



**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)**

**Consolidated Project Progress Report
and
Annual Report
(July 2018-June 2019)**



15th October 2019



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Contractual Details

Contract title	Consultancy Services for Monitoring and Evaluation (M&E) of Urban Resilience Project (URP) for Planning Commission, Ministry of Planning under URP: PCMU
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Contractor	Joint Venture of Gesellschaft für Organisation, Planung und Ausbildung (GOPA Consultants) and Services and Solutions International Ltd. (SSIL)

List of Abbreviations

ADP	Annual Development Programme
API	Application Programming Interface
APR	Annual Progress Report
BCC	Bangladesh Computer Council
BNBC	Bangladesh National Building Code
BPJ	Best Professional Judgement
BTRC	Bangladesh Telecommunication Regulatory Commission
CDMP	Comprehensive Disaster Management Process
CNA	Capacity Needs Assessment
DDM	Department of Disaster Management
DIR	Draft Inception Report
DNCC	Dhaka North City Corporation
DPP	Development Project Proposal
DRM	Disaster Risk Management
DSCC	Dhaka South City Corporation
ECT	Electronic Control Technique
EIA	Environmental Impact Assessment
EOC	Emergency Operation Centre
EPRC	Environment and Population Research Centre
ER	Emergency Response
ERCC	Emergency Response and Communication Centre
ERM	Emergency Risk Management
FASP	Fast Automatic Structural Plan
FGD	Focus Group Discussion
FMS	Financial Management System
FSCD	Fire Service and Civil Defence
GoB	Government of Bangladesh
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
HRVA	Vulnerability Assessment
IA	Implementation Agency
IBR	Indicators Baseline Report
ICC	International Code Council
IMED	Implementation, Monitoring and Evaluation Division
IRI	Intermediate Results Indicator
IUFR	Interim Unaudited Financial Report
KAAs	Key Agreed Action
KII	Key Informant Interviews
LIMS	Labour Influx Monitoring System
M & E	Monitoring and Evaluation
MoDMR	Ministry of Disaster Management and Relief
MoHPW	Ministry of Housing and Public Works
MoU	Memorandum of understanding
MSR	Monitoring Status Report
MTR	Midterm Review
MVC	Model View Controller
NDMRTI	National Disaster Management Research and Training Institute
NDRCC	National Disaster Risk Coordination Committee
OSS	Open Source Software
PAD	Project Appraisal Document
PAP	Professional Accreditation Programme
PCMU	Project Coordination and Monitoring Unit
PD	Project Director
PDO	Project Development Objectives
PDOI	Project Development Objectives Indicators
PIU	Project Implementation Unit
PMIS	Project Monitoring Information System
PP	Procurement Package

PWD	Public Works Department
QPR	Quarterly Progress Report
RADP	Revised Annual Development Programme
RF	Results Framework
RSLUP	Risk Sensitive Land Use Planning
SAR	Search and Rescue
SCC	Sylhet City Corporation
SEA	Strategic Environmental Assessment
SMART	Specific, Measurable, Attributable, Relevant, Time-bound
SP	Sustainability Plan
STEP	Systematic Tracking Exchange in Procurement
SWOC	Strength, Weakness, Opportunity and Challenges
TED	Training, Exercise and Drill
ToR	Terms of Reference
URP	Urban Resilience Project
URU	Urban Resilience Unit
WB	World Bank

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Executive Summary

This Executive Summary of the Consolidated 6th Quarterly and 1st Annual Progress Report (CQAPR) contains the most important **Findings, the Challenges & Opportunities, and Recommendations & Conclusions** identified by the Monitoring and Evaluation (M&E) team under the direction of the Project Coordination and Management Unit (PCMU) of the Planning Commission for the World Bank financed Urban Resilience Project (URP) in Bangladesh. Therefore, if nothing else, senior managers are requested to read at least this section of the report. The period of time covered by this report extends from July 1st, 2018 until June 30th, 2019. However, to the extent possible, we have provided updates on progress made since July 1st, 2019.

i) Findings

Our findings are broken down by URP sub-components under each Component (A-D) of the URP, and by all four implementing agencies (IAs), which consist of DDM, DNCC, RAJUK, and PCMU.

Component A: Reinforcing the Country's Emergency Response Management (ERM) Capacity

According to the World Bank's Project Appraisal Document (PAD, 2015, pp.25-26), the "overall goal of Component A is to design and operationalize an integrated emergency response management (ERM) system in Bangladesh that will enable the country to plan and respond to both everyday emergencies as well as major disasters at the local or national level in an organized and effective manner based on clearly assigned roles and responsibilities."

Component A is implemented jointly by the Dhaka North City Corporation (DNCC), and the Department of Disaster Management (DDM). DDM is responsible for completing Sub-components A-1 and A-5, while DNCC is overseeing the implementation of Sub-components A-2, A-3, and A-4.

Sub-components A-1 and A-5 (DDM)

A-1 (Renovation of DDM Building for relocation of ERCC and NDMRTI): There was no meaningful progress made under Sub-component A-1 during the past fiscal year. The process of selecting and hiring a construction contractor to renovate the office space for ERCC and NDMRTI in the DDM building has been stalled since March 11, 2019 when the bidding process was closed. DDM's PIU prepared its tender evaluation summary recommending the selected firm and submitted it to the Director General (DG) of DDM on April 10th, who requested additional "detailed working drawings" from the selected firm on April 30th, which were provided to him a month later on May 30th. He then reviewed these drawings and recommended the selection of the firm to the Senior Secretary of MoDMR on June 16th. On July 24th, the MoDMR requested **all** bidding documents of the firms who submitted bids in March to review. Accordingly, the bidding documents was submitted by the PD to MoDMR on July 25th. No decision has yet been made yet (as of this date) by MoDMR to approve the recommended firm, or any other firm.

Given that the existing space (Fig: 11 & 12 at page 46) for the functions that would be served by ERCC and NDMRTI in the DDM building is more than adequate, and that newly renovated space would **not** make any significant contribution toward achieving any indicators in the Results Framework or Project Development Objective (PDO), it is not clear to the M&E team why funding should be reserved any longer for this purpose if renovation work is not started by the end of this calendar year.

A-5 (Training, Exercises & Drills (TED) Program): DDM signed a contract with REM/DTCL in November 2018 to implement the TED Program. REM submitted its Inception Report plus all five of its pre-training Phase 1 deliverables over the course of the next three months, which were all approved by MoDMR on May 16, 2019. However, DDM has still not started any actual TED Program activities that were originally supposed to start on April 7th, but have been **postponed six (6) times** since then. A meeting between the TED consultants, the World Bank, and DDM will be held on August 25th to the Detailed Budget for Phase 2 activities.

Thus, the TED Program continues to fall further behind schedule, which threatens the achievement of the first three (3) PDO-level indicators in the Results Framework. DDM's inability thus far to get the TED Program launched under A-5 has very serious direct implications for achieving PDO-3, and indirect implications for PDO-1 & 2 whose achievement are shared with DNCC under A-2, A-3, and A-4. This would be extremely harmful to the URP's chances of satisfactorily achieving its objective.

Sub-components A-2, A-3 & A-4 (DNCC)

These three (3) sub-components are managed by DNCC on behalf of DNCC, DSCC, SCC, FSCD, DDM, and MoDMR. Overall, progress has been satisfactory and is progressing slightly behind schedule, but these delays should not be of any concern to senior URP managers or stakeholders.

A-2 (Construction of ERM Facilities): Construction of ERM facilities are almost complete with only minor 'finishing' tasks required. The other exception to the status of A-2 Intermediate Results Indicator (IRI) targets in the Results Framework is the Emergency Operational Center in DSCC, which was delayed during the entire fiscal year. However, it appears that the roadblocks to allowing the construction of that facility have finally been resolved. This will be known with certainty by the end of this calendar year (Dec. 2019).

The second IRI (IRI-2) target of 29 FSCD facilities constructed by the end of Year 4 (by June 2019) has been achieved while the target of 24 facilities constructed for the three city corporations (DNCC, DSCC, and SCC) only lack the completion of the EOC in DSCC (mentioned above) to be achieved.

In terms of the first two (2) PDO-level "outcome" indicators, those targets have been achieved according to the World Bank's "Updated Results Framework" of July 2019. However, the M&E team considers those PDO-level indicators to still be unmet, pending the completion of the TED Program. Thus, DDM's inability to get the TED Program launched under A-5 is negatively affecting progress toward completing the first two PDO indicators to provide "decentralized ERM **services**" (defined as facilities, equipment, and training) in 68 wards in Dhaka and 20 in Sylhet have been met, as well as PDO-3 "to increase the capacity of ERM officials and personnel to respond to an emergency event."

A-3 (Procurement of Emergency Communication Technology (ECT) equipment): Very High Frequency (VHF) and High Frequency (HF) goods were delivered earlier this year in

Findings

January and April 2019, and contracts were signed for Ultra High Frequency (UHF), VHF, and HF radio terminals and related installations. Tender evaluations and contracts were approved and signed for three (3) packages of specialized ECT equipment while the tender evaluations for four more packages (G-1.5, G-1.6, G-1.7 and G-1.12) are still on-going.

Three (3) “service” contracts are also on-going to conduct a Needs Assessment for a Geographic Information System (GIS) and to prepare GIS-based maps at the ward level under packages S-7 and S-9, plus package S-8 to enhance the ERM emergency warehouse in DNCC.

The “outputs” generated “under A-3 contribute toward achieving the expected outcomes of IRI-4 of providing ECT equipment to all national (DDM and FSCD) and local level (DNCC, DSCC & SCC) ERM facilities, which will also contribute toward achieving the first two PDO-level indicators.

A-4 (Procurement of Search-and-Rescue (SAR) equipment): DNCC’s progress on A-4 has slowed down in terms of procuring search-and-rescue (SAR) equipment. 16 milestone out of 26, or 62%, were completed either “on-time” or “late” while another four (4) “goods” packages are still pending. All of these packages (‘outputs’) that were procured and delivered last fiscal year have contributed toward achieving IRI-5 (FSCD emergency response warehouses equipped with specialized SAR equipment).

However, it is important to understand that the target for IRI-5 in the “Updated RF” is twelve (12) “warehouses,” not SAR equipment. Thus, the target does not provide a specific number of the types or quantities of equipment that each warehouse needs to have in order to be considered “equipped.” However, once completed, the procurement of this SAR equipment will obviously contribute toward achieving IRI-5 and PDO-1 and PDO-2.

Component B: Vulnerability Assessment of Critical and Essential Facilities and Risk-Sensitive Land-Use Planning (RSLUP) practices in Dhaka (RAJUK)

According to the World Bank’s PAD (p.39), the “objective of Component B is to develop the consensus-driven analytical foundation required for longer-term investments to reduce risks in the built environment of Dhaka, Sylhet, and other cities in Bangladesh. Therefore, it will concentrate on two activities: (1) an assessment of the vulnerability of the built environment in Greater Dhaka to earthquakes and other major hazards, focusing on essential and critical facilities and infrastructure; and (2) the development of risk-sensitive land use planning practices in Bangladesh informed by an understanding of the hazards, vulnerability and risk facing urban centers, and by clearly stated consensus disaster risk reduction objectives and policies.”

All activities under Component B are being implemented by a consortium of consulting firms led by NKY with Sheltech and Protek under RAJUK’s management.

B-1 (Vulnerability Assessment of Dhaka Greater Metropolitan Area): NKY submitted its Initial Inception Report (IR) on 22 December, 2018, which was approved by RAJUK on March 27th, 2019. They also submitted their “**Final Report of Evaluation** of experts and support to RAJUK in designing the Project Working Group (**PWG**) and Project Oversight Committee (**POC**) in mid-February and a Need Assessment Report in mid-June. The firm also submitted a **Comprehensive Situation Analysis Report (CSAR)**, the first of three methodologies for different purposes, and a complete database of all critical infrastructure and structures, of which a small portion (~ 10%) have been assessed as part of the on-going **Rapid Visual Assessment (RVA)**.

However, of the roughly two dozen reports or studies that have been conducted thus far, the M&E team can only confirm four (4) of those due to the fact that we have simply not seen physical copies of these reports or studies, nor have we been able to ‘triangulate’ RAJUK’s verbal assertions directly with NKY in order to verify their preparation. The M&E team has since provided PCMU with the list of deliverables that it has not seen, and asked PCMU to intercede by requesting RAJUK to allow the M&E team to verify these documents and to communicate directly with the consultants in order to properly monitor progress under Component B.

Sub-component B-1 contributes toward IRI-8 (vulnerability of prioritized key and essential facilities and lifelines assessed in Dhaka), but it is not possible to estimate with any precision the extent of progress. The target for IRI-8 by the end of Year 4 (June 2019) was 75%; the M&E team does not believe that it is anywhere near that mark, and is more likely less than half that percentage.

B-2 (Risk-Sensitive Land-Use Planning (RSLUP) practices): NKY submitted its Draft Inception Report for Sub-component B-2 to RAJUK in late December 2018, which was approved by RAJUK on March 27th. NKY then submitted its **Inception Report for the Strategic Environmental Assessment (SEA)** of the greater metropolitan area of Dhaka, including a Stakeholders Analysis and Consultations Participatory Plan, on April 20, 2019. This was then revised and resubmitted to RAJUK on June 30th, at around the same time as when an “Interim Report for the SEA of Dhaka” was being presented and reviewed by RAJUK. Finally, a **Situational Analysis and Diagnosis Report (SADR)** of the current planning and development context in Dhaka was submitted by NKY to RAJUK in mid-June. In addition, several detailed geotechnical and geophysical studies of the entire Dhaka metropolitan area are currently underway.

However, in contrast to Sub-component B-1 above, the M&E team has been able to confirm almost all of the reports produced by NKY’s team, including the Inception Report, the SADR, and the Inception and Interim Reports for the SEA of metropolitan Dhaka. This was due to the fact that we were able to communicate directly with the NKY’s Team Leader for Sub-component B-2.

Sub-component B-2 contributes toward a new IRI-9 (to develop risk-sensitive land-use planning practices in Dhaka) in the Bank’s “Proposed Results Framework.” The proposed target for this ‘new’ IRI-9 is based on the SADR as well as on a **Strategic Framework and Implementation Plan** that is already underway. The M&E team does not concur with the World Bank’s assertion that this target had been fully met by the end of Year 4. We believe it has only been partially met.

Component C: Improved Construction, Urban Planning, and Development practices in Dhaka (RAJUK)

According to the World Bank’s PAD (p.44), the “objective of Component C is to put in place the institutional infrastructure and competency [of RAJUK] to reduce long-term disaster vulnerability in Dhaka addressing both the existing built environment as well as future development. This covers four areas of investment to: (1) create an Urban Resilience Unit (URU) within RAJUK to support the integration of risk information into development planning; (2) ensure an efficient and integral mechanism for land use and zoning clearance, permitting and approval of site and building plans; (3) improve the competency of the construction sector through creation of a Professional Accreditation Program (PAP) consisting of trainings, continuous education, and forums; and (4) strengthen building code implementation and enforcement. Under Component

Findings

C, the M&E team has also placed the design and construction of a building to house RAJUK's URU and its activities.

C-1 (Create the Urban Resilience Unit (URU) to Support Disaster Risk Reduction (DRR) Mainstreaming and Improve Dhaka's Urban Resilience): Research Triangle Institute – International (RTI) began implementing Sub-components C-1 and C-2 under RAJUK's management last October. It submitted its initial **Inception Reports** to RAJUK in November 2018, then re-submitted them again in January 2019. Subsequently, a joint Validation Workshop was held in mid-March for both C-1 and C-2, and on March 27th both IRs were approved.

At the same time, RTI began working on its other two major deliverables during the past fiscal year: the **Situational Analysis & Feasibility Report (SAFR)** and the **Institutional Design and Organizational Study (IDOS) Report**. The SAFR was submitted on February 3rd, 2019 and approved without comment two months later on March 27, 2019. The IDOS Report was first submitted on April 25th, then revised and resubmitted four times, and is currently pending approval.

C-2 (Establish an Electronic Construction Permitting (e-permitting) System): In addition to submitting its Inception Report last year and having it approved on March 27th, 2019 by RAJUK, RTI's other major deliverable in the past fiscal year was the **Construction Permitting Assessment Report (CPAR)**, which was submitted to RAJUK on April 21, 2019. Comments were received by RTI during a workshop on the CPAR/proto-type demonstration) in early July 2019. A revised version of the CPAR was resubmitted by RTI in late July. In addition, a **Strategic Plan Report** is expected to be submitted in late August, and a **Business Rules Specification Report** by late September.

C-3 (Set Up a Professional Accreditation Program for Engineers, Architects, and Planners): There has been no progress made under Sub-component C-3 to this date. However, the M&E team (along with other implementing agencies of the URP) have been informed over the past several months that TORs for Sub-component C-4 with ICC/SDE are being prepared and will be negotiated at a 'reduced level-of-effort' (LOE) with ICC to also implement a scaled-back version of C-3 before the end of the current year (by December 2019).

C-4 (Component C4: Improve Building Code Enforcement within RAJUK's Jurisdiction): The International Code Council (ICC) and its local partner, SDE, have been implementing Sub-component C-4 since October 2018. Their Draft Inception Report (IR) was initially submitted to RAJUK in January 2019, a "Joint Validation Workshop" (with RTI for C-1 & C-2) was then held on March 14th, and RAJUK approved the Final IR on March 27, 2019. The **Situation Analysis Report (SAR)** was submitted to RAJUK by ICC/SDC on May 1st, and is now pending final approval from RAJUK as of this date. In addition, ICC/SDE are now working on the Concept Note Report (CNR), which is not due to be submitted to RAJUK until next March 2020.

Design and Construction of RAJUK's Urban Resilience Unit (URU) Building)

Under consulting "services" package S-11, RAJUK has hired Baum Joint Venture (Baum JV) to design and then supervise the construction of its new building and associated laboratory facilities to house its Urban Resilience Unit's (URU) operations. This contract was signed in August 2018 and work began soon afterwards on their **Inception Report (IR)** and **Preliminary Architectural Design (PAD)** in September. A number of workshops and presentations of the IR and various PAD options have been given since then, extending the process out until the end of March 2019 when they received payment for the IR, and in late April for the PAD following

a significant downscaling of the URU building's design due to budgetary constraints. Work then began on the **Final Architectural Design (FAD) and Final Feasibility Report** at the beginning of June 2019. This work was prepared and presented to RAJUK in late June and a 3rd invoice was paid for the FAD and Feasibility Report on July 2nd.

Component D: Project Implementation, Monitoring, and Evaluation (PCMU)

According to the World Bank's PAD (p.50), the "objective of Component D is to provide the necessary funds for the coordination, monitoring and evaluation" of the URP across all four components. PCMU will also conduct periodic evaluations of the URP to highlight the outputs and outcomes achieved that support a longer-term investment program of follow-on projects, ensure compliance with the World Bank's safeguard and fiduciary requirements, and provide M&E capacity development to implementing agencies (IAs).

