <b>Response Capacity</b>	Projected Target																	0%	0			
Component A1: Renovate and equip ERCC & NDMRTI with basic office equipment	Achievement (Progress as the Percentages of the Target Value)																	0%	0			
Component A5: Enhance the emergency man- agement and preparedness capacity of the national-level ERCC and NDMRTI and the local-level city corporations and FSCD in Dhaka and Sylhet through training, exer- cises and drills.																						
Establishment of PIU of URP: DDM Part and operational ex- penditure of PIU																						
<b>2. Component A: (DNCC</b> <b>part)</b> <b>Reinforcing the country's</b> <b>Emergency Management</b> <b>Response Capacity</b>	Projected Target																	0%	0			

Components		July 2017-June 2018																			Remarks		
		1st Quarter (Jul-Sept 17)				2nd Quarter (Oct-Dec 17)				3rd Quarter (Jan-Mar'18)				4th Quarter (Apr-Jun 18)				Grand Total					
		Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB		RPA	
Component A2: Design, Build and Outfit Local-Level City Corporation and FSCD DRM Facilities in Dhaka and Sylhet	Achievement (Progress as the Percentages of the Target Value)																						
Component A3: Supply, Installation and Integration of Specialized ICT Equipment for DRM and Emergency Response within the National-Level NDRCC and NDMTI and the Local-Level FSCD and City Corporation Facilities in Dhaka and Sylhet (Implemented by DNCC)																		0%	0				
Component A4: Supply Specialized Search and Rescue Equipment. (implemented by DNCC)																							
Establishment of PIU of URP: DNCC Part and operational expenditure of PIU																							
<b>Sub-Total</b>																							
<b>3. Component B: Vulnerability Assessment of Critical and Essential Facilities and Lifelines</b>	Projected Target	-																					
Component-B1: Conduct a vulnerability assessment of critical and essential facilities and lifelines	Achievement (Progress as the Percentages of the Target Value)																						
Component-B2: Support the development of a risk sensitive land use planning practice in Dhaka																							



Components		July 2017-June 2018																			Remarks	
		1st Quarter (Jul-Sept 17)				2nd Quarter (Oct-Dec 17)				3rd Quarter (Jan-Mar'18)				4th Quarter (Apr-Jun 18)				Grand Total				
		Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB		RPA
<b>Sub-Total</b>																						
<b>4. Component-C:</b> Improved Construction, Urban Planning and Development	<b>Projected Target</b>																					
Component-C1: Create and operationalize the Urban Resilience Unit (URU) in Rajuk to Support DRR Mainstreaming and Improve Dhaka Urban Resilience.	<b>Achievement (Progress as the Percentages of the Target Value)</b>																					
Component-C2: Establish an Electronic Construction Permitting System																						
Component-C3: Set Up a Professional Accreditation Program for Engineers, Architects and Planners																						
Component-C4: Improve Building Code Enforcement with Rajuk Jurisdiction																						
Establishment of PIU of URP: Rajuk Part and operational expenditure of PIU																						
<b>Sub-Total</b>																						
<b>5. Component-D:</b> Project Coordination, Monitoring and Evaluation (Implemented by PCMU)	<b>Projected Target</b>																					
Project Coordination, Monitoring and Evaluation (Implemented by PCMU)	<b>Achievement (Progress as the Percentages of the Target Value)</b>																					
Establishment of PIU of URP: PCMU Part and operational expenditure of PIU																						

Components		July 2017-June 2018																			Remarks	
		1st Quarter (Jul-Sept 17)				2nd Quarter (Oct-Dec 17)				3rd Quarter (Jan-Mar'18)				4th Quarter (Apr-Jun 18)				Grand Total				
		Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB	RPA	Physical	Total	GOB		RPA
<b>Sub-Total</b>																						
<b>6. Component-E</b> Contingent Emergency Disaster Response	<b>Projected Target</b>																					
Physical Contingency	Achievement (Progress as the Percentages of the Target Value)																					
Price Contingency																						
<b>Sub-Total</b>																						
<b>Other</b>																						
<b>Grand Total</b>																						