In the past fiscal year, PCMU convened and prepared the minutes for five (5) sets of internal "discussion" meetings with the M&E team, Technical Committee meetings, and meetings of the Project Steering Committee (**PSC**). This pace put it one set of meetings **ahead-of-schedule**.

In addition, PCMU has organized several multi-day training sessions with other IAs on the recently agreed-to use of the IBAS++ financial management system (**FMS**), and on project management and proper procurement practices. PCMU has also worked to resolve impediments to the M&E team's legitimate functions and delays in the URP's implementation, to varying degrees of success.

PCMU reports that it has uploaded all procurement packages (PPs) into the World Bank's Systematic Tracking of Exchanges in Procurement (**STEP**) system. However, the M&E team has not been able to independently verify this since the World Bank cannot give it access to that system.

There has been no apparent progress made by PCMU in terms of preparing a **Sustainability Plan** for itself, or helping the other IAs to do so. Nor has there been any progress made in terms of developing a common Grievance Redress Mechanism (**GRM**) to be used by the other IAs for their own Grievance Redress Committees (GRC). There is no need for any action to be taken by PCMU with regard to the Labor Influx Monitoring System (**LIMS**). These "common Key Agreed Actions" (**KAAs**) are all identified in the World Bank's periodic Aide Memoires.

Over the past year since the M&E team became operational in May 2018, we have produced: (1) an **Inception Report** laying out in detail our proposed methodology and 2-year work plan; (2) our **M&E Framework Report** describing the proposed methodological approach to our monitoring, evaluation, reporting, and verification (MERV) functions; (3) an **Indicators Baseline Report** setting out the baselines for all indicators in the URP's Results Framework; (4) launched the **URP Website** and prepared the URP Website Report; (5) launched the Project Monitoring Information System (**PMIS**), submitted the PMIS Dashboard Report, and are currently preparing a User's Manual and training materials for PMIS end-users; and finally, (6) produced four quarterly progress reports (**QPRs**), plus this consolidated quarterly and annual progress report (**CQAPR**). These QPRs and 1st CQAPR are now keeping pace with the expected target for Year 4, but lag far behind schedule since the M&E team did not become operational until late in the 3rd year of URP implementation.

Financial Progress

ii) Financial Progress

The **overall** financial progress of the URP last fiscal year (FY2018-19) was fully satisfactory, reaching nearly 28,000 Lac BDT (**27,933.2 Lac BDT**), or **90%**, of the annual allocation of **30,974 Lac BDT**. For the **4th quarter**, the financial figures were less satisfactory, only reaching 6,345.4 Lac BDT, or just under two-thirds (**65.7%**) of the quarterly allocation of 9,655 Lac BDT. (See Table 1 below).

Table 1: Overall URP Quarterly and Annual Expenditures and Allocations in FY 2018-19

IA	Expenditures & Allocations (in Lac BDT)	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Annual	E/A %
DDM (A1, A5)	Expenditure	71.4	144.8	56.3	815.9	1,088.4	29%
	Allocation	250.00	624.0	400.0	2,390.0	3,664.0	
DNCC (A2, A3, A4)	Expenditure	11,236.41	3,870.7	2,718.1	3,230.5	21,055.7	99%
	Allocation	5,300	5,300.0	5,300.0	5,300.0	21,200.0	
RAJUK (B1, B2, C1, C2, C3, C4)	Expenditure	29.00	948.6	2,199.9	1,963.5	5,141.0	98%
	Allocation	500.00	1,000.0	2,000.0	1,750.0	5,250.0	
PCMU (D)	Expenditure	32.2	242.0	38.5	335.5	648.15	75%
	Allocation	215.0	215.0	215.0	215.0	860.0	
Total Expenditures		11,369.0	5,206.1	5,012.8	6,345.4	27,933.3	
Total Allocations		6,265.0	7,139.0	7,915.0	9,655.0	30,974.0	
Expenditures as % of Allocations		181%	73%	63%	66%	90%	

Financial performance varied widely among the four implementing agencies last fiscal year. **DNCC's** financial performance was by far the best of the four IAs, reaching over 99% of its annual allocation of 21,200 Lac BDT. (See Table 4.2).

RAJUK's financial performance improved markedly in the second half of the fiscal year (that is, in the 3rd & 4th quarters) overshooting its quarterly allocations by 10% and 12%, respectively, to ultimately reach nearly 98% of its annual allocation of 5,250 Lac BDT by fiscal year's end (See Table 4.5).

Conversely, **DDM's** financial performance in the 4th quarter of last fiscal year was very disappointing and misleading due to expenses that were 'carried over' from the previous quarter. This is all explained in detail under section 4.9 of the Financial Analysis chapter, but essentially, DDM spent less than 3% of its quarterly allocation of 2,390 even when including its PIU costs, which accounted for roughly 80% of its quarterly expenditures of 66 Lac BDT, if one subtracts the 750 Lac BDT of 'carry over' costs for Phase 1 deliverables under A-5 (TED Program) from the previous quarter. For the fiscal year as a whole, DDM spent 1,088 Lac BDT, or less than 30% of its annual *revised* allocation of 3,688 Lac BDT, of which 230.5 Lac BDT, or 21% of its actual expenditures, was for its own PIU staff.

Finally, **PCMU's** expenditures for the 4th quarter and fiscal year were 335.5 (156% of its 4th quarter allocation) and 648 Lac BDT, or 75% of its annual revised allocation of 860 Lac BDT. Table 2 below succinctly summarizes IA performance.

Table 2: Comparison of PIU Expenses and Non-PIU Expenditure for FY2018-19 (in Lac BDT)

Implementing Agencies	Total Annual Expenditures	Expenditures as % of Annual Allocation	Annual PIU Expenditures	Annual PIU Expenses as % of Total Allocation	Annual PIU Expenses per unit of Project Expenditures
DDM (A-1 and A-5)	1,088.4	29.7%	230.5	21%	4.7
DNCC (A-2, A-3 A-4)	21,055.7	99.3%	52.3	0.25%	402.6
RAJUK (B and C)	5,141.0	97.9%	837.5	16%	6.1
PCMU (D)	648.15	75.3%	134.5	21%	4.8
TOTAL	27,933.2	90.4%	1,558.1	5.6%	18

iii) Challenges and Opportunities

What is most significant and surprising about the M&E team's main challenges and opportunities over the past fiscal year has been their consistency over time with previous Quarterly Progress Reports (QPRs) since last July. In other words, they have not changed much over that time. This would seem to suggest that the Project has not been able to resolve these issues as effectively or easily as hoped. For example, we have compared challenges and opportunities from all previous QPRs during FY2018-19, most of which remain relevant and applicable today, as shown in Tables 3 and 4 below.

Table 3: Historical Comparison of "Challenges" in QPRs during Fiscal Year 2018-19

Challenges	1 st Q	2 nd Q	3 rd Q	4 th Q
1. Achieving Greater Implementation Efficiency & Effectiveness of Contract Management & Oversight	X	X	X	X
2. Turning Activities and Outputs into Outcomes:	X	X	X	X
3. Ensuring the Absorption of Technical Assistance	X	X	X	X
4. Lengthy Staffing Approval Processes	X			
5. Facilitating the Timely and Efficient Flow of Information between IAs and the M&E Team	X	X	X	X
6. Reaching Agreement on Modifications to the URP's Scope and Duration	X			
7. More Efficient Review and Approval Processes of Consultants' Deliverables	X	X	X	X
8. Discrepancies between URP Duration and Contracts of Consulting Firms		X	X	
9. Budgetary Over-reach and Timeframe of RAJUK Tower initiative		X	X	

Table 4: Historical Comparison of “Opportunities” in QPRs during Fiscal Year 2018-19

Opportunities	1st Q	2nd Q	3rd Q	4th Q
1. Improve Effectiveness of Contract Management and Supervision Oversight	X	X	X	X
2. Increase the Flow of Informational Exchanges between IAs and the M&E team to Improve Reporting	X	X	X	X
3. Increase Capacity-Building Assistance to ensure greater “Absorptive Capacity” of IAs	X	X	X	X
4. Use Results Chains to Link Outputs to Outcomes, Indicators, and Objectives	X	X		X
5. Streamline the Progress Review Process to allow the M&E Team to provide more Accurate, Timely, and Complete Physical and Financial Progress Reports to Project Managers and the World Bank	X	X	X	X
6. Review Current URP Financial Progress Reporting Practices	X			
7. Restructure URP Results Framework and Reallocate Financial Resources among IAs	X	X	X	X

The challenges and opportunities identified above are summarized below:

➤ **Improved Contract Management and Oversight of Implementing Agency’s Performance**

Two of the primary reasons for the delays and slower than expected progress made in the past year were inefficient management by implementing agencies (IAs) of consulting firms, and ineffectual oversight of their performance.

First, there were serious problems of mismanagement by IAs of consulting firms carrying out activities under three (3) URU sub-components (A-1 & A-5 and S-11 to design the URU building). Second, credible oversight continues to be a concern as deadlines keep passing by unmet and are postponed repeatedly. While these continual delays are challenged by senior Project managers and the World Bank, there don’t appear to be any real consequences or repercussions for managers who under-perform or obstruct transparency and accountability.

It is clear that PCMU and the World Bank have been trying to improve the performance of IAs for as long as the M&E team has been operational (since last May). Unfortunately, there are few tangible or visible results for their efforts. Thus, it may be necessary to consider other methods or ways to improve their performance through a different set of means, incentives, or strategies that will bring greater accountability and consequences for project managers to achieve results.

➤ **More Efficient Review and Approval Processes of Consultants’ Deliverables**

Lengthy review and approval (R&A) processes have delayed the start of substantive work at a time when the Project is trying to accelerate the pace of implementation. This is most evident and critical in the case of the TED Program under Sub-component A-5.

There are many obvious and easy-to-implement opportunities to accelerate the pace of the R&A process. For example, one approach that has been suggested by PCMU and the World Bank

is to simplify the multiple layers of management approvals required for technical products to be approved. Another strategy to streamline the R&A process would be to have set periods of time allotted for approvals to be given by IAs, after which time the product would be considered automatically approved. Yet a possible third strategy would be to clarify the R&A process in writing so that IA staff and consulting firms alike understand the process and who is responsible for making final decisions and giving official approvals. These strategies can, and probably should be used simultaneously, to offer the best opportunities to improve performance.

➤ **Limited Internal Capacity of RAJUK to Absorb Multiple Technical Assistance Packages simultaneously**

The M&E team has consistently mentioned the enormous workload that RAJUK is responsible to manage in this Project. RAJUK signed six (6) large “service” contracts with four (4) international consulting companies under URP Components B and C. Now that most of the work under Sub-components A-1 through A-4 is completed (with the important exception of A-t: the TED Program), the ultimate success, or failure, of the URP will depend largely on RAJUK’s success. The sheer amount of work involved in just managing the vast amount of highly sophisticated technical documents, studies, and reports being generated by those firms would be demanding for any organization. However, beyond ‘managing the workload’ is RAJUK’s capacity to absorb and sustain (“absorptive capacity”) the full and proper functioning of all the technical materials/products it is receiving under these six consulting “service” packages. That is what concerns the M&E team most.

In order to take full advantage of the technical expertise being provided to RAJUK’s Urban Resilience Unit (URU) staff by this group of four world-class consulting firms, RAJUK needs to build its own ‘human capital’ and increase their absorptive capacity. It can do this through a variety of means, such as by: converting some of their contracts into more permanent positions by the time URP funding ends; encouraging technical staff members to work ‘shoulder-to-shoulder’ with these highly-trained international specialists as much as possible, and by providing them with regular training opportunities to continuously update and upgrade their skills and experience.

➤ **Turning Activities and Outputs into Outcomes and Achieving PDO**

In our previous Quarterly Progress Reports (QPRs), the M&E team has drawn Project Directors’ and senior decision-makers’ attention to the need to translate “outputs,” such as reports approved, structures built, or contracts signed, into “outcomes,” which are the measurable differences in the way that Gov’t agencies are capable of responding to disasters in urban areas (under Component A), or reducing the vulnerability of buildings in Dhaka and Sylhet to disasters (under Components B and C).” This can be accomplished by using the “results chains” that were developed to visually ‘show’ the connections between the human and financial resources (“inputs”), the activities and processes undertaken with those inputs to turn them into “outputs,” which in turn lead to achieving the desired “outcomes” that we are seeking, and finally toward meeting the indicator targets described in the Results Framework that allow us to measure or estimate to what extent the Project’s Development Objective (PDO) has been achieved.

Now, the results chains have been used to follow that sequence of steps from inputs to outcomes in terms of reaching the indicator targets found in the Results Framework. Project directors for each of the four IAs of the URP now have the ability to use those results chains to set priorities and focus their attention and resources on reaching those outcomes. It is critical as we begin to approach the end of the UPR’s implementation period that outcomes, not outputs, become their guiding light and organizing principle of all URP managers and staff.

Recommendations and Conclusions

Thus, URP PDs should take this opportunity to become familiar with the “Outcome or PDO-level Indicators” and the “Intermediate Results Indicators” described in the Results Framework (see Annex 1). Looking at the extent to which the targets of those indicators have been achieved thus far is the best way to plan this fiscal year, and beyond (if the URP is extended).

➤ Improving the Flow of Information and Data Exchange

The last challenge that the M&E team now finds ever more critical and urgent for senior managers to address is the need to improve the flow of information and exchange of monitoring data between the M&E team and Project IAs. This challenge is particularly urgent and relevant right now with respect to RAJUK. Under current conditions, the M&E team is blocked from carrying out its legitimate monitoring, evaluation, reporting, and verification (MERV) functions for Component B, denying senior URP managers of the very information they need in order to make well-informed decisions.

Luckily, this challenge also presents a very simple opportunity to solve it: just rescind the verbal directive by RAJUK to its consulting firms not to communicate with the M&E team and share information with us, in accordance with two (2) separate “decisions” of the PSC in its last two meetings. This easily implemented change by RAJUK would also respect the legitimate function of the M&E team to collect and verify monitoring data, and then report those findings in reports such as this one.

iv) Recommendations and Conclusions

Similarly, to what we did in the previous section on “Challenges and Opportunities,” we have done a comparative analysis of the past four (4) QPRs to look for patterns or trends. These are presented below in Table 5:

Table 5: Historical Summary of Recommendations and Conclusions

Recommendations and Conclusions	1 st Q	2 nd Q	3 rd Q	4 th Q
1. Focus Project Management Oversight Attention on the Activities of IAs that are behind Schedule	X	X	X	X
2. Increase Capacity-Building Assistance to IAs on specific, targeted Priorities	X	X	X	X
3. Make the ‘jump’ from Outputs to the Achievement of Outcomes (Indicator Targets)	X	X	X	X
4. Streamline the Progress Review Process to allow the M&E Team to provide more Accurate, Timely, and Complete Physical and Financial Progress Reports to Project Managers and the World Bank	X	X	X	X
5. Review Current URP Financial Progress Reporting Practices and Synergies	X			
6. Prepare a Proposal to the World Bank to Restructure the URP, depending on the Findings and Conclusions of the MTR Report	X	X		X
7. Improve the Flow of Information between IAs and the M&E team to enhance efficient reporting processes		X		X

The first four recommendations above were mentioned in every QPR this past year, and are repeated again below. We have dropped the fifth (5th) and sixth (6th) recommendations. However, the last (7th) recommendation is included in this first Comprehensive Quarterly and Annual Progress Report since it continues to require senior URP management attention to resolve. In retrospect, it should have been mentioned in the 3rd QPR, but was not due to an oversight on our part.

Being based on the findings of our Project progress monitoring efforts, and the challenges and opportunities we have just presented, the following recommendations made here in this chapter should come as no surprise to readers. In order of importance, our recommendations are:

➤ **Focus Senior Project Management Attention and Oversight on IAs' Handling of Consulting Firms working under "Service" Contracts**

It appears that the ultimate success or failure of the URP will depend largely on the performance of the seven large "Service" contracts under RAJUK's management of URP Components B and C, as well as the TED Program contract under Sub-component A-5 that is managed by DDM over the final months of Project implementation. That is why the M&E Team is recommending that the main focus of senior Project managers and decision-makers be on those deliverables, and especially on the outcomes that are achieved as a result.

➤ **Increase Training and Capacity-Building Assistance to IAs**

Related to the first recommendation above, it continues to be apparent to the M&E Team that greater emphasis and resources should be focused on staff training and capacity-building assistance to the implementing agencies. The reasons for this recommendation are two-fold. First, in order to achieve the first part of the PDO: "to enhance the capacity of the GoB to respond to emergency events," it will be necessary to focus on staff training and capacity-building that is envisioned to be delivered by the TED Program consultants.

Second, in order to achieve the second part of the PDO: "to strengthen systems to reduce the vulnerability of future building construction to disasters in Dhaka and Sylhet," it will be necessary to focus on the work being undertaken in Components B and C. This means that RAJUK must be able *not only* to manage these consulting firms and 'process' their deliverables and invoices in a timely manner, but also able to capture and retain this technical assistance so that they can continue to work effectively and 'run the systems' being developed by consulting firms after those firms have left.

➤ **Make the 'jump' from Outputs to the Achievement of Outcomes**

The linkages from inputs to activities to outputs and eventually to achieving the expected outcomes have been organized into a series of "results chains" that the M&E Team has already developed as part of our approved M&E Framework Report. Now, the PDs for all four IAs of the URP can use these results chains to set their priorities and focus their attention on what matters most, in the closing phase of the URP, while there is still time to affect its final outcome. By making these linkages or connections explicit, it will be possible to make a far more compelling argument in the final evaluation that the Project has achieved its objectives, as measured by the Intermediate Results Indicators and the Outcome (PDO-level) Indicators contained in the Results Framework.

➤ **Streamline the Review and Approval Process for all Consultants' Deliverables**

Lengthy and unclear review and approval (R&A) processes have significantly delayed substantive work by consulting firms in several sub-components of the URP at a time when the Project is trying to accelerate its pace of implementation. Thus, the M&E Team recommends that the R&A processes of DDM and RAJUK be examined by senior Project managers to determine how to minimize any unnecessary bureaucratic steps, or onerous requirements, that are blocking or slowing down these processes. That would allow consulting firms to get on with their important substantive work and avoid getting delayed by never ending, undefined R&A cycles. This can be accomplished by instituting a number of simple changes in the current process, such as clearly defining the expected contents of deliverables, clarifying R&A process for all deliverables, and/or by reducing the number of R&A cycles or meetings. Time-limits for reviews might also be instituted.

➤ **Increase the Flow of Information and Interaction among IAs and the M&E team**

We have recommended that steps be taken by PCMU to insist that the flow of information between IAs and the M&E team be made more systematic and obligatory. There are currently many gaps and delays in the transmission of information from some of the IAs to the M&E team. These obstacles seriously impede our ability to monitor, evaluate, report, and verify the progress that is actually being made. Therefore, we reiterate our recommendation that PCMU and other senior decision-making bodies of the UPR (e.g., the PSC) insist that IAs provide information in a more responsive, timely, and complete manner to the M&E team, and allow direct access to consulting firms by the M&E team to facilitate our legitimate monitoring and reporting functions. This access will allow for greater transparency, accountability, and better information for decision-makers.

Acting on these recommendations by taking the requested actions will greatly assist the M&E team in providing all Project IAs (including PCMU), the PSC, and the World Bank with greater clarity and insight into the URP's physical and financial progress, as well as helping us to identify any issues as early as possible that might be impeding the Project's progress and successful conclusion

CHAPTER 1

Background

1.1 Introduction:

This First Annual Progress Report (1st APR) has been prepared by the Monitoring and Evaluation (M&E) team under the direction of the Project Coordination and Monitoring Unit (PCMU) of the Programming Division of the Planning Commission (PC) for the Urban Resilience Project (URP), as contractually required in Section 5.2.2 of the Terms of Reference for the M&E Consulting Firms (GOPA and SSIL), that went into effect on April 26, 2018.

As stated in Section 3 of our TORs, “The overall goal of the URP M&E program is to ensure project implementation proceeds according to the overall project timeline, and its objective is to provide the resources and expertise required to ensure **efficiency, transparency, and accountability** in the implementation of project activities.” (emphasis added)

The TORs spell out the “**four broad tasks**” (in Section 4.1.1) that the M&E Consultancy Services will be responsible to:

- a. Carry out independent monitoring and evaluation of project progress ... by all the project Implementing Agencies, including PCMU;
- b. Carry out independent monitoring of project specific operational risks and mitigation measures;
- c. Provide independent and regular feedback to the Project Steering Committee (PSC) through PCMU on its evaluations as well as on any other specific issue, as directed by the PSC/PCMU; and
- d. Provide assistance to PCMU in the review and supervision of project environmental and social safeguard compliance by the Implementing Agencies.

We have now entered “Phase 2” of the M&E consultancy agreement beginning 12 months after signing the contract and lasting for the remaining 24 months of the 3-year contract. There are two tasks and deliverables due during this phase: (i) three (3) quarterly and one (1) annual progress reports each year, and (ii) a Mid-Term Review Report due at the end of the second year of the contract (i.e., in the spring of 2020).

Phase 3 of the M&E consultancy was expected to start during the third and final year of the contract with two deliverables due in the final quarter of the contract: (i) an Implementation Summary Report, and (ii) an M&E Advisory Report for URP implementing agencies (IAs).

However, due to a very slow start in the first 2-3 years, IA activity levels are accelerating, not decelerating, as we enter the final year of URP implementation (unless the URP is extended). As a result, Phase 2 activities are not ‘ramping down’ as expected. Therefore, the level of effort and resources needed to support the M&E team’s workload need to be continued at current levels until the scheduled end of the URP in June 2020 (unless the URP is extended).

1.2 Purposes of the First Annual Progress Report (1st APR)

The purpose of this 1st APR is three-fold:

1. First, to provide a summary of physical and financial progress made in the fourth quarter (4th Q) of the last fiscal year (FY) 2018-1019. This summary is focused on **specific “outputs,”** such as reports produced, structures built, equipment procured, or training, exercises, or drills conducted, that were produced in the last quarter;
2. Second, a summary of the “rolling totals” of **“outcomes”** (defined as a change in the capabilities or behaviours resulting from those outputs) that were achieved over the course of the entire fiscal year, starting from 1 July 2018 until 30 June 2019. These are discussed in terms of the 13 intermediate Results Indicators (IRIs) and the four (4) Project Development Objective (PDO) level Indicators specified in the Results Framework (RF) prepared by the World Bank in 2015 and tracked by the M&E team; and
3. Third, to summarize the key “challenges and opportunities” facing the Project, our “recommendations and conclusions,” and key M&E issues with regard to the “Way Forward (to be added later) during the final year of URP implementation.

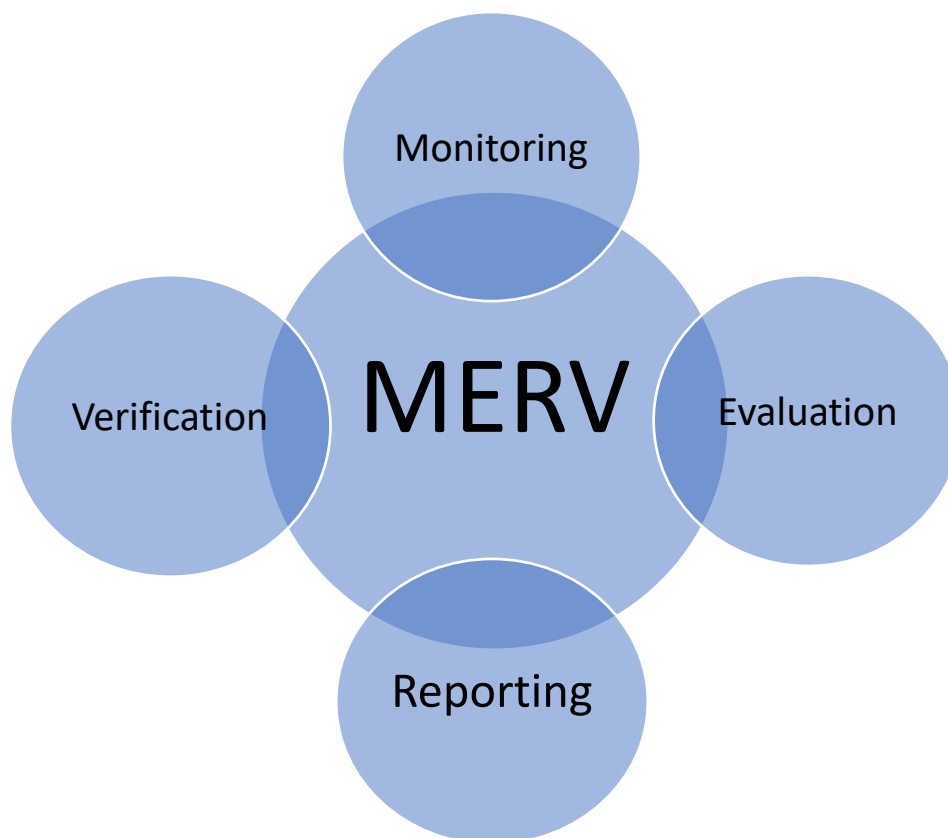
The M&E consulting TORs also require these reports to: (i) detail the progress of the Project, (ii) address any “emergent governance risks, (iii) provide information regarding the compliance of Environmental and Social Safeguards, and (iv) provide recommendations regarding any necessary corrective actions [that need to be taken] by IAs to maintain satisfactory implementation progress and disbursements against established targets and work plans” (Section 5.2.2).

1.3 Methodological Approach taken in preparing APR

The approach taken to prepare this 1st APR is all based on the Final M&E Framework we submitted, and which was approved by PCMU and the PSC last September. Our M&E Framework consists of four “functions” we call “MERV.” These are described below, and are also shown visually on the next page.

The four functions of our **MERV Strategic Framework** are:

1. Monitoring protocols which we have operationalized in our quarterly PMIS-based Monitoring Status Reports (MSRs) tracking thousands of URP activities and deliverables, as reported in the World Bank’s Key Approved Actions and Final Inception Reports approved by IAs;
2. Evaluation methods incorporating field visits, observations, benchmarking against industry standards or norms, and through checks to ensure compliance with World Bank safeguards;
3. Reporting products, such quarterly & annual progress reports, PMIS, and URP Website; and
4. Verification of reports, studies, and other deliverables developed by consulting teams contracted by IAs to provide advisory services to ensure the quality control of data inputs.



Next, we compared and analysed the lists of past “**Challenges and Opportunities**” from our previous four (4) Quarterly Progress Reports (QPRs), as well as our recommended mid-course corrective actions to project implementation and IA performance over the last four quarters that led us to arrive at our “**Recommendations and Conclusions**” in those QPRs. This comparative analysis over previous QPRs also allowed us to assess the degree to which those recommended corrective actions were considered and implemented by the URP IAs, and particularly those actions taken by PCMU as the coordinating entity for the entire project.

Finally, we extended the six-month “**forecasts**” that we are contractually required to provide each quarter over the entire last year of URP implementation to provide senior URP managers and decision-makers with our best thoughts and insights into the most important issues that they should consider and weigh going forward into the final year of the project from an M&E perspective. We hope all of these points will warrant your careful and thoughtful consideration.

CHAPTER 2 4th Quarter (FY 2018-19) Findings and progress (Outputs)

The following section presents the status and progress made during the 4th Quarter (April 1 to June 30) of last fiscal year for each of the implementing agencies (IAs). This was based on the M&E team's monitoring activities of applicable "Key Agreed Actions" (KAAs) and other activities and deliverables they were expected to be completed by June 30, 2019. Out of a total of 200 "milestones," we found that 22 were "Completed on time," 36 were "Completed late" 6 were still "On-going" on June 30th, 56 milestones were "Due, but ongoing," another 18 milestones were "Due, but no progress" no progress" and 62 were not yet programmed to start and were therefore classified as "Future" (that is, expected to be completed within the next three months of the current fiscal year). This summary of achievements is shown below. Then, we assess the status and progress of each Component and Sub-component after that in greater detail for the 4th quarter only of the last fiscal year (FY2018-2019) from April 1st until June 30th, 2019.

Summary Table of 4th Quarter Monitoring Status Report (MSR) Milestones across all Components and Sub-components of the URP (April 1 – June 30, 2019)

Component Name	Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
A1	0	1	0	2	0	6	9
A2	0	1	0	3	0	0	4
A3	2	9	1	18	0	9	39
A4	0	0	0	4	3	3	10
A5	1	2	0	0	6	1	10
B1	0	5	0	3	1	12	21
B2	0	7	0	8	0	4	19
C1.1	2	9	0	2	0	5	18
C2	0	1	0	5	0	3	9
C3	0	0	0	0	1	0	1
C4	0	1	0	1	0	7	9
D	5	3	0	0	1	6	15
C1.2 (URU)	4	3	0	1	0	10	18
Common-DDM	0	0	1	1	3	0	5
Common-DNCC	0	0	0	3	0	0	3
Common-Rajuk	0	0	2	0	2	0	4
Common-PCMU	0	0	2	0	2	0	4
Total	14	42	6	51	19	66	198

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

2.1 Component A: Reinforcing the Country's Emergency Response Capacity

Component A is implemented jointly by the Dhaka North City Corporation (DNCC), and the Department of Disaster Management (DDM). DDM is responsible for overseeing the implementation of Sub-components A-1 and A-5, while DNCC is responsible for Sub-components A-2, A-3, and A-4. These sub-components are summarized briefly below:

Sub-component A-1: to renovate spaces on several floors of the DDM building for the installation of the Emergency Response and Communication Centre (ERCC) and the National Disaster Management Research and Training Institute (NDMRTI).

Sub-component A-2: to build or renovation and equip more than two dozen of local-level Dhaka North, Dhaka South, and Sylhet city corporations' (DNCC, DSCC & SCC) and Fire Service and Civil Defence's (FSCD) emergency response facilities in Dhaka and Sylhet.

Sub-component A-3: to procure, distribute, and install specialized emergency communications technology (ECT) equipment for DNCC, DSCC, SCC, and FSCD.

Sub-component A-4: to procure and distribute specialized search and rescue (SAR) equipment for DNCC, DSCC, SCC, and FSCD.

Sub-component A-5: to provide training, exercises, and drills (TED) services to national-level and local-level agencies involved in disaster risk management.

2.1.1 Sub-Component A-1: Renovation & Equipping of Building for ERCC and NDMRTI

There were a total of nine (9) milestones for Sub-component A-1 that were due in the 4th quarter of FY2018-19, including six (6) which are projected to begin this quarter. So, effectively, there were only three (3) "applicable milestones" due last quarter, of which one (1) was "Completed late" (recruitment of the CMS), and two (the evaluations of bids for separate contracts to renovate the office spaces inside the DDM building for the ERCC and the NDMRTI) which were "Due, but still on-going."

Table 2.1.1: Sub-component A-1 (DDM): Renovation of Building for ERCC & NDMRTI

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
0	1	0	2	0	6	9

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

Under **Sub-Component A-1**, the status to renovate the facility that would house the ERCC and NDMRTI is still ongoing and far behind schedule. The only tangible indication of progress during the last quarter was the tender evaluation summary to renovate the office space in the DDM building to house ERCC & NDMRTI was sent to the DG for his approval on April 10, 2019. However, the file was sent back to the PD with a request to submit detailed design drawings by April 30, 2019. The DG then sent the tender evaluation summary with detailed drawings to the Secretary of MoDMR for his approval on June 16, 2019, which is still pending. The environmental and social screening reports were prepared and approved, the bid tenders included labour protection clauses such as occupational health & safety requirements, and

DDM's evaluations of the bid tenders were also completed, but are still awaiting approval by MoDMR. The planned date to recruit a Contracts Management Specialist (CMS) was January 31st, but the CMS did not officially join DDM until April 1st, 2019.

Non-accomplishments:

- ✓ Contract has not been signed with the selected contractor, and
- ✓ Work has not commenced on the renovation of the DDM office space for the ERCC and NDMRTI.

3-month forecast: The contract is expected to be signed this quarter (by September 30th), and work to commence in the 2nd quarter of this fiscal year between October and the end of December, nearly six months behind schedule. Completion of the renovation work will require another six months to complete. Therefore, we do not expect the renovation to be completed until the middle of next year (2020), at the earliest.

2.1.2 Sub-component A-2: Renovation and Equipping of City Corporation and FSCD facilities

Under **Sub-Component A-2**, DNCC is responsible for building, renovating, and outfitting local-level City Corporation and FSCD DRM facilities in Dhaka and Sylhet.

Table 2.1.2: Status of A-2 (DNCC): Renovation and Equipping of City Corporation and FSCD facilities

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
0	1	0	3	0	0	4

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

It made modest, but satisfactory, progress on the last remaining structures to be constructed. First, the emergency operations center (EOC) at Nagar Bhaban in Sylhet was completed in April 2019, and DNCC sent a letter to FSCD handing over the structures to them. ("Completed late.") Secondly, the construction of two (2) Command and Control Rooms at Mirpur-10 and South Surma FSCD stations are now 90% - 95% completed. ("Due, but on-going.") However, the construction of the EOC at Nagar Bhaban in DSCC has been stalled for several months because a bank located within the building had not yet been relocated and DNCC cannot proceed. ("Due, but no progress" made.)

2.1.3 Sub-Component A-3: Specialized ECT Equipment Procured

Under **Sub-Component A-3**, the M&E Team tracked a total of 39 milestones in the 4th quarter of last fiscal year. Of these, two (2) were "Completed on-time," another nine (9) were "Completed late, one (1) was "on-going," and 18 were "Due, but still on-going." In addition to the 19 "on-going" MSR milestones, we are currently tracking an additional nine (9) new milestones this quarter. The majority of "on-going" milestones are ECT kits that are awaiting to be given "frequency allocations" from the Bangladesh Telecommunication Regulatory Commission (BTRC).

Table 2.1.3: Status of Sub-component A-4 (DNCC): Specialized ECT Equipment Procured

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
2	9	1	18	0	9	39

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

Detailed status for Procurement of Specialized ICT Equipment (goods packages) and several services packages include the following: (i) delivery of all VHF & HF goods were completed, but VHF & HF radio terminals are still pending; (ii) VHF frequency allocation permits were obtained; but are still pending for the HF equipment; (iii) tender evaluations for four (4) packages (G-1.4, G-1.9--G-1.10, G-1.11) were completed, but another five (5) packages are still pending for (G-1.5, G-1.6, G-1.7, G-1.8, & G-1.12); and finally, (iv) contracts were signed for four (4) packages (G-1.4 lot-1, G-1.9, G-1.10 and S-8).

2.1.4 Sub-Component A-4: Procurement of Specialized Search and Rescue (SAR) Equipment

Under **Sub-Component A-4**, DNCC has made slower progress than expected in procuring specialized search and rescue (SAR) equipment for local-level agencies involved in emergency response. Among the 10 milestones tracked in the 4th quarter of FY2018-19, four (4) are “On-going,” three (3) are “Due, but have made no progress,” and the other three (3) are planned to be completed in the current quarter.

Table 2.1.4: Status of Sub-component A-4 (DNCC): Search and Rescue Equipment

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
0	0	0	4	0	6	10

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

There were no MSR milestones completed under Sub-Component A-4 to procure SAR equipment in the 4th quarter. Four (4) MSR milestones were “Due, but still on-going” under A-4 (packages G-2.6, G-2.9, G-2.10 & G-2.11), including the scheduled delivery of 10 ambulances, three 60-meter turntable ladders, rescue boats for FSCD, and a detailed cost estimate for the mobile command and control vehicles (MCCV). In addition, three more milestones involving the MCCVs (preparation of the procurement plan, floating the tender for bids, and evaluating the bids received) were due, but made no progress in the 4th quarter. Finally, three (3) more milestones are expected to be delivered during this quarter, which are the procurement of SAR hazmat equipment under G-2.10; delivery of SAR rescue boats under G-2.11, and the signing of the contract to purchase the MCCVs.

2.1.5 Sub-Component A-5: Multi-Agency Training, Exercises and Drills (TED) Program

The consultancy service for the Training, Exercise and Drill (TED) Program continues to fall dangerously behind schedule. This is jeopardizing the achievement of three (3) of the four PDO-level “Outcome” Indicators of the URP’s Results Framework, which would be disastrous in the final evaluation of the Project. This will likely be a very important factor in the Bank’s decision whether to proceed with the next phase of the program of three urban resilience projects in Bangladesh.

One task was “Completed on-time” (the Emergency Operations Protocols or EOPs were finalized), and two milestones were “Completed late” (the Capacity Needs Assessment and the Final Training Curriculum). There were six (6) other milestones that were due, but which made no tangible progress in the 4th quarter of last fiscal year. Most of these involved approving TED training materials, archiving materials, and commencing training sessions, exercises, and drills. There is only one (1) MSR milestone due next quarter, which is the TED Program Progress Report, which is due in October.

Table 2.1.5: Status of Sub-component A-5 (DDM): Multi-Agency TED Program

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
1	2	0	0	6	1	10

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

Major Accomplishments and Non-accomplishments

The main accomplishment achieved under A-5 last quarter was the approval of all five (5) **Phase 1 deliverables** (1.1-1.5) by MoDMR on May 16, 2019. However, the main activities that did not occur last quarter were the commencement of actual training sessions, exercises, and drills. These have been postponed six times, going back all the way to April 7, 2019 when the TED Program was originally scheduled to start. We are now more than six months behind schedule while not fully utilizing the very expensive services of the TED consulting team.

Due dates: 1) Commencement of training on February 17, 2019; 2) Table top exercise on April 15, 2019; 3) Delivery of drills on May 15, 2019; 4) Design, Deliver and Train EOPS on May 20, 2019; 5) finalization of comprehensive course materials on April 4, 2019; 6) DRM Archives on April 30, 2019

3-month forecast: in addition to all six (6) of the “on-going” activities mentioned above, the first TED Programme Progress Report is expected to be submitted toward the end of this quarter.