## Annex-6 C1: Site Visit Checklist for Structures

### Site Visit Checklist for Structures

Name of Implementing Agency (IA) :			Date of visit:	
Name of Package:			Package Number:	
Description of package:	Nos		Start Date:	
			Delivery Date:	
			Financial Progress (%):	
			Visual Physical Progress (%):	
IA Person Met		M&E staff member		
Checklist items	Yes	No	Findings (If not how can it be made )	
Is facility equipped with ECT kits and located within 5 km of a warehouse or FSCD control room?	<input type="checkbox"/>	<input type="checkbox"/>		
Billboard/signboard installed properly?	<input type="checkbox"/>	<input type="checkbox"/>		
EIA/IEEE performed?	<input type="checkbox"/>	<input type="checkbox"/>		
Structure compliant with BNBC?	<input type="checkbox"/>	<input type="checkbox"/>		
Structure compliant with ISO 28841:2013(E) (Guidelines for simplified seismic assessment)?	<input type="checkbox"/>	<input type="checkbox"/>		
Contact information for filing Grievance Redress Mechanism (GRM) complaints?	<input type="checkbox"/>	<input type="checkbox"/>		
Is the site secured from unauthorized entry or use?	<input type="checkbox"/>	<input type="checkbox"/>		
Standby electricity available on site?	<input type="checkbox"/>	<input type="checkbox"/>		
Back up Water supply available on site?	<input type="checkbox"/>	<input type="checkbox"/>		
Sanitation support available on site? (Toilet/Pure drinking water)	<input type="checkbox"/>	<input type="checkbox"/>		
Personal Protective Equipment (PPE) available on site?	<input type="checkbox"/>	<input type="checkbox"/>		
Adequate First Aid kits available on site?	<input type="checkbox"/>	<input type="checkbox"/>		
Temporary Labour Shed available on site?	<input type="checkbox"/>	<input type="checkbox"/>		

Social & Resettlement action plan performed? (S/RAP)	<input type="checkbox"/>	<input type="checkbox"/>	
Architectural design on site?	<input type="checkbox"/>	<input type="checkbox"/>	
Structural design on site?	<input type="checkbox"/>	<input type="checkbox"/>	
Plumbing design on site?	<input type="checkbox"/>	<input type="checkbox"/>	
Electric design on site?	<input type="checkbox"/>	<input type="checkbox"/>	
Site Inspection book on site?	<input type="checkbox"/>	<input type="checkbox"/>	
Any additional issues, observation or findings encountered during site visit?			
Comments	Recommendations		
Signature of site officer	Signature of M&E officer		

## Annex-6 C2: Draft site visit checklist for equipment

### Site visit checklist for equipment

Name of Implementing Agency (IA) :				Date of visit:	
Name of Package:				Package Number:	
Description of package:	Nos			Start Date:	
				Delivery Date:	
				Financial Progress (%):	
				Visual Physical Progress (%):	
IA Person Met		M&E staff member			
Checklist items		Yes	No	N/A	Findings (If not how can it be made )
1. Safety Features					
Delivery checklist maintained when the equipment received?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Product handed over to designated agencies?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sensitive/ dangerous part of the machinery properly guarded?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the equipment maintained properly and in good working order?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do they create any additional hazards for users?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is it possible to by-pass or disable safeguarding mechanisms?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the equipment sufficiently far from dangerous zones to prevent access or injury?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the product accessible for maintenance?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Information and Training					
Is there training/orientation needed for the operation of the equipment?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Have staff maintaining the equipment been trained?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the product uses in the regular/ periodic operation?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are trainings, exercises and drills conducted with equipment?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Are training records available?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are written instructions for the safe use of the equipment available?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>3. Specific Hazards</b>				
Is the use of the equipment restricted only to those staff trained to use it?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is a list of authorised persons available?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the equipment suitable for its purpose/operation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Where necessary, is the equipment kept stable, e.g. by clamping?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are existing systems of work adequate to protect against the following:				
a. Article or substance falling off or being ejected from the equipment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. Rupture or disintegration?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. Overheating or fire?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. Discharge of dust, gas, liquid, vapour or other substance? (either unexpected or unintentional discharge)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. Any high or low temperature parts of the equipment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. Does the equipment or articles used, produced or stored hazardous? (Toxic, flammable, corrosive, explosive, reactive or unstable etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g. Any other hazards?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>4. Maintenance and Inspection</b>				
Is maintenance of the equipment, including guards and protection devices, carried out and are sufficient records kept?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If a maintenance log is required, is it up-to-date / as per plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is maintenance carried out without risk to health and safety to workers or nearby people, structure or the environment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the repair, modification or servicing of the equipment restricted to those staff designated to carry this out?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is equipment maintenance carried out safely?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is inspection of the equipment carried out on a regular schedule, and are sufficient records kept?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If local exhaust ventilation (LEV) is installed is it tested as necessary (e.g. at least once every 14 months) records kept?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

If the equipment is pressurised, is there a written procedure of examination as required by the Pressure Systems Safety regulations 2000?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Safety Signs and Warnings				
Where necessary, are there appropriate warning signs, e.g. Noise warnings, restrictions on use, prohibited actions, danger zones, access or use etc.?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are notices (e.g. warning of maximum speeds of abrasive wheels and safe working loads) clearly visible and marked on the equipment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any additional issues, observation or findings encountered during site visit?				
Comments			Recommendations	
Signature of site officer			Signature of M&E officer	



Annex-7: Feedback and Follow-up

Feedback on Monitoring Findings and Follow-up by M&E Team

SL	Key M&E Findings	Feedback of M&E Team	Comments from Implementing Agencies (IAs). (Time bound Response /actions expected against each recommendations)	Follow up by M&E team
1.		1)		
2.		1)		
3.		1)		
4.		1)		
5.		1)		