2.2 Component B: Vulnerability Assessment of Critical and Essential Facilities (RAJUK)

RAJUK (*Rajdhani Unnayan Kartripakkha* or the Capital Development Authority in English) is the sole implementing agency for both sub-components of Component B of the URP. The two sub-components are being carried out by the same consulting group led by NKY Architects and Engineers as the prime contractor. Both sub-components B-1 and B-2 are intended to use and build upon previous work done under the Bangladesh Urban Earthquake Resilience Project (BUERP) and the Comprehensive Disaster Management Program (CDMP).

The two sub-components are:

B-1: Conducting a vulnerability assessment (**VA**) of critical and essential facilities; and

B-2: Supporting the development of risk-sensitive land use planning (**RSLUP**) practices in Dhaka.

2.2.1 Sub-Component B-1: Vulnerability Assessment of Critical and Essential Facilities and Lifelines

The scope of work for the Vulnerability Assessment under Sub-component B-1 is focused on two activities:

- ✓ A two-year effort to assess the vulnerability and risks of floods and earthquakes to over 2,100 schools, nearly 500 hospitals, 60 police and alpha fire stations, government buildings and other key public facilities in the greater Dhaka area under RAJUK's jurisdiction, and
- ✓ A long-term **vulnerability reduction investment plan** for a prioritized set of buildings to be retrofitted and rehabilitated. This plan is intended to serve as a key input to developing the long-term Dhaka Urban Resilience Strategy and Investment Plan (DURSIP).

There are a total of 59 milestones being tracked under Sub-component B-1, of which nine (9) were applicable during this last reporting period, all of which were due earlier in the 3rd quarter of the last fiscal year (by March 31, 2019). Of these nine milestones, five (5) tasks were "completed late", while three (3) others were "Due, but on-going" and one (1) was "Due, but making no progress" (confirmation of availability of key personnel). The status of nine (9) other milestones was "unknown" because the M&E team was not given permission to either see the documents or to talk to the consultants from NKY. Therefore, we have not included them in this analysis, but are continuing to attempt to determine their status now. Finally, there are an additional 12 milestones that are planned to be completed during the current quarter.

Table 2.2.1: Status of Sub-component B-1 (RAJUK): Vulnerability Assessment of Critical and Essential Facilities

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 months projection	Total
0	5	0	3	1	12	21

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

Under **Sub-component B-1**, the first "Main Deliverable": a **Comprehensive Situation Analysis Report** (MD-01) that was due on February 28th was submitted by NKY to RAJUK on 31 May 2019. A Stakeholders' Validation Workshop was then held on July 6th at Jahangirnagar University, in the Savar area of Dhaka. It is expected that the CSAR will be finalized and approved during this quarter. The other important document that was completed in the last quarter by NKY was the **Needs Assessment Report**, also due on February 28th that was submitted to RAJUK on June 12th. The other three (3) "completed" milestones were the comprehensive database of key and critical buildings and infrastructure in Dhaka, and two methodologies to assist in the assessment survey and investment prioritization process for retrofitting existing buildings. These were all confirmed by the M&E team.

However, there are another nine (9) milestones that we were unable to "confirm or verify" their status. All of those deliverables were originally due in the 3rd quarter (that is, by March 31, 2019) with one exception: the Comprehensive Report on the Outcomes of the **Rapid Visual Assessment (RVA)** that was due on April 30th (D-08). We have not been able to determine the status of any of those deliverables. Therefore, we assumed that they are "due, but on-going," but we did not include these in our findings. These "unconfirmed" milestones include the review, revision, and approval of the CSAR, six different "methodologies," and most importantly, the

“Analysis of Outcomes from the RVA and Framework Plan with recommendations on the ‘Way Forward’ (D-07).” The M&E team is still trying to determine the exact status of all of these products, and hopes to report that in the Final version of the 1st CQAPR that we will present to the Project Steering Committee next month (in September).

Non-achievements: Two committees, namely a Project Working Group (**PWG**) of peer reviewers, and a Project Oversight Committee (**POC**) consisting of experts and practitioners from both outside and inside RAJUK, has been long over-due (since November 2018). Dozens of reports are being produced and submitted to RAJUK for its review, a workload we believe it is not adequately equipped and staffed to perform properly. As evidence of this, we cite two factors: (i) the lack of experience among its large, newly hired staff of short-term contractors in the PIU, and (ii) its heavy reliance on the World Bank project staff’s technical rigor accounting for the vast majority of comments submitted to consultants’ deliverables. It is imperative that these committees be formed promptly and are adequately equipped and resourced to perform their intended purposes. If that does not happen, our concern is that this invaluable opportunity to absorb and retain the prodigious amounts of technical assistance that are being provided to RAJUK will not be sustained over time, and that this huge investment will not have been utilized optimally. As we state in the “Recommendations and Conclusions” section of this report, this is a ‘golden opportunity’ for RAJUK. However, if it is not taken advantage of, it will instead become a ‘lost opportunity.’

3-month forecast: In addition to the “due, but on-going” milestones, there are two (2) ‘new’ milestones due this quarter, which are MD-03 (submission of the 1st Level Vulnerability Reports ranking all the remaining 60% of “key and essential” buildings in Dhaka) and D-09 (Final Assessment Report of VRA). These were originally due by October 31st, but which have been advanced to August 22nd, according RAJUK’s “updated target due dates” prepared after the end of last fiscal year.

2.2.2 Sub-Component B-2: Risk-Sensitive Land-Use Planning (RSLUP) System

There are a total of 37 milestones that are being tracked under this sub-component, 14 of which were applicable in the last reporting cycle (4th quarter). Among them, seven (7) are “completed”, one (1) is “Due, but on-going”, six (6) are “Due, but no progress,” and five (5) are expected to be completed in the current quarter.

Table 2.2.2: Status of B-2 (RAJUK): Risk-Sensitive Land-Use Planning (RSLUP) System

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
0	7	0	8	0	4	19

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

Under **Sub-component B-2**, the first two “Main Deliverables,” the Inception Report for the **Strategic Environmental Assessment** (MD -1) to be conducted of the greater metropolitan area of Dhaka that was due on February 28th, 2019, was submitted by NKY to RAJUK on April 20th. In addition, the Interim Report for the SEA was submitted on May 6th and reviewed at a Stakeholders’ Participation Workshop held at Lakeshore Hotel at Gulshan-2 in mid-July (after the reporting period). Both documents are currently being revised and resubmitted by NKY to RAJUK. The workshop was well attended by environmental and water resources experts. It was reported in the workshop that the Draft Final SEA Report would be submitted by August 15th.

4th Quarter (FY 2018-19) Findings and progress (Outputs)

The other important achievement during the 4th quarter under B-2 was MD-02: the **Situation Analysis and Diagnosis Report (SADR)** analyzing the current planning and development context. It was been divided into two parts: a Final Consultation Report (MD-2.1), and the Situational Analysis Report (MD-2.2). Both reports were submitted on June 12th. A Report Validation Workshop was held a few days later in Dhaka. However, the M&E team was not informed of this Workshop until the last minute, and could not attend it.

Non-accomplishments: There are a large number of detailed reports and studies under MD-03 to develop a Geotechnical and Geological Survey Plan, containing a “Preliminary Assessment Report” and a “Strategic Framework on the Way Forward” to implement risk-sensitive land-use planning (RSLUP) practices in RAJUK that were due by June 30th. However, their status is unknown to the M&E team at this time since we have not been allowed to see the studies and reports, or talk to the consultants for B-2. There is also a “Data Collection Report on Mapping Systems” in Dhaka to be used for the purpose of directing micro-zonation (D-3) whose status we are unaware of at this time.

3-month forecast: In addition to the first three (3) Geological Deliverables (GD-01 through GD-03), there is only one (1) more (GD-04) that is due this quarter (that is, the first quarter of FY0219-2020). Other than GD-04, there are three (3) ‘new’ deliverables or milestones to track this current quarter, which all involve the submission, review and revision, and approval of the Final SEA Report. There will be a huge gap of almost one year between these deliverables that are now over-due and the next milestone due date of June 2020 for MD-04.

2.3 Component C: Improved Construction, Urban Planning and Development

RAJUK is also the implementing agency for the four (4) sub-components under Component C of the URP plus the construction of the new building for its Urban Resilience Unit (URU). These sub-components include the:

- ✓ Creation and operationalization of the URU in RAJUK (C1);
- ✓ Establishment of an electronic construction permitting (e-permitting) system (C2);
- ✓ A professional accreditation program for engineers, architects, and planners (C3);
- ✓ Improved building code enforcement within RAJUK ‘s jurisdiction (C4); and
- ✓ Design and construction of a new building to house the URU’s staff and operations.

2.3.1 Sub-Component C-1 (Create and Operationalize the Urban Resilience Unit)

Under this component, the M&E team tracked 18 active milestones in the last quarter. Among these, only two (2) was “completed on time,” 9 were “completed late,” two (2) was “Due, but On-going,” and the remaining 5 milestones are expected to be completed during this quarter (1st Q of FY2019-2020).

Table 2.3.1: Status of Sub-component C-1 (RAJUK): Create and Operationalize an Urban Resilience Unit (URU)

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 month projection	Total
2	9	0	2	0	5	18

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

Major Accomplishments

Among the most important achievements under Sub-component C-1 in the last quarter was the draft Institutional Design and Organizational Study (IDOS) Report (under S-6) that RTI submitted to RAJUK on April 25, 2019. A revised IDOS Report was re-submitted on June 29, which is still under review by RAJUK now. In addition, contracts were signed with a supplier of seismic field equipment (under G-12 & G-13) on June 15th, which is expected to be delivered by November 30th, and for a consultant to design the URU's website and archive project documents for the URU that was signed on April 4, 2019. Contracts were signed on May 6th and June 6th (under G-13 & G-15) to procure field equipment to conduct vulnerability assessments of the seismic structural integrity of buildings in Dhaka, which are expected to be delivered by November 30, 2019.

Non-accomplishments

The single milestone that has still not been met as of June 30th was the approval of the IDOS Report by RAJUK, which is still pending.

3-month forecast: Among the most important milestones expected to be completed by the end of September 2019: a draft Community Outreach Campaign Report will be submitted, a contract will be signed under G-16 to procure truck-mounted equipment to conduct Core Penetration Tests (CPTs), and the IDOS Report will be approved by RAJUK.

2.3.2 Sub-Component C-2 (Electronic Construction Permitting System)

Under this sub-component, the M&E team is tracking 21 milestones, of which nine (9) were active during the last reporting quarter. One (1) milestone (the **Electronic Construction Permitting Assessment Report**) was "completed late", five (5) are "Due, but on-going". Another three (3) milestones are expected to be completed this quarter.

Table 2.3.2: Status of Sub-component C-2 (RAJUK): Establish a Construction Electronic Permitting (e-permitting) System

Completed On time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
0	1	0	5	0	3	9

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

3-month Forecast: the Electronic Construction Permitting Assessment, **Strategic Plan**, and **Business Rules Specification (BRS) Report** were all due in the 4th quarter, but were still incomplete on June 30th. However, since July 1st, the Electronic Construction Permitting Assessment and Strategic Plan have been submitted to RAJUK, and the Business Rules Specification (BRS) Report is expected to be submitted before the end of this quarter (September 30th). All three are programmed to be finalized and approved by RAJUK this quarter as well, but the M&E team believes this is an unrealistic goal.

2.3.3 Sub-Component C-3 (Professional Accreditation Program)

There have been no tangible achievements under this sub-component for the entire past fiscal year. Therefore, the M&E team is not tracking it at this time. However, one milestone has been due that entire time (Inception Report), which is shown in Table 2.3.3 below.

Table 2.3.3: Status of Component C-3: Professional Accreditation Program

Completed On time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
0	0	0	0	1	0	1

RAJUK shared a TOR for C-3 with the World Bank on May 28, 2019. On June 18, 2019 a meeting was held in WB office to discuss the scope of the TOR with stakeholders. As an outcome of that meeting, it is our understanding that RAJUK has agreed to adjust the scope of work under the current contract for C-4 with ICC and SDE, and is in negotiations with them now. The revised ToR for package (S-8) was due on December 31, 2018.

According to the latest draft Aide Memoire of June 2019 from the World Bank, the consultancy services package to create a professional accreditation program (under S-8) may be merged with the consulting agreement with ICC & SDC under the S-9 contract. Most importantly is the approval of the Bangladesh National Building Code (BNBC), as amended in 2017, by the Government in order to fully achieve the desired results of activities under this sub-component.

2.3.4 Sub-Component C-4 (Improved Enforcement of Building Code)

Under this component the M&E team is tracking 25 milestones, of which only nine (9) were active during the last reporting cycle. Among those nine, one (**Situation Analysis Report**) was "Completed late", and one more is "Due, but still on-going."

Table 2.3.4: Status of Sub-component C4: Improved Enforcement of Building Code

Completed On time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
0	1	0	1	0	7	9

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

3-month forecast: In addition, there are seven (7) milestones expected to be completed during this quarter, including the revision, finalization, and approval of the SAR. The other principal milestones associated with C-4 are the **Concept Note Report** and the Training and Capacity-building Report, which should also be submitted, reviewed, revised, and finalized/approved by RAJUK by the end of this quarter (by September 2019).

2.3.5 Design and Construction of URU Building

This set of milestones is not applicable to any specific sub-component under Component C, but rather is applicable across all six sub-components under RAJUK's responsibility. Therefore, the M&E team is tracking it as a separate 'line item' as it has distinct consulting firms and contractors working on it, and will involve a large number of activities and deliverables for the team to monitor and report on over the duration of the URP.

Table 2.3.5: Status of Milestones to Design and Construct the URU Building

Completed On time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
4	3	0	1	0	10	18

Source: Milestone Status Reports/Data Collection Forms for 4th Quarter of FY 2018-19.

Major Accomplishments and Non-accomplishments

Among the most important deliverables generated during the 4th quarter of last fiscal year were the Preliminary, Revised, and Final **Architectural Designs** and Preliminary Feasibility Study & Survey Reports) from April 15th through the end of June, 2019. In addition, a consulting services contract to prepare an Environmental Impact Assessment (**EIA**) for the proposed URU building was signed at the end of May, and seismic field equipment was procured.

Unfortunately, due to delays in settling on a final building design and approving it by RAJUK, no significant progress was made to initiate the “works” package (W-2) since the final design under S-11 was still pending, nor were there any ‘responsive’ bidders on a re-tender of the HOPE (G-16) bidding documents.

3-month forecast: Now in the current fiscal year, RAJUK and its consultants are working to develop the structural MEP CAD drawings, the Bill of Quantity (BOD), and **bidding documents** for the first phase of construction of a “2-story basement + 10-story above grade” building. Following this, RAJUK is expected to review and approve these deliverables by July 30th, and float the tender by August 15th, a process that is likely to stretch out until the end of 2019. At the same time, RAJUK has programmed to have the EIA for the URU building completed and approved by the end of this quarter, which we find highly optimistic.

2.4 Component D: Project Coordination, Monitoring and Evaluation

There are 17 milestones that the M&E Team tracked as “deliverables” by PCMU, among which five (9) are active for the reporting quarter. Of these, PCMU completed eight (8), one (1) are “Due, but no progress”. Six (6) milestones are applicable for the next three months projection period i.e. up to September 2019 which will be reported in the next Quarterly Progress Report.

In addition, there were five (4) Key Agreed Actions (KAAs) that were “common” to all four implementing agencies (16 in all). Of these, for PCMU two (2) are “On-going”, two (2) are “Due, but no progress”, and another one (Labour Influx Monitoring System & Report) is not applicable.

Table 2.4.1: Summary Table of Milestone Status for URP Component D and “Common” KAAs

Component	Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 months projection	Total
D (PCMU)	6	3	0	0	0	6	15
"Common" Activities	0	0	5	4	7	0	16
GRAND TOTAL	6	3	5	4	7	6	31

Major Accomplishments

Under **Component D**, PCMU and the M&E team have made steady progress carrying out their own internal tasks and functions. Most importantly, PCMU sent the proposal requesting an **extension** of the URP’s period of performance by 22 months (until April 30, 2022) and seeking to reallocate URP funds internally among various activities to the Economic Relations Division (ERD) of the Planning Commission, in accordance with the decision of the URP’s PSC at its 9th meeting on June 13th.

4th Quarter (FY 2018-19) Findings and progress (Outputs)

PCMU organized the Technical Committee and 9th PSC meetings and prepared the Minutes of the meetings, which approved the **4th QPR** for the 3rd quarter of FY 2018-19, the **Internal Audit Report** (with some conditions), and the URP's Project Monitoring Information System (**PMIS**) Dashboard Report. It also officially launched the PMIS Report developed by the M&E Team. However, since the launching of the PMIS, there have been some platform stability and storage / processing capacity issues that have arisen from the Bangladesh Communication Commission's (BCC) side that PCMU and the M&E team are working on jointly now to resolve.

PCMU has also organized and hosted a 2-day **training** session held on Procurement and Project Management, as well as two 1-day trainings held on the topic of project financial management (FM) issues and procedures.

Upcoming Activities

In terms of the four some "Key Agreed Actions" (**KAAs**) that are 'common' to all four implementing agencies, PCMU has had less impact or results to show for their efforts. There has been little to no progress made in terms of developing:

- (i) Grievance Redress Committees (GRCs) that have been established (at least on paper) in each IA except DDM as their previously assigned officer is no longer available; but a consistent Grievance Redress Mechanism (**GRM**) is not developed for all these IA's
- (ii) **Sustainability Plans** that lay out how the IAs intend to continue the work begun under this URP;
- (iii) Environmental and Social Management Program (**ESMP**) by which to ensure greater compliance by IAs of the World Bank's three (3) "safeguard policies/standards" (OP 4.01 (Environmental and Social Assessment), OP 4.10 (Indigenous Peoples), and OP 4.12 (Involuntary Resettlement)) that were triggered during the preparation and appraisal of the URP by the World Bank.

3-month forecast: During the current quarter, PCMU and the M&E team will have prepared and submitted the First Comprehensive Quarterly and Annual Progress Report (1st QCAPR) to three (3) rounds of review (i.e., an internal 'discussion' review by the four URP IAs, a second Technical Committee meeting, and the final PSC meeting to review and approve or reject the 1st QCAPR). In addition, the M&E team is planning to submit its Mid-Term Review Report (**MTRR**) of the URP this quarter for its review and revision and finally, its approval by the URP IAs before the end of the 1st quarter of the current fiscal year.

CHAPTER 3 Consolidated Total of Physical Progress & Major Accomplishment made in FY18-19

This section of the First Consolidated Quarterly and Annual Project Progress Report (1st CQAPR) presents the cumulative or “rolling” totals of physical progress that have been achieved between July 1st, 2018 and June 30, 2019. Information is presented below for each Project sub-component. A cumulative summary table is placed in Annex 2. Achievements that have been made toward achieving the outcome targets for Intermediate Result Indicators (IRIs) and Project Development Objective (PDO) level Indicators have been analysed later in this chapter.

3.1 Component A: Reinforcing the Country’s Emergency Management Response Capacity

3.1.1 Sub-component A-1: Renovation and Outfitting of Building for ERCC and NDMRTI

Since last July (2018), there has been no meaningful or satisfactory progress on Sub-component A-1 to renovate office space in the DDM building to house the NDMRTI and ERCC. Among the 19 MSR milestones being tracked by the M&E team under this sub-component during the past fiscal year, 11 were “completed” (five “on-time” and six “late”). Two (2) more were “Due, but still on-going” at the end of the fiscal year, and the remaining 6 milestones will be started and completed in FY2019-2020.

Table 3.1.1: Rolling Total for URP Sub-component A-1

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	One-year Projection	Total
5	6	0	2	0	6	19

Major Accomplishments and Non-accomplishments:

- ✓ Tender documents, including labour management and occupational safety and health (OSH) measures for the ERCC & NDMRTI renovation work, were prepared and floated by DDM, and are now pending final administrative approval by MoDMR;
- ✓ Social & Environmental Screening Reports (SSR & ESR) were prepared for the renovation work, and approved by the World Bank, and a Contracts Management Specialist was hired in April, 2019;
- ✓ Renovation work for the new office space has not yet been contracted, nor has any work begun, which is still pending final approval from MoDMR. These milestones are now lagging five (5) months behind their original expected start date of February 26, 2019. No credible start date has been given yet about when work will commence on the renovation.

Projections for FY2019-20: we are now expecting DDM to make these decisions on the selection of a construction company to do the renovation work, to sign the contracts with those firms, to commence work, and complete it during this fiscal year.

Linkage from Outputs to Outcomes: The outputs of this sub component are directly linked to the outcomes contained in IRI-1 (DDM facilities renovated for the ERCC and NDMRTI). The target for Year 4 is two (2) facilities renovated, which has still not been met. However, whenever this IRI target is achieved, it will make very little contribution to the third (3rd) PDO level Indicator.

3.1.2 Sub-component A-2: Renovation and Outfitting of City Corporation and FSCD DRM facilities

The completion of tracked milestones under this sub-component have been delayed due to issues with construction companies contracted by DNCC to build the emergency operations centers (EOC) and command-and-control rooms at the last three (3) remaining sites to be completed at two sites in Sylhet and at Mirpur-10 in Dhaka. Thus, as can see in Table 3.3 below, of the remaining 13 tasks under Sub-component A-2, there are three (3) that are now long overdue and categorized as “due, but on-going.”

Table 3.2: Rolling Total Table for URP Sub-component A-2

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	One-year Projection	Total
9	1	0	3	0	0	13

Major Accomplishments and Non-accomplishments:

- ✓ Construction of 11 warehouses for FSCD (W-3.1), and an EOC at SCC (W-2.1); and a variety of other contracts for minor construction and fabrication tasks under W-2.2, W-3.4, W-3.5, W-3.6, and W-3.7 were all completed.
- ✓ Construction of FSCD Command and Control Room (CCR) in Dhaka is 95% complete while the construction of a combined warehouse and CCR for FSCD in Sylhet is 75% complete (under W-1.1 & W-1.2, respectively). However, the construction of the EOC in DSCC has only progressed 25%, due to site hand-over issues with DSCC that are being resolved now.

Projections for FY2019-20: The only MSR milestones that the M&E team is tracking this fiscal year are the remaining “due, but on-going” tasks involving: (i) completion of the work of the Command and Control room over the newly constructed warehouse at FSCD’s Mirpur-10 compound in Dhaka (W-1.1); and at the FSCD warehouse building at South Surma in Sylhet; and finally, (iii) to complete work of the EOC in DSCC, Dhaka (W-2.2).

Linkage from Outputs to Outcomes: The outputs achieved under IRIs 2 & 3 (FSCD and DNCC/DSCC/SCC facilities are constructed or renovated, respectively) have almost completed now, and are expected to be completed in the current fiscal year. Once these final facilities are built, the IRI targets will be met, and the achievement of PDO-level Indicators 1 and 2 will only depend upon acquiring the necessary ECT and SAR equipment under Sub-components A-3 and A-4 (discussed below).

3.1.3 Sub-component A-3: Specialized ECT Equipment Procured

What the table below essentially shows is that, despite the very large number of tasks 56 being tracked by the M&E team under Sub-component A-3, there are only a couple of concerns regarding delays in acquiring ECT equipment. Many of these tasks (**14** or **25%**) were “not applicable” at this time. Second, of the remaining **42** tasks being tracked, only **18** were due, but showing “no progress” have been made; while another **14** were either completed or “on-going.”

Table 3.3: Rolling Total Table for URP Sub-component A-3

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	One-year Projection	Total
13	10	1	18	0	14	56

Major Accomplishments and Non-accomplishments:

- ✓ Very High Frequency (VHF) and High Frequency (HF) goods were delivered earlier this year in January and April 2019; contracts were signed for Ultra High Frequency (UHF), VHF and HF radio terminals and related installations, but delivery of that ECT equipment is still pending approval of their frequency allocation permits from is obtained. But for HF the issue is still pending. After frequency allocation permit, delivery will commence.
- ✓ Tender evaluations and contracts were approved and signed for three (3) packages: of specialized ECT equipment (G-1.4 lot-1, G-1.9 & G-1.10); tender evaluation for specialized ECT equipment for city corporation warehouses (G-1.11) was completed, with the contract expected to be signed by July 30, 2019; the tender for specialized ECT equipment for FSCD (G-1.8) was floated, but has not been completed; and the tender evaluations for four more packages (G-1.5, G-1.6, G-1.7 and G-1.12) are still on-going.
- ✓ Service Contract for Package S-7 (GIS-Phase-1: Need Assessment for implementation of GIS infrastructure in the URP) and Package S-8 (enhancement of DRR emergency warehouse at DNCC) was signed in March 2019 and June 13, 2019. Contract for Package S-9 (preparation of GIS based maps at the ward level) was expected to be sign by January 31, 2019. But now evaluation is ongoing, expected contract sign will be October 30,2019. 9 month behind schedule.

Projections for FY2019-20: In addition to the 18 “due, but still on-going” milestones that are being ‘carried over’ from last fiscal year to this fiscal year (FY 2019-2020), the M&E team is also tracking an additional 14 milestones under Sub-component A-3. These include 12 “Goods” procurement package deliveries and installations (in some cases) for packages G-1.4 through G-1.12. (Detailed descriptions and current status of each package is included in the annex.) In addition, there are two (2) consulting “services” packages (S-8 & S-9) to “enhance the effectiveness of DRR emergency warehouses,” and prepare Geographic Information System (GIS) based maps at the ward level for DNCC, DSCC, and SCC.

Linkage from Outputs to Outcomes: The outputs generated under A-3 will contribute toward achieving the expected outcomes of IRI-4: to provide ECT equipment to national (DDM and FSCD) and local level (DNCC, DSCC & SCC) emergency response facilities. Meeting the targets for IRI-4 will contribute substantially to achieving the second and third PDO-level indicators.

3.1.4 Sub-component A-4: Procure Specialized Search and Rescue (SAR) Equipment

As can be readily seen from the table below, DNCC's progress on A-4 has slowed down in terms of procuring search-and-rescue (SAR) equipment. Only 12 of 26 tracked tasks were completed on-time while another 4 were completed late. However, 3 of the tasks were "due, but not showing any progress" having been made, and another 3 were not due ("not applicable") by June 30, 2019. These trends are of some concern, and the M&E team will look into the reasons for these delays with DNCC during this current quarter.

Table 3.4: Rolling Total Table for URP Sub-component A-4

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	One-year Projection	Total
12	4	0	4	3	3	26

Major Accomplishments and Non-accomplishments:

- ✓ 16 milestone out of 26, or 62%, were Completed either "on-time" or "late." They were delivered for SAR Equipment (G-2.1), 5 water rescue vehicles (G-2.2), 6 breathing apparatus (G-2.3), Personal Protective Equipment- 500 rescue suits, 30 chemical suits and 900 searchlights (G-2.4), 3 drones (G-2.5), 4 Mortuary Van (G-2.6, Lot-2), 6 rescue carrying vehicles (G-2.8), and 3 cranes, 3 wheel type excavators, 3 chain type excavators, and 3 bulldozers under package (G-3).
- ✓ Packages that are still pending include: 10 ambulances (G-2.6, Lot-1) due to be delivered in January 2019, but now expected to be delivered in July 30, 2019. Delivery of three 60-meter turntable ladders (G-2.9) due on March 15th, but now expected to be delivered by August 30, 2019.

Projections for FY2019-20: the bid tender to procure Hazmat equipment for FSCD (G-2.10) that was projected to be delivered by June 30th is now projected to be delivered by December 20, 2019. In addition, the contract procure SAR boats for FSCD (G-2.11) was expected to be signed by 31 December 2018, and delivered by June 30, 2019. However, only the tender evaluation is on-going now with the contract expected to be signed by July 30, 2019

Linkage from Outputs to Outcomes: The 8 packages of goods ('**outputs**') that were procured and delivered last fiscal year under Sub-component A-4 have contributed toward achieving IRI-5 (FSCD emergency response warehouses equipped with specialized SAR equipment). It is important to understand that the target for IRI-5 in the "Revised RF" is 12 "warehouses," not SAR equipment, and that it does not provide any specific targets for the types or quantities of equipment that each warehouse needs to have in order to be "equipped." However, it is obvious that this SAR equipment will be utilized for that purpose. So, its procurement logically contributes toward achieving IRI-5.

3.1.5 Sub-component A-5: Training, Exercises and Drills (TED) Program

Under Sub-component A-5 to establish a multi-agency Training, Exercises and Drills (TED) Program, there are 35 total activities and deliverables being tracked by the M&E team. Of these, 14 milestone was either "Completed on-time", ten remained "Completed late", and rest 06 were "over-due".

Table 3.5: Rolling Total Table for URP Sub-component A-5

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	One-year Projection	Total
14	10	0	0	6	5	35

Major Accomplishments and Non-accomplishments:

- ✓ Under Sub-component A-5, DDM signed a contract with REM/ DTCL in November 2018 to implement the TED Program. REM submitted its draft Inception Report (IR) in January 2019, which was approved on January 21st.
- ✓ Since last November, the TED consultants have developed and submitted a Training Tracking Tool (T³) Initial Report, a Gap Analysis as part of a SWOC (Strength, Weakness, Opportunities & Challenges) Report, set baseline values for PDO-3 & IRI-6, prepared a Capacity Needs Assessment (CNA), draft and revised Curriculum, Emergency Operations Plan (EOP) guidelines and an EOP Report, comprehensive course materials, and draft and final Training Plans to DDM for their review, revision, and approval. These were all part of “Phase 1” deliverables (1.1 – 1.5) that were all approved by DDM by May 16, 2019.

Projections for FY2019-20: The TED consultants are programmed to commence Phase 2 activities with a series of table-top training courses and exercises to be followed by a series of courses covering six (6) specialized ERM training ‘tracks’ with drills on EOPs. In addition, they will continue working to build a Disaster Risk Management / ERM archive / library. Finally, they will be submitting three (3) quarterly TED Program Progress Reports, and two (2) TED Program Performance M&E Reports during this fiscal year.

Linkage from Outputs to Outcomes: The failure thus far to get the TED Program launched has very serious implications for achieving IRI-6. Far more importantly, IRI-6 is linked directly to PDO-3, and indirectly to PDO-1 & 2 since it cannot be persuasively argued that the first two PDO indicators provide “decentralized ER services” in 68 wards in Dhaka and 20 in Sylhet without adequate training and capacity of ER personnel having been improved demonstrably and significantly. It is therefore essential that this work be advanced.

3.2 Component B: Vulnerability Assessment of Critical and Essential Facilities

3.2.1 Sub-component B-1: Vulnerability Assessment of Critical and Essential Facilities

The contract for conducting the consultancy work for Vulnerability Assessment and Prioritized Investment Plan was signed with the JV of 3 firms, namely NKY and Protek-Yapi from Turkey and Sheltech from Bangladesh on 31 October 2018.

Under this Sub-component, the M&E team is tracking 59 milestones, of which 34 were active during the reporting period of last fiscal year (FY2018-19). Among these 34 milestones, ten (10) were “completed”, three (3) were “Due, but on-going”, one (1) was “Due, but made no progress,” and the remaining twenty (20) are projected to be completed during this fiscal year ending on 30 June 2020.

Table 3.6: Rolling Total for Sub-component B-1

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	One year projection	Total
1	9	0	3	1	20	34

Source: Milestone Status Reports/Data Collection Forms for APR of FY 2018-19.

Major Accomplishments and Non-accomplishments

Under **Sub-component B-1**, NKY submitted their Initial **Inception Report (IR)** on 22 December, 2018 and after getting comments & Recommendations from RAJUK submitted their Revised Inception Report (RIR) to RAJUK on 12 January 2019. RAJUK then shared its verbal comments on the methodology they had proposed in the Revised Inception Report (RIR) at a Validation Workshop held on 27 February 2019. This Workshop included the participation of a cross section of experts representing various institutions to discuss the RIR and proposed methodologies to be used for conducting the Vulnerability Assessment of Critical Assets in the greater metropolitan area of Dhaka.

Finally, on March 27th, the RIR was approved by the Chairman of RAJUK. Then submitted the **Final Report of Evaluation of experts** and support to RAJUK on designing **PWG and POC** on February 12, 2019 and **Needs Assessment Report** on June 12, 2019. The firm also submitted a Comprehensive Situation Analysis Report and a complete database of all critical infrastructure & superstructures described in the scope of services for package on June 12, 2019.

Besides these, NKY also submitted a state-of art methodology for meeting comprehensive objectives of the project and forming a decision tool for the government assisting their investment choice and detailed methodology and framework of survey and assessment studies including the prioritization of the facilities, structures and vulnerable public assets on June 12, 2019. The review and revision of the **Comprehensive Situation Analysis Report (CSAR)** is still pending as the work is on-going. Similarly, they will develop a specific prioritization methodology for seismically vulnerable public buildings as well as a “unified and integrated analysis methodology” that were due by April 14, 2019, but have not yet been submitted. Finally, work is still on-going to prepare and submit “individual reports for structures assessed” as part of the **Rapid Visual Assessment (RVA)** covering two million cubic meters, or roughly 40%, of “key and essential” buildings in Dhaka that was due by June 14th (MD-02).

Projections for 2019-2020: Perhaps, the most important upcoming short-term milestone is the approval of the CSAR (MD-01) by RAJUK during this first quarter of FY 2019-2020. In addition, the B-1 consultant will continue developing a series of methodologies under D-04.2, D-04.2b, D-05.2, and D-06.2. There is also an “Analysis of Outcomes and Framework Plan Report” stating the overall findings and recommendations on the “way forward” under D-07, and a Comprehensive Report on the Outcomes of the RVA under D-08.

Finally, there is expected to be a series of milestones involving the submission, review, revision, and approval of the “first level” individual vulnerability reports of two million square meters, followed by the 2nd part of that process of the “remaining 60% of key and essential” buildings in Dhaka to rank them under MD-03. This will be followed by the submission, review, revision, and approval of the more refined “second level” Preliminary Engineering Assessment, consisting of vulnerability assessment reports ranking a smaller subset of half-a-million square meters of “key and essential” buildings in Dhaka under MD-04.

Linkage from Outputs to Outcomes: The primary “outputs” generated under B-1, which include the Comprehensive Situation Analysis Report (MD-1), the Needs Assessment Report (D-2), the Complete Database Report of all critical infrastructure and structures (D-3), and two methodologies being developed under D-04, are linked to **IRI-7**. While there is no specific metric to objectively measure the extent to which IRI-7 has been achieved, the M&E team believes that the two deliverables under B-1 will satisfy the requirements needed to meet it.

The “1st level” (of 3 levels) of Vulnerability Assessments (VA) being conducted under (MD-2), and the Rapid Visual Assessment (RVA) both contribute directly to achieving the expected “outcome” for **IRI-8**. In terms of the current “Updated” definition for IRI-8, this will involve far more analysis and work to prioritize the seismic vulnerability of buildings in Dhaka. Therefore, we believe that meeting the current target in the “Updated” RF will likely continue well into the sixth (6th) year of URP implementation while the new target for IRI-8, as defined in the “Proposed RF for Restructuring” will likely take much more time and may not be completed until Year 7. Thus, the completion of IRI-8 depends very much on which definition of the Results Framework is used to assess progress toward reaching those targets.

Finally, in terms of the contribution that IRI-7 & IRI-8 make to the 4th indicator of the Project Development Objective (**PDO-4**), it will be significant, but not quantifiable in any meaningful way. That will depend very much on the progress made under B-2 as well (discussed next).

3.2.2 Sub-Component B-2: Risk Sensitive Land Use Planning (RSLUP) Practice

RAJUK signed a contract for consulting work of Risk Sensitive Land Use Planning with a JV of 3 firms, namely NKY, Protek-Yapi and Sheltech on 31 October 2018. The first two firms are from Turkey, while the later from Bangladesh.

Under this Sub-component, the M&E team is tracking 37 milestones, of which 27 were active during the reporting period of last fiscal year (FY2018-19). Among these 27 milestones, eleven (11) were “completed”, one (1) was “Due but on-going”, six (6) were “Due, but made no progress,” and the remaining nine (9) are projected to be completed during this fiscal year ending on 30 June 2020.

Table 3.7: Rolling Total for Sub-component B-2

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	One year projection	Total
0	11	0	8	0	8	27

Source: Milestone Status Reports/Data Collection Forms for APR of FY 2018-19.

Major Accomplishments and Non-accomplishments

Under **Sub-component B1** NKY submitted their Initial **Inception Report** (IR) on 26 December, 2018 and after getting comments & Recommendations from Rajuk submitted their Revised Inception Report (RIR) to RAJUK on 20 January 2019. RAJUK then shared its verbal comments on Revised Inception Report (RIR) at a Validation Workshop held on 27 February 2019. This Workshop included the participation of a cross section of experts representing various institutions to discuss the RIR for Risk Sensitive Land Use Planning (RSLUP) Practice in the greater metropolitan area of Dhaka. Finally, on March 27th, the Final IR was approved by the Chairman of RAJUK.

NKY then submitted the **Inception Report** (including Stakeholders analysis and consultations Participatory Plan) **for the Strategic Environmental Assessment (SEA)** on April 20, 2019. This was revised and resubmitted based on comments from Rajuk and the World Bank on June 12, 2019. The firm then submitted its Interim Report for the SEA for Dhaka on June 30, 2019. That report is currently under review by RAJUK and not yet approved. The **Situational Analysis and Diagnosis** of the Current Planning and Development Context and Data Collection Report on mapping systems as well as **Complete Situational Analysis and Diagnosis Report** have also been submitted on June 12, 2019.

Final Inception Report on Way Forward and Project Organization was due on March 30, 2019. Inception Report for the SEA of Dhaka had not been approved yet as of June 30, 2019. Submission of a number of geotechnical and geological studies and a survey plan, preliminary assessments, and a Strategic Framework are major activities that are on-going and should have been completed last fiscal year, but should be completed this fiscal year 2019-2020.