## ANNEX 8: Structure of Quarterly and Annual Progress Reports

### Quarterly Progress Report

Based on the first Quarterly Progress Report (QPR) that was submitted to PCMU by the M&E Team at the end of June, and approved by PCMU/PSC in September, 2018, the M&E Team proposes to use the a similar format in future QPRs, as follows:

- ❖ Executive Summary of Findings and Recommendations
- ❖ Introduction
- ❖ Data Collection and Analysis Methods Used
- ❖ Status of the URP at the end of the Previous Reporting Period by Component and IA
- ❖ Rolling Total of Project Achievements
- ❖ Six-Month Outlook of Expected Achievements in next six months
- ❖ Challenges facing URP Implementation
- ❖ Opportunities for Improvement and Corrective Actions going forward
- ❖ Recommendations
- ❖ Annexes (as required)

The only significant changes from this proposed structure from the first QPR will be that the sections describing the URP and its Purpose as well as the Rationale and Purpose of the 1<sup>st</sup> QPR will both be scaled back since those issues require no further explanation and will not be pertinent/applicable. On the other hand, the other change in future QPRs will be the addition of a new section on the “Rolling Total of Project Achievements” since that is a contractual requirement that was not applicable with the first QPR.

### Annual Progress Report

In terms of the Annual Progress Report (APR), the format will be very similar to the QPRs, only different in taking a more expansive view of the Project’s status and progress made over the entire preceding year. The preparation and submittal of the APR will coincide with the 4<sup>th</sup> quarter QPR for that fiscal year, containing sections with specific references only to that final quarter of the fiscal year, within the larger context of the entire year’s achievements.

By taking this approach, we believe this will avoid the unnecessary and excessive duplication of information that would be entailed in submitting two separate, but largely redundant, documents to PCMU and the PSC at the same time. We believe this approach will better serve decision-makers' purposes and save them time by having to read just one document containing information clearly distinguished into two separate reporting periods: the 4<sup>th</sup> quarter, and the entire fiscal year. Thus, the proposed structure of the APRs will be as follows:

- ❖ Executive Summary of Findings and Recommendations for 4<sup>th</sup> Quarter
- ❖ Introduction
- ❖ Executive Summary of Findings and Recommendations for Entire Fiscal Year
- ❖ Data Collection and Analysis Methods Used
- ❖ Status of the URP at the end of the Previous Reporting Period by Component and IA
- ❖ Rolling Total of Project Achievements for the Entire Fiscal Year
- ❖ Six-Month Outlook of Expected Achievements in next six months
- ❖ 4<sup>th</sup> Quarter achievements only
- ❖ Challenges facing URP Implementation
- ❖ Opportunities for Improvement and Corrective Actions going forward
- ❖ Recommendations
- ❖ Annexes (as required)

## ANNEX 9: M&E Framework validation workshop

### Report on the "Workshop on Monitoring and Evaluation (M&E) Framework of Urban Resilience Project (URP)",

#### 1 Introduction

The "Workshop on Monitoring and Evaluation (M&E) Framework of Urban Resilience Project (URP)" was held at the Nazia-Salma Conference Room, Block 6 of Planning Commission, Dhaka on 27<sup>th</sup> of November, 2018. The workshop was organized by the Project Coordination and Monitoring Unit (PCMU) and chaired by Mr. Md. Syeedul Haque, Chief, Programming Division, Planning Commission. The honourable Senior Secretary Mr. Md. Ziaul Islam was the Chief Guest of the program and Ms Mahmuda Begum, Additional Secretary, ERD was the special guest. The proposed M&E framework was presented by Mr. Richard Worden on behalf of the consultant consortium of GOPA, Germany and SSIL, Bangladesh. The delegation was participated by illustrious audience representing the implementing agencies (IA) of URP. The event was conducted in four components;

- An inaugural Session: This session featured speeches from the Director General, Mr. Anjan Kumar Biswas; the Special Guest Ms Mahmuda Begum, Additional Secretary, ERD; Chief Guest the honourable Senior Secretary Mr. Md. Ziaul Islam and the Chair of the session Mr. Md. Syeedul Haque, Chief, Programming Division, Planning Commission.
- Presentation Session: This session covered presentation by the representative of the consultant consortium on the outline of the M&E framework for URP under preparation.
- Group Discussion Session: In this session, the distinguished participants were divided into four groups for group discussion on separate component of the outlined M&E framework. After the group discussion, one member from each group presented their feedback on the proposed M&E framework.
- Wrap Up: Two expert members Dr. Syed Shahadat Hossain, Professor, ISRT, University of Dhaka and Mr. Abdul Latif Khan made summary statements and wrapped up the workshop findings.