Projections for FY2019-20: Among them most important milestones this fiscal year are the submission, review, revision, and approval of the Final SEA Report for Dhaka (MD-1.2), and its incorporation into RAJUK's risk-sensitive land-use planning (RSLUP) practices.

In addition, there are a number of detailed geotechnical studies and tests that are scheduled to be conducted, such as standard and core penetration tests (SPT & CPT), specific gravity, shear, and soil compression tests that will be submitted to RAJUK in the form of standard sub-soil investigation report under GD-2. At the same bore hole locations, a number of geotechnical tests will be conducted and recorded in a final comprehensive report on the outcomes of these geotechnical and geological studies and tests summarizing the results with recommendations on the "way forward" under GD-04.

Linkage from Outputs to Outcomes: The key "outputs" of B-2 are not linked to any IRIs in the current "Updated" Results Framework." However, they are linked to a **new, "proposed" IRI-8** in the "Proposed Results Framework for Restructuring" with the proposed target for Year 4 being to have the assessment of the current planning system in RAJUK (MD-2) completed, and the Strategic Framework and Implementation Plan prepared. Based on the progress made by June 30th, we would tend to give a score of less than half of the Year 4 target (35%).

In terms of meeting the 4th PDO indicator, the main deliverables discussed above are all important steps in achieving "Risk Sensitive Land Use Planning (RSLUP) practices" expressed as the definition of PDO-4. However, there is still a very long way to go before that **PDO-4 Indicator** will be met, involving both IRI-7 and IRI-8, but there is no way to quantify that progress at this time.

Once the **vulnerability assessments**, Strategic Environmental Assessment (**SEA**) of the greater Dhaka metropolitan area, Comprehensive Situation Analysis and Diagnosis Report (**SADR**), and the mapping exercises are completed under B-1, and the **Strategic Framework and Implementation Plan** have been finished and are being implemented as part of RAJUK's implementation of RSLUP practices under B-2, then it will be credible to assert that the 4th PDO Indicator has been partially achieved. However, full achievement of the 4th PDO Indicator will depend upon substantial progress being made under Component C, which is discussed next.

3.3 Component C: Improved Construction, Urban Planning and Development

3.3.1 Sub-component C-1: Operationalize the Urban Resilience Unit (URU) in RAJUK

Under this Sub-component, the M&E team is tracking 66 milestones, of which 55 were active during the last fiscal year (FY2018-19). Among these 55 milestones, thirteen (13) were “completed on time”, 26 were “Completed, but late”, two (2) were “Due, but on-going,” and the remaining 14 are projected to be completed during this fiscal year ending on 30 June 2020.

Table 3.8: Rolling Total Table for URP Sub-component C-1

Completed on time	Completed, but late	On-going	Due, but on-going	Due, but no progress	One year projection	Total
13	26	0	2	0	14	55

Source: Milestone Status Reports/Data Collection Forms for APR of FY 2018-19.

Major Accomplishments and Non-accomplishments:

RTI-International (RTI) submitted its initial **Inception Report (IR)** for Sub-component C-1 under package S-6 to RAJUK’s PIU on November 26, 2018, and received comments back from the World Bank through RAJUK five (5) weeks later on December 31st. RTI then revised the IR and re-submitted it to RAJUK on January 20, 2019. It then organized a Validation Workshop for both C-1 and C-2 (discussed below) for packages S-06 and S-07 on March 14th. Both Final IRs for C-1 and C-2 were approved by RAJUK on March 27, 2019.

At the same time, RTI began working on its other major deliverable during the past fiscal year (the **Situational Analysis & Feasibility Report**) under C-1 once it had signed its contract with RAJUK on October 3, 2018. RTI then launched its operations for both C-1 and C-2 following a “Kick-off” meeting held on October 30th, and presented its initial proposal at a Stakeholder Consultation Workshop on November 1st. The SAFR was reviewed by RAJUK, then revised and resubmitted to RAJUK on March 14, 2019. A joint Validation Workshop was then held with ICC/SDE (the consulting team for C-4) on March 14th. RTI submitted its draft Institutional Design and Organizational Study (IDOS) to RAJUK on April, 25th, and resubmitted its Revised IDOS on June 14th. Approval of the IDOS was still pending on June 30th.

In addition, RTI was expected to submit and get approval for three other deliverables by June 30th. They are: (i) the Community Outreach Campaign Report, (ii) the URU Training Materials and Documentation, and (iii) the Capacity Building Program Report and URU Staff Training Report. Going forward, it is expected that in this current fiscal year (FY2019-2020), RTI will get approval of the IDOS as well as the three (3) other deliverables.

Projections for FY2019-20: In addition to continue working on the uncompleted tasks and activities still pending from last fiscal year (mentioned above), there are several important milestones this fiscal year that the M&E team will be tracking. These include submission, review, revision, and approval of training materials and a Capacity-Building Program for the URU staff.

Linkage from Outputs to Outcomes

While the ‘milestones’ being tracked under Sub-component C-1 are not linked directly to any of the Intermediate Results Indicators (IRIs) in the World Bank’s current “Updated” or “Proposed” Results Frameworks, it is **indirectly critical to achieving all of the IRIs under Component C**

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of those RFs. Thus, it is also **essential** in order to achieve the fourth Project Development Objective (**PDO-4**) to develop “systems to reduce the vulnerability of new buildings in Dhaka and Sylhet” as defined under the current RF, or to “increase the resilience of the built environment in Dhaka [only]” under the “Proposed” RF.

3.3.2 Sub-component C-2: Establish an Electronic Construction Permitting System (ECPS) in RAJUK’s URU

Sub-component C-2 is also being implemented by the same consulting group as C-1, which is RTI-International (RTI). This sub-component is not nearly as complex as C-1; thus, it has far fewer tasks that we are tracking in our MSR system.

Under this Sub-component, the M&E team is tracking 21 milestones, of which 15 were active during the reporting period of last fiscal year (FY2018-19). Among these 15 milestones, four (4) were “completed”, five (5) were “Due, but made no progress,” and the remaining six (6) are projected to be completed during this fiscal year ending on 30 June 2020.

Table 3.9: Rolling Totals for URP Sub-component C-2

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	One year projection	Total
1	3	0	5	0	6	15

Source: Milestone Status Reports/Data Collection Forms for APR of FY 2018-19.

Major Accomplishments and Non-accomplishments

First, RTI signed its contract with RAJUK on October 3, 2018 and held a “Kick-off” meeting on October 30th, and presented its initial proposal under both C-1 and C-2 at a Stakeholder Consultation Workshop on November 1st. It submitted its first Draft Inception Report (IR) on November 16, 2018, which was reviewed by the World Bank and RAJUK. Comments were provided three weeks later to RTI on December 4th, and a Project Implementation Concept Workshop was held on December 8th. A revised version of the IR was then re-submitted to RAJUK on January 7, 2019 and a joint Validation Workshop was then held with ICC/SDE (the consulting team for C-4) on March 14th to present the IRs for both C-1 and C-2 by RTI, and for C-4 by ICC/SDE. RTI’s Final Inception Report was approved by RAJUK on March 27, 2019.

The other primary deliverable that RTI has been working on during the past fiscal year is the Construction Permitting Assessment Report (CPAR), which was submitted to RAJUK on April 21, 2019. Comments were received by RTI during a workshop on the CPAR/Proto-type demonstration) from 1st July to 4th July 2019 and a revised version of the CPAR is currently being prepared by RTI, which they expect to submit to RAJUK for its approval by the end of July 2019. In addition, a Baseline and Business Operation Design (BOD) document has been developed, and according to the latest Aide Memoire of the World Bank, a “Baseline and Business Operation Design” (BOD) has been developed.

Projections for FY2019-20: Looking ahead to expected outputs that will be produced during this fiscal year ending next June 30th under C-2, it is expected that the first prototype of software required for the ECPS will be ready by the end of July 2019. In addition, there are three (3) major milestones to be completed during the current fiscal year. They are: (i) a Strategic Plan

Report with an E-Permit Implementation Action Plan (ii) a Business Rules Specification (BRS) Report, and (iii) an In-House Testing (IHT) & User Acceptance Testing (UAT) Report. All of these milestones are expected to be submitted in the first quarter of FY2019-2020, but the M&E team has no timetable for when it expects these products to be approved by RAJUK, and then implemented by RTI.

Linkage from Outputs to Outcomes: The “outputs” that are being generated under Sub-component C-2 are linked to the “outcomes” indicated in both the Intermediate Results Indicators (IRIs) in the World Bank’s current “Updated” or “Proposed” Results Frameworks. The definitions of those IRIs have changed from “E-permits for construction **issued by RAJUK**” in the current “Updated” RF to “E-permit system for construction **developed by RAJUK**” in the “Proposed” RF. The target for Year 4 in the “Updated” RF was “Baseline set,” which has not been achieved yet. Under the new “Proposed” RF, the target for Year 4 is “current construction permitting practice studied,” which has been achieved with the preparation of the CPAR, even though it has not yet been officially approved by RAJUK. The M&E team would therefore suggest the proposed “actual achieved” percentage given (30%) be reduced slightly to reflect this fact.

In terms of the fourth Project Development Objective (**PDO-4**) to develop “systems to reduce the vulnerability of new buildings in Dhaka and Sylhet” as defined under the current “Updated” RF, or to “increase the resilience of the built environment in Dhaka [only]” as defined under the “Proposed” RF, the “outcomes” that we expect will be developed under Sub-component C-2 will achieve one of the three “systems” that are defined in footnotes #18 and 19 of both RFs.

3.3.3 Sub-component C-3: Professional Accreditation Program (PAP)

There are currently no activities underway under Sub-component C-3 to establish a Professional Accreditation Program (PAP). Nor have there been at any time during the entire previous fiscal year (FY2018-19) since last May when the M&E team started tracking all the activities of the URP. Progress under Sub-component C-3 has come to a standstill due to the inability of RAJUK to reach agreement with the selected firm on the terms of its proposed contract under “Services” procurement package (S-8). It has been unclear since September 2018, and remains unclear, what steps are being taken to resolve this issue and initiate work under this sub-component.

Table 3.10: Rolling Total Table for URP Sub-component C-3

Completed on time	Completed late	on-going	Due, but on-going	Due, but no progress	One year projection	Total
0	0	0	0	1	0	1

Source: Milestone Status Reports/Data Collection Forms for APR of FY 2018-19.

Major Accomplishments and Non-accomplishments

The only milestone that was started under Sub-component C-3, but was never completed, was that RAJUK shared the Terms of Reference with the World Bank on May 28, 2019. According to RAJUK, the scope of work under the “service” procurement package for S-8 may be merged with “service” package S-9 to improve building code enforcement under Sub-component C-4 (discussed below). According to the latest draft Aide Memoire of the World Bank, it was agreed that RAJUK would pursue discussions with the consulting firms for S-9 (ICC & SDE) to expand

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their scope of work under S-9 to encompass S-8. However, there has been no ‘hard evidence’ provided to the M&E team for us to substantiate that assertion.

Projections for FY2019-20: There are currently no expected results for this sub-component during this current fiscal year, unless something changes the current impasse.

Linkage from Outputs to Outcomes: The linkages between the “outputs” that were supposed to be generated under this sub-component in terms of the expected “outcomes” were reflected in Intermediate Results Indicator (IRI--13) of the World Bank’s current “Updated” or “Proposed” Results Frameworks. The dates to achieve intermediate milestones have been ‘backed up’ four (4) years, and the definitions of annual targets starting in Year 5 have changed semantically, but not substantively. Achievements that were planned to take five years to complete are now proposed to be completed within three (3) years (Years 5 – 7) under an extension of the URP.

In terms of the link between either the “Updated” or “Proposed” IRI-13 and the 4th Project Development Objective level Indicator (**PDO-4**), the “Proposed” RF would break that link by removing the PAP from footnote #19 and replacing it with “RSLUP practices” adopted by RAJUK. The M&E team sees no reason to substitute this “system” with RSLUP practices; instead, it could simply be added to the list of “systems” in that footnote (possibly along with the implementation of a Vulnerability Strategy and Program under Sub-component B-1), and thereby bringing the total number of “systems” to five (5).

3.3.4 Sub-component C-4: Improved Building Code Enforcement

Under Sub-component C-4, the M&E team has been tracking 25 milestones, among which 16 were active during the reporting cycle (last fiscal year FY2018-19). Among those 16 milestones under C-4, four (4) were “Completed”, one (1) is “Due, but On-going,” while the remaining 11 milestones are expected to be completed this fiscal year.

Table 3.11: Rolling Total Table for URP Sub-component C-4

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	One year projection	Total
0	4	0	1	0	11	16

Source: Milestone Status Reports/Data Collection Forms for APR of FY 2018-19.

Major Accomplishments and Non-accomplishments

International Code Council (ICC) and Smart Development Engineers (SDE) were contracted by RAJUK in October 2018. An “Inception Workshop” was held on November 1st, 2018 followed by another presentation of ICC/SDE’s Inception Report at the “Joint Concept Workshop” of all four RAJUK contracted firms held on December 8th and 9th in Dhaka. The Draft Inception Report (IR) was initially submitted to RAJUK’s PIU in January 2019 (exact date unknown), and comments from the World Bank passed through RAJUK were received by ICC/SDE on February 12, 2019. A Revised IR was then resubmitted to RAJUK on March 2nd, and a “Joint Validation Workshop” (with RTI for C-1 & C-2) was then held on March 14th, at which several important points were raised by participants:

- (i) the need to make changes in RAJUK’s Bidhimala to make it consistent with the updated 2017 version of the Bangladesh National Building Code (BNBC);
- (ii) the need to immediately approve, implement, and enforce the 2017 BNBC; and

(iii) contracting 3rd-party inspectors to complement RAJUK URU staff to monitor and enforce the BNBC, once approved.

ICC/SDE got RAJUK's approval of their Inception Report on March 27, 2019, almost five (5) months after their first Inception Workshop was held at the beginning of November 2018. In terms of other MSR milestones that were "completed, but late" were the Situation Analysis Report (SAR) that is pending final approval from RAJUK, and the Concept Note Report (CNR), which has not yet been submitted to RAJUK by ICC/SDE.

Projections for FY2019-20: Looking ahead to this current fiscal year (FY2019-2020), there are three (3) major milestones that we expect to be completed, two of which have already been mentioned above. They are: (i) the approval of the SAR by RAJUK is expected by late September, 2019, (ii) the submission and approval of the CNR that is still pending which is expected to be clear by late October, 2019, and (iii) the submission and approval of the BNBC enforcement "Educational and Outreach Campaign" that is expected to be clear at late January, 2020 as report by ICC/SDE.

Linkage from Outputs to Outcomes: In terms of the contributions these "outputs" will make to achieving the desired "outcomes," as reflected in Intermediate Results Indicator (IRI-14) of the World Bank's "Proposed" Results Framework, the target for Year 4 is that the "initial assessments and stakeholder's engagement on current BNBC enforcement practices [would be] conducted." Given that the SAR of current building code enforcement practices is all but complete (only pending RAJUK's final approval) and that there have been three (3) workshops already conducted to gather feedback from stakeholders on the proposed approach to improve enforcement practices with tangible steps proposed to address shortcomings in current practices incorporated into their revised SAR and CNR, the M&E team agrees that the proposed target of 25% for Year 4 has been reached.

3.3.5 URU Building Design and Construction

The construction and equipping of the new building for RAJUK's Urban Resilience Unit (URU) has been separated by the M&E team from the rest of the other four (4) sub-components of Component C because that work doesn't logically "fit" within any one of them, but rather is applicable, and relevant, to all of them indirectly. This sub-section consists mainly of "services" procurement package S-11: to design and supervise the construction and equipping of RAJUK's new URU building, but also includes several "goods" packages and a "works" package. This have been tabulated and summarized below in Table 3.12

Under the part, the M&E team has been tracking 25 milestones, among which 14 were active during the last reporting cycle, and 11 more are projected to be achieved this fiscal year. Among those 14 milestones, five (5) were "completed on-time," eight (8) were "completed late," one (1) was "due, but on-going," while the remaining 11 milestones are expected to be completed this fiscal year.

Table 3.12: Rolling Totals for URU Building Design and Construction

Completed on-time	Completed late	On-going	Due, but on-going	Due, but no progress	One Year Projection	Total
5	8	0	1	0	11	25

Source: Milestone Status Reports/Data Collection Forms for APR of FY 2018-19.

Major Accomplishments and Non-accomplishments:

Design and Supervision of the Construction and Equipping of RAJUK's new URU building: A consulting team led by Baum Architects, Structural Engineers, and Planners and Engineers Ltd. (hereafter referred to as Baum JV) formed a joint venture called Baum JV that was awarded the contract (**S-11**) to design and supervise the construction of RAJUK's new Urban Resilience Unit (URU) building and associated laboratory facilities in August 2018. Baum JV submitted its initial **Inception Report** (IR) to RAJUK on 8 November 2018, and received comments from the World Bank which RAJUK passed along to Baum JV on November 27th. Baum JV responded with a "comprehensive reply" on December 11th, at which time they responded to every question or issue raised in RAJUK's comments to their initial IR. Then, on 15 January 2019, Baum JV submitted a Revised IR to RAJUK, after which they did not receive any further comments from RAJUK of a "technical nature," according to Baum JV.

However, Baum JV made at least four more presentations of their IR and the Preliminary Architectural Design (PAD) during meetings on January 17th, February 25th and 27th, and on March 20th at which time they were verbally told that the IR had been approved by RAJUK. However, to this date, no formal letters of approval of the IR or the PAD have been received by Baum JV from RAJUK. Contradicting this, RAJUK reports that the IR was approved on March 27th and paid before the end of the 3rd quarter of FY 2018-19. This is also contradicted by Baum JV, which states that it was not aware of RAJUK's approval of its IR via email until April 10th, and did not receive payment until April 15th.

The other major set of deliverables or MSR 'milestones' that the M&E team focused on in tracking Baum JV's progress under S-11 during fiscal year 2018-19 was to design and construct the URU building. These milestones included the preparation of the **Preliminary and Final Architectural Designs** (PAD and FAD) for the URU building, which Baum JV continued to work on throughout the 2nd quarter of FY2018-19. Although no written approval was ever received by Baum JV for the PAD, a second payment was received by Baum JV on the April 24th. At a meeting on 10 December 2018, Baum JV informed for the first time that the World Bank would provide funding only up to US \$13.5 million for the URU building. Baum explained that just the excavation of a basement of four levels and associated shoring work would greatly exceed that amount. Baum JV then proposed to "phase" the design of a smaller building with a single-story basement and four floors above grade (the "minus 1 + 4" design option) during a 1st phase of construction so that it would not exceed available funding.