2. Workshop Summary: The summary of the workshop is presented in this document.

#### 2.1 Inaugural Session:

The speech of the Project Director Mr. Anjan Kumar Biswas described the PCMU setup relating to the URP. After the successful completion of the ECRRP in achieving a substantial level of rural resilience, the URP was launched as to complement it by generating resilience among the urban people in case of any natural disaster. While urban resilience is a complex and multi-faceted concept, the project encompasses many stake holders, both in terms of benefits and implementation. The partnering agencies in the implementation of URP are DSCC, DNCC, SCC, DDM, Rajuk and FSCD. Monitoring of projects of this level of multifarious diversity is always a challenge and to keep this monitoring framework compliant with the World Bank's stringent set up has made it more difficult. A consultant consortium was, therefore, hired to prepare a comprehensive M&E

framework for this purpose. All the representatives from the IAs were requested by the PD to come up with informed feedback on the prospects, consequences and appropriateness of the framework and also to suggest any possible improvement of the framework.

The Special Guest Ms Mahmuda Begum, Additional Secretary, ERD reflected the fact that the URP is a project of salient features and is needed to be implemented in time. The completion of the project and its benefits are needed to be sustainable and exemplary for other upcoming projects of similar nature. That is why, a comprehensive M&E setup is a necessity for the URP so that the benefits achieved by the project can be visible and will contribute to further the Government's ability to make urban people more resilient to possible disaster that may disrupt urban lives.

The key speech by the chief guest, the honourable Senior Secretary Mr. Md. Ziaul Islam reiterated the significance of the projects like the URP and added that the partnering agencies are needed to work in coordination to achieve the fruits of the project. From governance perspective, it is imperative to have an M&E set up for all the projects. The M&E framework for the URP is, therefore, required to be of high quality and of acceptable standard.

The chairperson of the session, Mr. Md. Syeedul Haque, Chief, Programming Division gave a summary direction for the M&E framework for the URP. While half of the project life has passed, concern is surfacing on the project being late in implementation. However, the URP, being complex in nature with involvement of multiple agencies, needs to be implemented in live coordination among the agencies. Experience of the success in completion of the ECRRP can well be utilized to overcome this challenge. Assessment of such possible delay in implementation became more challenging since a structured M&E tool has yet to be finalized. In this perspectives, the proposed M&E framework is needed to be discussed and it be finalized after necessary modification immediately. While the M&E framework is being prepared under the World Bank M&E guidelines, the existing GOB structure of M&E standardized by the IMED is needed to be taken into consideration and necessary alignment between the two can be ensured.

## *2.2 Presentation Session:*

The only presentation was made by Mr. Richard Worden on the proposed holistic M&E framework for the URP. The presentation covered the theoretical background of the M&E framework, where, the World Bank perspective of the concepts of result framework (RF) and project development objective (PDO) were described. The presentation demonstrated a clear visuals of the result chain (RC) of Input→ Activity→ Output→ Outcome→ Impacts→ PDO, it also displayed the theoretical basis of use of the monitoring protocol (MP) and the M&E matrix addressing to both indicator wise data collection and data collection format (DCF) for Key Agreed Actions (KAA) and procurement packages (PP).

For the URP, the two PDOs are stated as

- to strengthen the capacity of GOB agencies to respond to emergency events and
- To strengthen systems to reduce the vulnerability of future building construction to disasters in Dhaka and Sylhet.

The RF for the URP identified four outcome (PDO) level indicators and thirteen Intermediate result indicators (IRI). A possible improvement of the PDOs was also discussed by the M&E team. The deliberation placed four sets of feedback queries (Validation Questions) for the group discussions.

### 2.3 Group Work Session:

The group works were designed so that each of the four groups will be given one set of the Validation Questions for discussion among the group. The session was moderated by Dr. Syed Shahadat Hossain, Professor, ISRT, University of Dhaka.

The Group 1 was assigned with the Validation Questions set 1 for discussion. The questions were:

1. How helpful do you think the RCs are in linking input, activity, output, outcomes and objectives?
2. Will RC help IAs shift their focus from input, activity and output, inputs to achieving outcomes and objectives?
3. Do you have any ideas of how we might do it differently?

The summary of the discussion was presented by a representative on behalf of the group 1. The main points addressed in the presentation were:

1. The PDOs mentioned strengthening the capacity of GOB agencies to respond to emergencies, while the activities of URP in some cases needed to include NGOs because of the people-oriented nature of the project component. Involvement of the community NGOs and even international NGOs were needed. The PDOs can be modified to address to the outcome of this type of capacity strengthening of non-GOB agencies as well.
2. The RC needs to be updated according to the on-going activities of the project as well as to the planned activities.

The Group 2 was assigned with the Validation Questions set 2 for discussion. The questions were:

1. Does the MP presented appear to be a solid one?
2. Would the participants suggest any addition, change or deletion in the MP?
3. Does the MP compare well with the World Bank RF methods?
4. Any other suggestions?

The summary of the discussion was presented by one representative on behalf of the group 2. The main points addressed in the presentation were:

1. The activities of the different IAs of URP are of different kind, hence, the indicators and KAAs are needed to be assessed in an agency specific manner.
2. The data sources for assessing the indicators are also needed to be agency specific because sometimes the national level data collected by other agencies follow different technical definitions.

The Group 3 was assigned with the Validation Questions set 3 for discussion. The questions were:

1. Do you think the DCFs are adequate to track progress of KAAs and PPs?
2. Do you think the IAs can fill out these DCFs in an accurate and timely manner?
3. Are the IAs willing to work with the M&E team to improve the RC to track progress on outcomes?

The summary of the discussion was presented by one representative on behalf of the group 2. The main points addressed in the presentation were:

1. In DCFs, particularly, in case of procurement issues, the all the different dates of REOI, RFP etc. should be contained within the format. If the existing columns are to be kept, these extra dates may be put in the 'remarks' column.
2. The DCF, being only KAA specific, may not be able to accommodate any additional progress which of the GOB may achieve under the URP even beyond the KAAs. Provision for accommodating such progress should be made.

The Group 4 was assigned with the Validation Questions set 4 for discussion. The questions were:

1. Do you think the M&E matrix provides useful information to PDs and Senior URP managers & decision makers in GOB.
2. What other information do you think would be helpful for them?
  - a. PIU expenditure vs. expenditure on project component activities?
  - b. World Bank "disbursements" and GOB "allocations" separately?
  - c. Other ideas or suggestions?
3. What changes would you suggest to the M&E matrix?

The summary of the discussion was presented by one representative on behalf of the group 2. The main points addressed in the presentation were:

1. The proposed M&E matrix will be helpful for the PDs and Senior URP managers & decision makers in GOB. However, the technical terms and jargons like IRS, TED etc. needed to be clearly explained within the matrix setup.
2. A possible re-arrangement of the M&E matrix can be made by separating the physical progress from the cumulative physical progress. Similar re-arrangement can be made for financial progress as well.
3. World Bank "disbursements" and GOB "allocations" have different reporting system, they will be difficult to be coordinated, hence, they should be exercised separately.
4. As the unit of measure, the percentage is well understood and conventionally used, it is better to keep percentage as the unit of measure instead of proportion.
5. Is there a necessity for setting a baseline values while most of the subcomponents are mainly addressing to set KAAs?

#### 2.4 Wrap Up:

The Expert member Mr. Abdul Latif Khan made the following points:

1. The indicators for the M&E framework of URP should be identified IA wise rather than to choose them sub-component wise.
2. In setting up the baseline indicators, caution is required since the end of the project evaluation may be jeopardized if they are chosen wrongly.
3. The establishment of the M&E framework should look forward to its possible conversion to an ICT based M&E.

The moderator Dr. Syed Shahadat Hossain, Professor, ISRT, University of Dhaka made the following comments:

1. A clear and mutual understanding of the PDOs, PDO level indicators and the IRIs will be required before the implementation of the proposed M&E framework. Efforts from the M&E team and the IA officials will be needed in this regard.

2. In case of settling on the PDO level indicators and the IRIs, data viability should be assessed beforehand so that identified indicators can be measurable under the available resource setup.
3. The overall RC and the individual subcomponent level RCs should be coordinated and synchronized detailing all the activities of each of the IAs. Any necessary extra activities will be needed to be accounted for in the PDOs, in such scenario a possible adjustment of the PDOs can also be thought.
4. In course of the finalization of the proposed M&E frame work, the IMED M&E framework is needed to be taken under consideration so that any contradicting feature can be avoided.

The chair of the session Mr. Md. Syeedul Haque, Chief, Programming Division, Planning Commission then made the concluding remarks and closed the session.

### 3. Conclusion:

All the four sessions of the Workshop were vibrant with the participation of the concerned officials and the overall brain storming has yielded a fruitful level of outputs in terms of thoughts and ideas. However a clear notion that the proposed M&E framework can be approved for finalization was visible. The ideas and thoughts generated will definitely help the M&E team to improvise the M&E framework before finalization.



**Most Urgent**

Government of the People's Republic of Bangladesh  
Planning Commission  
Programming Division  
Urban Resilience Project (URP):  
Project Coordination & Monitoring Unit (PCMU) Part  
Block-13, Sher-e-Bangla Nagar, Dhaka

No. 20.24.0000.006.16.002.2014-287

Date: 04.12.2018

**Subject: Proceedings of the Workshop on Monitoring and Evaluation (M&E)  
Framework of Urban Resilience Project (URP)**

The undersigned is directed to send herewith the Proceedings of the Workshop on Monitoring and Evaluation (M&E) Framework of Urban Resilience Project (URP) for necessary action.