However, on December 12th, RAJUK rejected this proposal and insisted that Baum continue with a design of a 4-story basement with four floors above-grade (the "minus 4 + 4" design option) that could eventually accommodate the later addition of another 24 floors. Baum JV continued to work on that "minus 4 + 28" design option, which it presented to RAJUK on January 17th. However, at a meeting on February 25th attended by Baum JV, RAJUK, and the World Bank, the World Bank instructed RAJUK to desist with that much larger building design since it far exceeded both the funding envelope of US \$13.5 million and was highly unlikely to be completed within the available time left for project implementation (June 2020). Thus, it became apparent that the previous six months of design work had been "a waste," according to Baum.

The 4th quarter of last fiscal year has continued to be marred by a series of inexplicable delays in getting the Final Architectural Design (FAD) deliverables approved by RAJUK. These delays have been documented in a series of emails and official letters from Baum JV to RAJUK that have mostly gone unanswered. Then, during the first week of June, Baum JV submitted its FAD and Final Feasibility Report to RAJUK, which it presented on June 22nd and 25th. By then, it appears that under pressure to show satisfactory physical and financial progress before the end

of the last quarter of the fiscal year, RAJUK paid the third invoice for the FAD deliverables on July 2nd, just after the end of the fiscal year. Despite receiving their 3rd payment, Baum JV has still not received any acknowledgement of approval, to this date.

In this fiscal year (FY2019-2020), we expect work to proceed by July 25th of the structural design, the Bill of Quantity (BoQ), and the bidding documents, for the first phase of construction of a “minus 2 + 10” building. Following this, RAJUK is expected to review and approve these deliverables by July 30th, float the tender by August 15th and award the contract by December 15, 2019.

Other procurement packages (G-12, G-13, G-15, G-16, S-14, S-15, and W-2)

Under “**goods**” procurement packages **G-12** and **G-13** contracts with supplier for Procurement of Seismic Lab & Field equipment for URU, has been signed on May 16 and July 7, 2019 respectively and due date of delivery for both the packages are late November, 2019. Beside these, another contract has been signed with a supplier for Procurement of Field Equipment for Vulnerability Assessment Aspect of Structures & Geo-physics (**G-15**) on May 6, 2019 which Delivery date is November 30, 2019.

Finally, the final “goods” procurement package **G-16** of Truck mounted CPT (Cone Penetration Test) Equipment (Capacity: 200 kN) (2 Nos.) RSLUP Profile has stalled due to the fact of non-responsiveness of bidders. Thus, the tender bidding process must be re-tendered by RAJUK. RAJUK has not provided a new due date by when they expect to have this equipment procured and delivered. A service contract of Consultancy Services for the Designing Website & Archiving Project Documents for URU for package **S-14** was signed with the consultant on April 4, 2019 and consultants are on board and works are on-going.

Similarly, the signing of a “**services**” contract to obtain consultancy services to conduct an Environmental (and Social) Impact Assessment (ESIA) before physical works begin on the construction of the URU building under package **S-15**. Accordingly, a Contract has been signed for Consultancy Services for Environmental Impact Assessment (EIA) Report of URU Building with BRTC-BUET (S-15) on May 30, 2019. Inception Report for EIA, Draft Final EIA report followed by the validation meeting with the Stakeholders as well as Final EIA report incorporating the inputs from the stakeholders supported by Environmental Management Plan (EMP) are the deliverables which are to be submitted within late October 2019.

Finally, under “**works**” package **W-2** to do the actual construction work of RAJUK’s building, a contract is expected to be signed by RAJUK with a contractor by October 30, 2019 with construction work beginning soon thereafter. Of course, that will be dependent on RAJUK having all the necessary pre-conditions and requirements met prior to then. That may prove to be unviable and unrealistic, given that that is only three (3) months from the date of this draft APR July 31st). Construction activities are expected to be completed within approximately two (2) years of commencement, or by the fall of 2021, if construction works begin soon, as planned.

Projections for FY2019-20: Among the most time-critical and important upcoming milestones that the M&E team is tracking regarding the URU building design and construction are the submission, review, revision, and approval of the building “working design” accompanied by all the necessary bidding documents (MEP, BOQ, etc.) before the end of this quarter. Following that, RAJUK is expected to float the construction tender by August 15th, review and evaluate the bids received, reach a decision on the preferred contractor, and get that company under contract before the end of 2019. At the same time, the other important and immediate milestone that we are tracking is the Environmental Impact Assessment (EIA) for the URU building. RAJUK has programmed to have the entire EIA process completed and approved by the end

of this quarter for the first phase of construction of a “2-story basement + 10-story above grade” building. We find the scheduled completion of these milestones by their due date to be highly optimistic and unlikely to occur by the end of 2019.

In addition to these two major and urgent tasks are a number of procurement packages for seismic field and laboratory equipment that need to be completed this fiscal year under G-12, G-13, G-15, and G-16. There currently appears to be a lack of clarity about whether the C-1 consulting team is responsible to procure this equipment, but they have indicated that is not within the scope of their contract with RAJUK. This matter should be resolved quickly so that it is clear who is responsible to procure this equipment under these packages.

Linkage from Outputs to Outcomes: The linkages between these “**outputs**” and the expected “**outcomes**” is reflected in the World Bank’s Intermediate Results Indicators (**IRI-11 and IRI-12**) in both its “Updated” and “Proposed” Results Frameworks. First, the actual construction work under **S-11** (URU building design and construction supervision) as well as **S-15** (URU building EIA) contribute directly to **IRI-11** under both the current and the “proposed” definitions, with the latter being more ambitious in that it also includes “URU constructed, established, and functional” whereas the current definition only included “URU ... constructed.” The M&E team believes that the “actual achieved” figure provided for Year 4 under the current IRI-11 definition of five percent (5%) is too low given the work that has been completed under S-11. Conversely, the “proposed” “actual achieved” figure of a full 20% under the proposed definition of the Year-4 target is too generous since not “**all** (structural and engineering) designs and specifications ... are completed.” That is simply not true factually.

IRI-12 is where “goods” procurement packages **G-12, G-13 and G-16** come into play, and can be linked to achieving the targets set in the existing “Updated” and “Proposed” Results Frameworks. The definitions under both versions of IRI-12 are identical; only the targets have changed in the two RFs.

The current “Updated” RF only has percentage targets of 50%, 75% and 100% in years 3-5 whereas the new targets in the “Proposed” RF for IRI-12 have percentiles of 70%, 80% and 100% in years 5-7 with short text explanations of measurable advances also mentioned. The M&E team believes that the first two targets in years 5 and 6 are overly generous with the procurement and delivery of laboratory and field-testing equipment accounting for a full 80% of the overall target, while installation and training of that equipment only accounts for the last 20% in Year 7. We believe that ‘split’ does not reflect the true importance or difficulty of installing sophisticated lab or field equipment, and then learning how to use it competently and efficiently. We believe a 60/40 split is more accurate than 80/20.

Finally, just as was true under Sub-component C-4, there is **no** identifiable or direct link in our ‘results chains’ to any Project Development Objective (PDO)-level indicators in either Results Framework for the construction and equipping of the URU building, only indirectly through IRIs-11 and 12. That is where the ‘results chain’ effectively ends since a credible argument or ‘link’ to the second half of the PDO itself to: “to strengthen systems to reduce the vulnerability of future building construction to disasters in Dhaka and Sylhet” is simply not plausible.

3.4 Component D: Project Coordination, Monitoring and Evaluation

As can be seen in the table below, PCMU has a total of 17 tasks that the M&E team is tracking (including some of our own for transparency’s sake). Of these, we have concluded that half (6) are “not applicable at this time,” which are mostly ‘common’ KAAs that we do not think apply to

their work. Of the remaining 11 ‘active’ tasks, eight were “completed on-time”, three were “Completed late”.

Table 3.13: Rolling Totals for URP Component D

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Not applicable (at this time)	Total
8	3	0	0	0	6	17

Source: Milestone Status Reports/Data Collection Forms for APR of FY 2018-19.

Major Accomplishments and Non-Accomplishments

- ✓ Since the beginning of the URP, the World Bank has been proposing that the URP IAs adopt the Tally software package as their **financial management system (FMS)**. Midway through this past fiscal year in December, that decision to implement the Tally software was reversed and the IAs have been allowed to start uploading financial data into the Government’s IBAS++ FMS, which will also serve the purpose of maintaining uniformity across all other GoB agencies. Designated PCMU officials received three days of training on the IBAS++ system in February 2019. Financial data for PCMU with detailed breakdowns of Annual Development Plan (ADP) and Revised Annual Development Plan (RADP) allocations are now being uploaded through the Programming Division of the Planning Commission.
- ✓ There was no apparent progress made by PCMU to prepare a **Sustainability Plan** during the last fiscal year. The current deadline of January 30th was unrealistic, and in fact, the “updated” due date of September 30th also appears to be unrealistic. We have suggested changing it to December 31, 2019 (at the earliest), especially if the URP is extended. This important task requires more time and guidance from the World Bank, and the M&E Team is prepared to assist in training IAs to prepare their own Sustainability Plans. As for PCMU, there does not appear to be any efforts underway now to prepare their own Sustainability Plan, let alone assist in coordinating the other IAs to prepare their own plans as part of its coordination function for the entire project.
- ✓ PCMU has reported that since the beginning of the project, it has uploaded all procurement packages (PPs) into the World Bank’s Systematic Tracking of Exchanges in Procurement (**STEP**) **system**. However, the M&E team has not been able to independently verify this self-reported data.
- ✓ Adoption of Labour Influx Monitoring System (**LIMS**) is not applicable for PCMU or to the other IAs since there is currently no large-scale construction activities underway. However, it will be necessary for RAJUK to implement a LIMS and prepare quarterly reports when they begin construction activities on their new URU building.
- ✓ Grievance Redress Committee (**GRC**) and Grievance Redress Mechanism (**GRM**): In the last approved QPR for the 3rd quarter of fiscal year 2018-19, the M&E Team acknowledged that PCMU does not need to establish its own GRC since it does not conduct physical construction work projects. However, we recommended that a **single** GRM should be developed under PCMU’s leadership as the Project’s coordinating agency for use by all the other URP implementing agencies. While GRCs would remain individualized among the IAs, a common GRM would provide a more consistent implementation. However, to this date, there has been no apparent action taken, or progress made, by PCMU to develop a GRM for use by the other URP IAs.

Submission and approval of an independent Internal Audit Report

A Draft Internal Audit Report was submitted on 31 December 2018. Based on feedback received from the Technical Committee, the independent audit firm was expected to “recast” the Audit Report by the end of March 2019. The revised version of the Audit Report was presented at the 9th PSC meeting on June 13th. The Audit Report was provisionally approved by the PSC subject to addressing their comments when the auditors submitted their final report, which was re-submitted and approved on the 17th of June, 2019.

Request to World Bank to Restructure the URP and Reallocate Project funds

On 13 June 2019, the PSC directed PCMU to send a formal request via the Economic Relations Division (ERD) of the Planning Commission to the World Bank seeking an extension of the URP. Having finally received the only remaining individual request from RAJUK in June, all implementing agencies have now complied with PCMU’s long-standing request so that it can carry out the PSC’s “decision” to submit its request for a 22 month extension of the project on behalf of all four IAs through ERD to the World Bank. Later, a separate letter requesting project funds to be reallocated among the four IAs was sent by PCMU to the World Bank through ERD.

Capacity-Building Activities delivered across the URP

The following capacity building events were undertaken by the PCMU in FY2018-19.

Table 3.14: Capacity Building activities for URP

SL	Title of the Training	No. participants DPP/TAPP	Of per	No. of actual participants	Training duration
1.	Disaster Management (Foreign study tour)	1		10	13 days
2.	Office Management	1		20	3 days
3.	Computer Training	1		20	3 days
4.	Financial Management	1		15	3 days
5.	Audits and IUFR	1		17	3 days
6.	Project & Procurement Management	1		14	3 days

Deliverables of the M&E Team

✓ Quarterly Progress Reports (from 4th Q of FY2017-18 to 4th Q of FY2018-2019)

Each one of the first five (5) Quarterly Progress Reports (QPRs) have been submitted to PCMU within 30 days of the end of the preceding quarter, have been reviewed by the PCMU and other IAs in “discussion meetings,” been revised and re-submitted to the Technical Committee for a 2nd round of review and comments, then been revised again before being submitted to the Project Steering Committee (PSC) for its final review and approval. “Minutes” of all those meetings have been prepared by PCMU after each meeting summarizing the attendees, the issues discussed, and the “decisions” reached by the PSC. Since the M&E team became operational in May 2018, there have been six (6) such series of meetings held each quarter, culminating in the PSC meetings starting from the 4th PSC meeting in June 2018 until this First Annual Progress Report (1st APR), which includes a

separate chapter on the progress made, the challenges and opportunities faced, and our recommendations for the previous 4th quarter of fiscal year 2018-2019. When the PSC meets this quarter to review and approve this 1st APR, it will represent the 10th meeting of the PSC.

✓ **Monitoring and Evaluation (M&E) Framework**

The M&E Team began working on the M&E Framework Report in August 2018 by reviewing the literature of similar World Bank urban resilience projects elsewhere in the region and drawing lessons learned from their experiences. The Draft M&E Framework Report places the M&E Matrix at its very core or ‘heart,’ which was submitted to PCMU and the other IAs in mid-September. PCMU then organised a meeting in October to review the M&E Framework Report, and after being revised, it was submitted to the Technical Committee in late October, which reviewed it. A meeting of the PSC was held in mid-November 12th, and a Final Validation Workshop was held in late November. The final version of the M&E Framework Report was approved on 10 December 2018.

✓ **Indicators Baselines Report**

Work on the Indicators Baseline Report (IBR) was started in September, during that reporting period and following the delivery of the Revised M&E Framework Report. The 1st draft of the IBR was submitted to PCMU on 15 October, 2018. PCMU then organised a review meeting on November 8th. Feedback from that meeting were then incorporated into the 2nd draft of the IBR, which was submitted and reviewed by the Technical Committee on November 29th. Comments received from the TC participants were then incorporated in the next draft of the IBR, which was submitted to the PSC during its meeting on December 10th. After agreeing to make slight modifications to the IBR, it was approved by the PSC and finalised by 20 December 2018.

✓ **URP Website and Project Management Information System (PMIS)**

In January 2019, the M&E team submitted the URP Website Report to PCMU and to the Technical Committee. The PSC then endorsed those two reports at the 8th PSC meeting on March 3rd. On April 1st, PCMU and the M&E Team received authorization (including credentials) from Bangladesh Computer Council (BCC) to serve as the URP’s website host. Later, the URP website was uploaded onto the designated web hosting server (www.urp.gov.bd), and became functional on April 8th.

The Draft PMIS Technical “Dashboard” Report was submitted to PCMU on 31 December 2018. It was reviewed and discussed during a meeting at PCMU on 15 January 2019. Since then, the Information Management Specialist (IMS) on the M&E Team has been working with the Senior Systems Analysis in the Programming Division of the Planning Commission to develop a fully-functional PMIS. The IMS has revised the PMIS Report several times, including the decision by the Technical Committee to incorporate the Software Requirement Specifications (SRS) and System Design Document (SDD) the report. The Final PMIS Technical Dashboard Report was then presented to the PSC at its 9th meeting on June 13th where it was approved and officially launched.

✓ **Environmental and Social Safeguard work**

During this past two fiscal years (FY2017-18 and 2018-19), two environmental monitoring reports (EMRs) have been prepared by DNCC: one from March and the other from November of 2018, which were reviewed by the M&E team in the 4th quarter of FY2018-19.

In general, the reports fulfilled the basic requirements the World Bank's environmental safeguard specialist required of them. However, those requirements likely fell far short of adequately meeting the World Bank's applicable Safeguard policies since they were not monitored at any time during the construction of those facilities to ensure their compliance with the site-specific "sub-project" EIAs that were prepared for DNCC for each structure they constructed in Dhaka and Sylhet. The most that was done was to encourage the contractors to implement minimum standards of worker safety and health measures. However, they were not comprehensive in terms of their coverage of environmental conditions (e.g., air, water, soil, and waste management risks), or of any community safety and health risks, as required by the Bank's applicable Safeguard requirements (Performance Standards 1 & 2). Nor were they adequate in terms of monitoring the mitigation measures that should have been taken as part of any environmental and social management program (ESMP) at those sub-project work sites.

Since those EIAs and construction activities were all started before the M&E team became operational in mid-2018, it was too late for us to realistically suggest that any corrective actions be taken. However, we have prepared new guidance that will hopefully bring future physical works into better alignment with the World Bank Group's Environmental, Health, and Safety (EHS) Guidance and applicable Performance Standards. We have shared our suggested EHS format and structure with DNCC, and if adopted, these changes should be implemented by all URP implementing agencies whenever they are actively implementing small-scale construction activities.

In addition, the two Environmental and Social Safeguard Specialists on the M&E team's staff are now engaged in reviewing and revising the Environmental and Social Management Frameworks (EMF and SMF) that were prepared back in 2014 by the Bank during the preparation and appraisal phase of the URP. Those "framework" documents are very generic and unspecific by necessity since they are prepared for projects in which the details about the exact nature, type, scale, location, and duration of specific "sub-projects" are not yet known. Therefore, "frameworks" are prepared to provide very general guidance on what the primary social and environmental (S&E) risks are *likely to be*, **and** what types of mitigation measures would be appropriate or advisable in such situations. But, it is crucial to keep in mind that they are very generic by their nature.

Therefore, the M&E team has now reviewed the 2014 EMF and SMF, but instead of "revising" them, which would serve little purpose at this late stage in the project, we have decided to prepare guidance to the URP implementing agencies on a very practical and simple "guidance" document about how to design and implement a basic environmental and social management **program** (ESMP). The intended purpose of this suggested format for an ESMP Guidance 'working document' is to provide the URP IAs with practical and cost-effective suggestions about what elements would constitute such a ESMP, how to set it up and run it, basic procedures or methods that could be implemented to mitigate potential negative impacts, record-keeping and reporting processes, etc. in order to protect the environment, worker's safety and health, as well as nearby communities and people's.

This ESMP Guidance is based on both the World Bank's own General EHS Guidelines, which can be found at: (www.ifc.org/ehsguidelines), and adapted to commonly-implemented construction practices utilized in Bangladesh. Our suggestions for the ESMP Guidance will cover all three main areas of the Bank's EHS Guidelines: environmental risks, worker safety and health, and community safety and health concerns. Following the proposed site-specific ESMP Guidance, combined with conducting other studies such as EIAs and SIAs, should help implementing agencies comply with the World Bank Group's relevant Safeguard

Standards 1, 2 and 4 as well as with the provisions of the World Bank’s EHS Guidance. We believe this would be a much more useful document for IAs to use in the last few years of this phase of the URP, and a helpful input to future phases of the URP Program.

Projections for FY 2019-2020: The only milestones for the M&E team next year are this 1st Consolidated Quarterly and Annual Progress Report (1st CQAPR), which technically falls within the timeframe of this fiscal year since it is being prepared after the conclusion of last fiscal year, plus the first three (3) Quarterly Progress Reports (QPRs) in FY2019-2020. That will be immediately followed by the preparation of the 2nd Consolidated Quarterly and Annual Progress Report (2nd CQAPR) during the first quarter of FY 2020-2021.