  
(Md. Khayrul Hasan)  
Director  
Phone: 9180903

Team Leader  
House-469 (level-3)  
Road-31, New DOHS, Mohakhali, Dhaka-1206

**C.C.**

1. P.O. to Director General/Project Director, URP: PCMU Part, Dhaka.

Government of the People's Republic of Bangladesh  
Planning Commission  
Programming Division  
Urban Resilience Project (URP):  
Project Coordination & Monitoring Unit (PCMU) Part  
Block-13, Sher-e-Bangla Nagar, Dhaka

**Subject: Proceedings of the Workshop on Monitoring and Evaluation (M&E)  
Framework of Urban Resilience Project (URP)**

- Date** : 27 November 2018, Tuesday
- Registration** : 09:30 am
- Opening Ceremony** : 10:00 am - 10:30 am
- Working Session** : 10:30 am – 1:00 am
- Venue** : Nazia-Salma Conference Room (Bhaban # 06, 2<sup>nd</sup> Floor),  
Planning Commission, Sher-e-Bangla Nagar, Dhaka
- Chief Guest** : Mr. Md. Ziaul Islam, Senior Secretary, Planning Division  
and Member, Programming Division, Planning Commission
- Special Guest** : Ms. Mahmuda Begum, Additional Secretary,  
Economic Relations Division, Ministry of Finance
- Chairperson** : Mr. Md. SyeedulHaque, Chief, Programming Division,  
Planning Commission

## **2. Inaugural Session**

2.1 This session commenced with the recitation from the Holy Quran. Then Director General, PCMU welcomed the Hon'ble Chief Guest, Special Guest, guests and the representatives of concerned ministries/divisions/agencies. He categorically mentioned the objectives and importance of Monitoring and Evaluation (M&E) framework for smooth M&E of URP. He also mentioned that the Monitoring and Evaluation (M&E) Consulting Firm, GOPA Consultants, Germany in JV with Services and Solutions International Ltd (SSIL), Bangladesh has been engaged for this purpose. The consulting firm has developed the draft M&E framework which would be presented in the workshop.

2.2 The special guest expressed her great satisfaction to Project Coordination and Monitoring Unit (PCMU) of Programming Division under Planning Commission for arranging the workshop to finalize the framework of URP. She also mentioned that the timely completion of this project is very essential in order to develop resilient cities like Dhaka and Sylhet in Bangladesh. So a comprehensive M&E framework is required for smooth implementation of this project. She acknowledged that the PCMU has already done the same activities for successful completion of Emergency 2007 Cyclone Recovery and Restoration Project (ECRRP).

2.3 The chief guest appreciated the PCMU including all concerned to organize the workshop in order to finalize M&E framework of URP. He emphasized the importance of the project like

URP. He also reiterated the significance of the effective M&E services for this project. So from governance perspective, it is imperative to have an M&E framework for smooth M&E of URP. He also added that the M&E framework should be developed with high quality and acceptable standard. He highlighted that ECRRP has already been implemented efficiently through effective coordination and M&E activities by PCMU. He hoped that the PCMU would play the same role for successful implementation of URP. Wishing a great success, he inaugurated the workshop.

### 3. Working Session

3.1 After the inauguration, the Chair explained the aim of the workshop to finalize the M&E framework. He added that the framework would be enriched having valuable comments and suggestions from the participants. Then he requested the representative of the M&E consulting firm to present the M&E framework. In response to the Chair, Mr. Richard C. Worden, M&E specialist, presented the report before the participants.

3.2 Mr. Richard presented the theoretical background of the M&E framework including the World Bank perspective of the concepts of Result Framework (RF) and Project Development Objectives (PDOs). He also demonstrated a clear picture of the Result Chain (RC), base line indicator wise data collection and data collection format, Key Agreed Actions (KAA) and procurement packages (PP).

### 4. Discussion

4.1 After the presentation, the Chair invited all to participate in discussion. According to the schedule of the workshop, all participants are divided into four groups for discussion, analyzing and presentations with suggestions and recommendation/remarks. The groups were given a set of the Validation Questions for discussion. The session was moderated by Dr. Syed Shahadat Hossain, Professor, ISRT, University of Dhaka. He also mentioned some valuable comments on the framework which were taken adequately.

4.2 After detailed discussion, the following recommendations were made:

- 4.2.1 The indicators for the M&E framework of URP should be identified activity-wise rather than to choose them sub-component wise;
- 4.2.2 The baseline indicators should be settled cautiously otherwise <sup>at</sup> the end of the project evaluation may be difficult if they are not chosen rightly;
- 4.2.3 The M&E framework should be developed for Project Management Information System (PMIS) based M&E purpose;
- 4.2.4 A clear and mutual understanding of the PDOs, PDO level indicators and the Intermediate Result Indicators (IRIs) will be required before the implementation of the proposed M&E framework;
- 4.2.5 In case of settling the PDO level indicators and the IRIs, data viability should be assessed beforehand so that identified indicators can be measureable under the available resource setup;

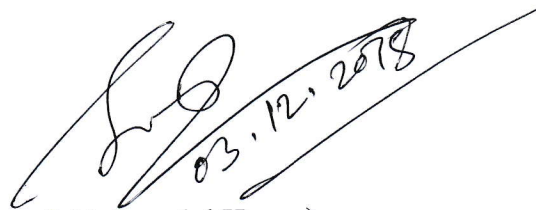
- 4.2.6 The overall Result Chain (RC) and the individual sub-component level RCs should be coordinated and synchronized by incorporating all the activities of each of the IAs for presenting physical and financial progress very effectively;
- 4.2.7 The possibility of adjustment of the PDOs, KKA and IRIs should be discussed with the upcoming Mid Term Review (MTR) by the World Bank.

## 5. Conclusion

After the discussion, presentation, question and answer session, the Chair concluded the presentation on M&E framework. He urged to reflect all the observations and recommendations accordingly in order to finalize the framework.

## 6. Closing Ceremony

Finally, it was urged to apply the observations and recommendations for developing a standard and acceptable framework to all concerned. The workshop ended with a vote of thanks from the Chair.



(Md. Syeedul Haque)  
Chief, Programming Division  
Planning Commission

### Suggestions from the M&E Framework Validation Workshop and M&E Team's Responses and Status

Small Work Groups	SL	Comments & Suggestions from Small Work Groups	M&E Team Responses	Status
Small Group #4: M&E Matrix	1.	In the M&E Matrix, provide unit of measurement as percentage instead of ratio	M&E system is able to measure both as percentage and ratio	Addressed in Final M&E Framework Report
	2.	Yearly progress (Physical and financial) needs to be tracked	This is already addressed in the M&E Matrix, which will track progress by quarter as well as annually from June 2018 to June 2020	Addressed in Final M&E Framework Report
	3.	Cumulative progress (Physical and financial) needs to be tracked	"Rolling totals" are already incorporated into the M&E Matrix and will also be in the PMIS	Addressed in Final M&E Framework Report
	4.	Quarterly physical and financial progress should be separated from cumulative, or "Rolling," totals in the M&E Matrix.	M&E Team does not agree with this suggestion, but has clearly differentiated between quarterly and cumulative totals in the revised M&E Matrix.	Addressed in Final M&E Framework Report
	5.	Baseline values need to be placed in the M&E Matrix	They are already addressed in the Indicators Baselines Report, and once approved, will be integrated into the M&E Matrix and PMIS	Will be addressed in near future
	6.	IDA and GoB expenditures should be shown separately	M&E Team has the mechanism to address this suggestion through Annex 6-A.4, if IAs provide disaggregated data to M&E Team	Will be addressed in near future, depending on IAs
	7.	Technical terms need to be clearly explained in the M&E Framework and Matrix	The M&E Team has double-checked Report to make sure that all acronyms are spelled out and clearly defined.	Addressed in Final M&E Framework Report
Small Group #3: Data Collection Forms (KAAs & PPs for S, G & W)	8.	For the three types of Procurement packages (PPs) for Goods, Works & Services PPs; all the "steps" in process should be included in a "Remarks" column	M&E Team already is tracking progress of PPs in the WB's STEP system in our DCFs for PPs.	That information is already tracked, and used to assess "progress" made

Small Work Groups	SL	Comments & Suggestions from Small Work Groups	M&E Team Responses	Status
	9.	DCF's need to be capable of tracking additional activities, outputs, and outcomes beyond KAAs & PPs	M&E Team completely agrees. Therefore, we created Results Chains to measure progress made toward achieving "outcomes" by IAs	M&E Team and IAs need to work on this together
Small Group #2: Monitoring Protocols	10.	For the Monitoring Protocol (Annex-5), it was proposed that <u>agency specific</u> data sources for indicators be used since types of activities are different for the four IAs	Data sources for indicators will be specific to each IA once the MP is fully developed in consultation with IAs	Work on this proposal will begin once M&E framework is approved
	11.	For example: Under URP Sub-component C-4 (enhanced enforcement of building codes), data sources could be mentioned, such as the GoB's Housing and Building Research Institute (HBRI).	The indicator for C-4 has not been developed yet. Once it is developed, we can include this data source in our Monitoring Protocols	Work on this proposal will begin once there is a IRI for this Project sub-component
	12.	For C-3 (professional accreditation program), other accreditation systems/program could also be mentioned as data sources, if applicable.	For URP Sub-component C-3, the suggested changes will be addressed when available, and in discussions with C-3 contractor.	Work on this proposal will begin once data sources for C-3 are better defined
	13.	Suggestion was made to mention IA activities in the Monitoring Protocol	Monitoring Protocol was designed with the standard required data fields. However, activities are included in Results Chains and Quarterly Progress Reports (QPRs).	Suggestion cannot be addressed in Monitoring Protocol
Small Group #1: Results chains	14.	It was proposed to add "community" to the PDO as an Outcome level indicator, and it should be measurable	PCMU/M&E Team, in collaboration with WB staff and MTR team shall discuss and propose suggested changes to PDO and/or indicators	Pending decisions by URP and WB senior managers
	15.	Results Chains need to be updated according to on-going and planned activities of IAs	M&E Team agrees completely. The RCs we developed were only meant to show/explain what RCs are, and how they can be applied	Will be undertaken in near future with IAs

Small Work Groups	SL	Comments & Suggestions from Small Work Groups	M&E Team Responses	Status
	16.	Activities implemented beyond the DPP and PDO need to be reported	This shall be the continuous efforts of the M&E team to report to the ongoing activities of the IAs. Also this is an on-going point of discussion between IAs and M&E Team.	Will be addressed in future, as new IA activities arise
Other recommendations made during M&E Framework Validation Workshop	17.	Proposed progress reporting should be done by IAs	It is already collected and reported by IAs; the M&E Team confirms/verifies progress made as reported by IAs and reports its best estimates in QPRs.	Already addressed
	18.	If Baseline is zero (o), it needs to be spelled out why. This needs to be coordinated with the IAs.	Both of these comments were already done and presented in detailed discussions in the Indicators Baseline Report (IBR)	Already addressed
	19.	The Project Monitoring Information System (PMIS) should be designed so that IAs can input their data directly into system without passing through M&E Team “screening” process.	The M&E Team strongly disagrees with this suggestion as it could compromise the integrity of the data entered into the PMIS. All data provided by IAs will first be “screened” by M&E Team staff, who shall enter it once it is verified/confirmed.	Suggestion is rejected by M&E Team
Recommendations from Moderator and 2nd Expert	20.	The indicators for the M&E framework should be identified by activities rather than provided according to URP sub-components	Indicators can only be changed by the World Bank, but they are always developed to measure progress against intended “outputs” or “outcomes” leading to the achievement of the PDO.	Suggestion can be considered by WB, but is considered highly unlikely to occur
	21.	The baseline indicators should be selected cautiously. Otherwise, the ICR at the end of the project may be unfavourable (PU or U) if they are not chosen correctly	There are no “baseline indicators,” rather baseline values that have been developed in consultation with IAs & are contained in IBR.	Baseline values have been proposed in the IBR.
	22.	The M&E framework should be developed for its conversion into a web-based Project Monitoring Information System (PMIS) for M&E purpose;	That consideration has already been carefully considered and discussed between PCMU and the M&E Team.	Currently, being incorporated into the design of PMIS

Small Work Groups	SL	Comments & Suggestions from Small Work Groups	M&E Team Responses	Status
	23.	A clear and mutual understanding of the PDOs, PDO level indicators and Intermediate Result Indicators (IRIs) will be required prior to implementation of the proposed M&E framework;	Agreed, but we believe this understanding is well established now as a result of repeated admonitions and comments during briefings and meetings with IAs and senior managers	Already well-understood by IAs
	24.	In case of settling the PDO level indicators and the IRIs, data viability should be assessed beforehand so that identified indicators can be measurable under the available resource setup;	Good point, which is why the Results Chains were developed. They need to be refined to encompass “real data” from IAs and capture all on-going and planned activities that are not currently reflected in Results Framework.	This issue will be addressed in the process of defining indicator targets and measuring progress against them using Result Chains
	25.	The Result Chains should be coordinated and synchronized with all IA activities in order to report on physical and financial progress effectively	The Results chain have been shared with IAs, but further discussions are needed to improve them capturing all their activities and using their data inputs, which we do not possess. That will allow us to more effectively report on physical and financial progress	To be addressed in consultations with IAs
	26.	The possibility of adjusting the PDOs, Outcome and Intermediate Results Indicators should be discussed with the WB’s Mid Term Review (MTR) Team	M&E Team agrees, and has been advocating this for months now in most of its briefings, presentations, and reports.	To be addressed with IAs, the WB, and the MTR Team



## Post Event Evaluation Questionnaire

[Workshop on Monitoring & Evaluation Framework of URP]  
[Nazia-Salma Conference Room. 27 November, 2018]

We are constantly trying to improve the quality of the work we do and we place great importance on the views of the people we work with. Please help us to improve and develop our services further by completing this brief questionnaire. Your responses will be treated anonymously.

Please tick one box to indicate the extent to which you agree or disagree with each of the following statements

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
This event met my expectations					
I have acquired new knowledge and/or skills from taking part in this event.					
Overall, the M&E Framework Report is very much helpful for the project					

Please describe the sessions that you liked the most:

If you think, any specific section of the M&E Framework need improvement please suggest:

Do you have any overall recommendations as to how we could improve the M&E System furthermore?

Do you propose to validate the M&E Framework for the Urban Resilience Project?

Results of *Ex-post* Evaluation Questionnaire Responses from Workshop Participants

Total number of participants: 37

Total number of responses: 17

Percentage of Responses: 46 %

	Strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
This event met my expectations	0	0	0	1	15	1
I have acquired new knowledge and/or skills from taking part in this event.	0	0	0	4	9	3
Overall, the M&E Framework Report is very helpful for the project	0	0	1	1	10	5
TOTALS	0	0	1	6	34	9

## Analysis of M&amp;E Workshop Evaluation Questionnaire Responses

Percentages of Workshop Evaluation Questionnaire Responses ( % )	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
This event met my expectations	0.0	0.0	5.9	88.2	5.9
I have acquired new knowledge and/or skills from taking part in this event.	0.0	0.0	23.5	52.9	17.6
Overall, the M&E Framework Report is very much helpful for the project	0.0	5.9	5.9	58.8	29.4