In addition to these normal monitoring and reporting milestones, the M&E team is also expected to prepare a **Mid-Term Review Report** in the 2nd quarter of this fiscal year, an **M&E “Advisory Report”** to the four IAs of the URP in the 3rd quarter, and a **“Final Report”** during the 4th quarter of this fiscal year.

Linkage from Outputs to Outcomes

The only linkage between the “outputs” described above and the expected “outcomes” reflected in the Bank’s existing “Updated” and new “Proposed” Results Frameworks is Intermediate Results Indicator (**IRI-15**), which is the number of “monitoring reports produced” by the M&E team. And the only difference between the “Updated” and “Proposed” RFs is the annual targets of those monitoring reports. These are all indicated in the Bank’s most recent Aide Memoire of June 2019, and so we will not repeat those numbers here. However, the M&E team has proposed an alternative approach of counting “all M&E reports,” including our Inception Report, M&E Framework, IBR, URP Website and PMIS reports, etc. in addition to our quarterly and annual progress reports (APRs & QPRs), plus several final evaluation and advisory reports due by the end of project, if it is extended, that would reach the final target in Year 7 of 20 reports.

Finally, in terms of any link in the ‘results chain’ to any Project Development Objective (PDO)-level indicators in either the “Updated” or “Proposed” Results Frameworks, there is **no** direct connection of these outputs beyond serving the general function of serving the twin purposes of M&E work: (i) to bring credibility and accountability to the achievement of expected results by implementing agencies in an objective-based project, and (ii) to improve performance by closing the “project cycle” through regular feedback provided to senior decision-makers and managers so that they can make better-informed decisions in a constant process of ‘structured learning.’

3.5 Summary of Progress made toward achieving Expected Outcomes and Indicators in the Results Framework

This final section of Chapter 3 summarizes the progress made over the past fiscal year in terms of “outputs” generated, such as consultants contracted, reports submitted and approved, structures built, and equipment procured, etc. Those “outputs” are then ‘cross-walked’ with their “expected outcomes,” as measured by the Year-4 the Intermediate Results Indicators (IRIs) and Project Development Objective (PDO) level indicator targets contained in the current “Updated” and in the “Proposed” Results Frameworks (RFs) that the World Bank uses to supervise the implementation of the URP.

The “outputs” that are generated are then related to their expected “outcomes,” which are the changes in capabilities or behaviour that those ‘outputs’ help create. In simple terms, an ‘output’ is a ‘thing,’ whether that is a report, a building, or a training course. An “outcome” is what is

achieved or changed as a result of an organization, such as an URP implementing agency, using that report to do something differently than it did in the past. For instance, FSCD might use a new warehouse to store equipment and supplies, which coupled with training increases their capabilities to respond more efficiently, quickly, and effectively during and after a crisis. Those are “outcomes.” We measure them by means of the indicator targets found in the World Bank’s RFs, as explained above.

However, in order to make the ‘link’ between “outputs” and “outcomes,” we need to use ‘results chains,’ which are the logical ‘connections’ linking all the steps involved in achieving any final outcome we seek. The M&E team developed a series of these “results chains” for each Sub-component of the URP as part of our approved “M&E Framework Report” last year. These ‘results chains’ consist of a series of ‘links’ (just like in a chain) that start from the inputs used, such as money and staff time, to carry out a series of activities that result in producing an ‘output.’ These outputs, in turn, are then ‘linked’ to their corresponding “outcomes” via these logical “results chains” and measured against the IRI and PDO-level indicator targets on an annual basis. These indicators are all found in the World Bank’s RFs. Below we summarize (in one place) all of these ‘connections’ or “results chains” for each Sub-component of the URP.

3.5.1 Component A: Reinforcing the Country’s Emergency Management Response Capacity

- A-1:** The outputs of this sub component are directly linked to the outcomes contained in IRI-1 (DDM facilities renovated for the ERCC and NDMRTI). The target for Year 4 is two (2) facilities renovated, which has still not been met. However, whenever this IRI target is achieved, it will make very little contribution to the third (3rd) PDO level Indicator.
- A-2:** The outputs achieved under IRIs 2 & 3 (FSCD and DNCC/DSCC/SCC facilities are constructed or renovated, respectively) have almost completed now, and are expected to be completed in the current fiscal year. Once these final facilities are built, the IRI targets will be met, and the achievement of PDO-level Indicators 1 and 2 will only depend upon acquiring the necessary ECT and SAR equipment under Sub-components A-3 and A-4 (discussed below).
- A-3:** The outputs generated under A-3 will contribute toward achieving the expected outcomes of IRI-4: to provide ECT equipment to national (DDM and FSCD) and local level (DNCC, DSCC & SCC) emergency response facilities. Meeting the targets for IRI-4 will contribute substantially to achieving the second and third PDO-level indicators.
- A-4:** The outputs generated under A-4 will contribute toward achieving the expected outcomes of IRI-4: to provide SAR equipment to national (DDM and FSCD) and local level (DNCC, DSCC & SCC) emergency response facilities. Meeting the targets for IRI-5 will contribute substantially to achieving the second and third PDO-level indicators.
- A-5:** The failure thus far to get the TED Program launched has very serious implications for achieving IRI-6. Far more importantly, IRI-6 is linked directly to PDO-3, and indirectly to PDO-1 & 2 since it cannot be persuasively argued that the first two PDO indicators provide “decentralized ERM **services**” in 68 wards in Dhaka and 20 wards in Sylhet without adequate training and capacity of ER personnel having been improved demonstrably and significantly. It is therefore essential that this work be advanced.

3.5.2 Component B: Vulnerability Assessment of Critical and Essential Facilities

- B-1:** The primary “outputs” generated under B-1, which include the Comprehensive Situation Analysis Report (MD-1), the Needs Assessment Report (D-2), the Complete Database

Report of all critical infrastructure and structures (D-3), and two methodologies being developed under D-4, are linked to **IRI-7**. However, there is no specific metric to objectively measure the extent to which IRI-7 has been achieved, but the M&E team believes that the two deliverables under B-1 satisfy the requirements needed to meet it.

The “1st level” (of 3 levels) of Vulnerability Assessments (VA) being conducted under (MD-2), the Rapid Visual Assessment (RVA), contributes directly to achieving the expected “outcome” for **IRI-8**. In terms of the current “Updated” definition for IRI-8, this will involve far more analysis and work to prioritize the seismic vulnerability of buildings in Dhaka. Therefore, we believe that meeting the current target in the “Updated” RF will likely continue well into the sixth (6th) year of URP implementation while the new target for IRI-8, as defined in the “Proposed RF for Restructuring” will likely take much more time and may not be completed until Year 7. Thus, the completion of IRI-8 depends very much on which definition of the Results Framework is used to assess progress toward reaching those targets. Finally, in terms of the contribution that IRI-7 & 8 make to the 4th indicator of PDO-4, it will be significant, but not quantifiable in any meaningful way. That will depend very much on the progress made under B-2 as well (discussed next).

- B-2:** The key “outputs” of B-2 are not linked to any IRIs in the current “Updated” Results Framework.” However, they are linked to a new, “proposed” IRI-8 in the “Proposed Results Framework for Restructuring” with the proposed target for Year 4 being to have the assessment of the current planning system in RAJUK (MD-2) completed, and the Strategic Framework and Implementation Plan prepared. Based on the progress made by June 30th, we would tend to give a score of less than half of the Year 4 target (35%). In terms of meeting the 4th PDO indicator, the main deliverables discussed above are all important steps in achieving “Risk Sensitive Land Use Planning (RSLUP) practices” expressed as the definition of PDO-4. However, there is still a very long way to go before that PDO-4 Indicator will be met, involving both IRI-7 and IRI-8, but there is no way to quantify that progress at this time.

Once the vulnerability assessments, Strategic Environmental Assessment (SEA) of the greater Dhaka metropolitan area, Comprehensive Situation Analysis and Diagnosis Report (SADR), and the mapping exercises are completed under B-1, **and** the Strategic Framework and Implementation Plan have been finished and are being implemented as part of RAJUK’s implementation of RSLUP practices under B-2, then it will be credible to assert that the 4th PDO Indicator has been partially achieved. However, **full** achievement of the 4th PDO Indicator will depend upon substantial progress being made under Component C, which is discussed next.

3.5.3 Component C: Improved Construction, Urban Planning and Development

- C-1:** While the main “outputs” achieved under C-1 during the last fiscal year (the Situational Analysis & Feasibility Report (SAFR) and the Institutional Design and Organizational Study (IDOS)) are not linked **directly** to any IRI in the World Bank’s current “Updated” or “Proposed” Results Frameworks, it is **indirectly critical to achieving all of the IRIs under Component C** in both RFs. Thus, it is also **essential** if we are going to achieve the 4th PDO-level indicator to develop “systems to reduce the vulnerability of new buildings in Dhaka and Sylhet” as defined under the current RF, or to “increase the resilience of the built environment in Dhaka [only],” as defined under the “Proposed” RF. However, it is impossible to quantify its contribution to achieving the indicator for PDO-4.

- C-2** Two main “**outputs**” generated last fiscal year under Sub-component C-2 (to develop an electronic construction permitting system in RAJUK), were: the Construction Permitting Assessment Report (CPAR), and the Baseline and Business Operation Design. These are linked to “**outcomes**” under **IRI-10** in the World Bank’s current “Updated” and “Proposed” Results Frameworks. The target for Year 4 in the “Updated” RF was “Baseline set,” which has not been achieved yet. Under the new “Proposed” RF, the target for Year 4 has been achieved with the preparation of the CPAR. In terms of the fourth PDO indicator (PDO-4), the “outcomes” that we expect will be developed under Sub-component C-2 will achieve one of the three “systems” that are defined in footnotes #18 and 19, respectively, of both RFs.
- C-3:** The linkages between the “**outputs**” that were supposed to be generated under C-3 in terms of the expected “**outcomes**” are reflected in **IRI-13** of the World Bank’s current “Updated” and “Proposed” RFs. In terms of the link between IRI-13 and the 4th PDO Indicator (**PDO-4**), the “Proposed” RF would break that link by removing the Professional Accreditation Program from footnote #19 and replacing it with “RSLUP practices” used by RAJUK. The M&E team sees no reason to substitute the PAP “system” with RSLUP practices; instead, it could simply be added to the list of “systems” in their RF footnotes.
- C-4:** The “**outcomes**” reflected in IRI-14 of the RF is expected to occur as a result of generating the “outputs” under C-4, namely: the **Situation Analysis Report (SAR) that is pending final approval from RAJUK, and the Concept Note Report (CNR), which has not yet been submitted** to RAJUK. Since this work is all but complete, the proposed target of 25% for Year 4 has been reached. However, there is no identifiable or direct link in our ‘results chains’ to any PDO-level indicators in either RF for C-4 since the development of a building code enforcement strategy or program is not mentioned as one of the three “systems” mentioned in footnotes 18 or 19 of the World Bank’s Updated or Proposed RFs. However, we believe this could be easily rectified.
- URU:** The linkages between the “**outputs**” for the design and supervision of construction of the and URU building (**S-11**) as well as the EIA for the URU building (**S-15**) will contribute directly to the expected “outcomes” reflected in **IRI-11** of the World Bank’s “Updated” and “Proposed” Results Frameworks. The set of smaller “goods” packages to equip the URU staff with laboratory and field measurement equipment will contribute to **IRI-12** of both RFs. However, there is no identifiable or direct link in our ‘results chains’ to any PDO-level indicators in either RF since the construction and equipping of a building will not necessarily, by itself, contribute to reducing the vulnerability of the built environment in Dhaka. Thus, IRIs-11 and 12 are where the ‘results chains’ end.

3.5.4 Component D: Project Coordination, Monitoring and Evaluation

The only linkage between the “**outputs**” under Component D and their expected “outcomes” under **IRI-15** of the World Bank’s RFs are the number of “monitoring reports produced” by the M&E team. Additionally, there is no link in the ‘results chain’ from IRI-15 to any PDO-level indicator in either the “Updated” or “Proposed” RFs.

3.6 “Result Chains” for Sub-components Linking “Outcomes” to IRI and to PDO-level Indicators

Table 3.15: “Result Chains” for Sub-components Linking “Outcomes” to IRI and PDO-level Indicators (targets and current status at YR4)

URP Sub-component Name and Number		Corresponding IRIs	IRI Targets & Status (at end of Year 4)		Corresponding PDO-level Indicator	PDO-level Indicators (Targets & Status)	
#	Name		Target	Status		Target	Status
A-1	Renovate and equip office space for ERCC & NDMRTI	IRI-1	2	0	PDO-3	NA	NA
A-2	Construct EM Facilities	IRI-2 & 3	29 & 24	28 & 23	PDO-1 & 2	A-2 through A-4 all required to achieve PDO indicators 1&2	
A-3	Procure ECT equipment	IRI-4	53	17	PDO-1 & 2		
A-4	Procure SAR equipment	IRI-5	12	13	PDO-1 & 2		
A-5	TED Program	IRI-6	8	0	PDO-3	Baseline +1	0
B-1	ID & Prioritization of Vulnerability Ass't of Greater Area of Dhaka	IRI-7 & 8	100% & 75%	N/A & 25%	PDO-4	Not quantifiable	
B-2	Risk-Sensitive Land-Use Planning (RSLUP) practices in RAJUK	New IRI-9	35%	20%	PDO-4		
C-1	Operationalization of URU in RAJUK	NA	NA	NA	PDO-4	N/A	N/A
C-2	Electronic Construction Permit System (ECPS)	IRI-10	Baseline set	100%	PDO-4	1	0
C-3	Professional Accreditation Program (PAP)	IRI-13	80%*	0%	PDO-4	1	0
C-4	Improved Building Inspection Enforcement	New IRI-14	25%	25%	PDO-4	NA	NA
URU	URU Building Design & Construction Supervision	IRI-11 & 12	100% & 75%	20% & 0%	PDO-4	N/A	N/A
D	PCMU: M&E reports	N/A	16	4	N/A	N/A	N/A

* Denotes that since 4 out of 5 “targets” were supposed to be met by end of Year 4 that we used only the ‘reasonable’ method available to us (a simple mathematical calculation) to calculate degree of ‘progress.’

3.7 URP photographs of warehouse, EOC and Command and Control Centre.

Figure 1: Construction of Warehouse and Command and Control Center of FSCD in Mirpur-10



Figure 2: Construction of Command and Control Center and Warehouse of FSCD in South Surma, Sylhet.



Figure 3: Delivery of Search & Rescue Equipment for SCC



Figure 4: Delivery of Search & Rescue Equipment for SCC

Consolidated Total of Physical Progress & Major Accomplishment made in FY18-19



Figure 5: Delivery of Search and Rescue vehicle for FSCD



Figure 6: Constructed Warehouse of FSCD in Hazaribag



Figure 7: Delivery of Water Rescue vehicles and Boat



Figure 8: Delivery of Search and Rescue Equipment & Boats

Consolidated Total of Physical Progress & Major Accomplishment made in FY18-19



Figure 9: Training Program on Search and Rescue Equipment



Figure 10: Training Program on Search and Rescue Equipment



Figure 11: Existing meeting room of the National Disaster Management Research and Training Institute (NDMRTI)



Figure 12: Existing training room of the National Disaster Management Research and Training Institute (NDMRTI)

CHAPTER

4

Financial Analysis for FY 18-19

The Monitoring and Evaluation (M&E) team for the Urban Resilience Project (URP) collects and analyzes financial information from all four of the URP implementing agencies (IAs), including from the Project Coordination and Monitoring Unit (PCMU). The M&E team relies mainly for its financial progress reporting on data provided by the Planning Commission's Implementation Monitoring Evaluation Division (IMED-3 and -5) formats. These are prepared by each of the IAs on a monthly and quarterly basis, respectively. In addition, our financial findings are also based on a continuous series of communications, both written and telephonically, with the URP IAs and their consultants. In cases where documental evidence is not provided to the M&E team, which is also noted in this report.

This chapter is first divided into sections by IA. Then, we compare quarterly allocations to actual expenditures, provide financial analyses of the financial performances of URP PIUs, and finally show IDA disbursements and actual expenditures from the IDA credit in millions of US dollars.

4.1 Department of Disaster Management (DDM) for Sub-components A-1 & A-5

Component A (Reinforcing the country's Emergency Management Capacity) is being implemented by the Department of Disaster Management (DDM) and Dhaka North City Corporation (DNCC) on behalf of Dhaka South CC, Sylhet CC, and Fire Service and Civil Defence (FSCD). Of the five (5) sub-components under Component A, DDM is managing the implementation of two sub-components, A-1: Renovating and equipping office space within the DDM building for the Emergency Response Control Centre (ERCC) & National Disaster Management Research and Training Institute (NDMRTI); and A-5 (Enhancing the ERM capacity of ERCC & NDMRTI and local level city corporations and FSCD in Dhaka & Sylhet with Training, Exercise and Drill (TED)).

The total cost of these two sub-components under DDM's management is **12,550 Lac BDT (or US \$16.3 million)** over the Project's entire 5-year period of performance. During the 4th quarter of fiscal year (FY2018-19) from April 1st to June 30th, 2019, DDM's financial performance improved dramatically as expenditures increased 14-fold from only 56 Lac BDT in the 3rd quarter to over **815 Lac BDT** in the 4th. However, for the entire fiscal year, **total expenditures of 1,088 Lac BDT** represented just over one-third (**34.1%**) of DDM's total **revised** annual allocation of 3,664 Lac BDT. Expenditures on DDM's Project Implementation Unit (PIU) of 230 Lac BDT consumed nearly one-quarter of its total expenditures (1,088 Lac BDT) last fiscal year.

As an update, DDM made very little physical or financial progress thus far this quarter (1st quarter of FY 2019-2020) due to delays in approving the detailed Phase 2 budget for TED training to begin under Sub-component A-5. In addition, renovation work of the DDM building to house the ERCC and NDMRTI's functions have not started because the 'Tender Evaluation Summary' has not been approved by the Ministry of Disaster Management and Relief (MoDMR). This suggests that DDM will spend little money for Sub-component A-1 again, likely less than

the 17.5 Lac BDT they spent in the 4th quarter of FY2018-19 from April 1st to June 30th, and on a par with the previous three quarters of FY2018-19 ranging from 0.2 to 5.2 Lac BDT. Unless these current indications change rapidly, we anticipate that the vast majority of expenditures by DDM this quarter will be devoted to paying DDM's PIU staff salaries and expenses while progress in starting TED activities and renovation work of ERCC and NDMRTI lags seriously.

Table 4.1: Quarterly and Annual Expenditures of DDM in Fiscal Year 2018-2019 (in Lac BDT)

Component A: Reinforcing the Country's Emergency Response Management (ERM) System		Expenditures in 1st Quarter (Jul-Sep 2018)	Expenditures in 2 nd Quarter (Oct-Dec 2018)	Expenditures in 3rd Quarter (Jan-Mar 2019)	Expenditures in 4th Quarter (Apr-Jun 2019)	Total Expenditures in FY 2018 - 2019
Sub-component A1	Renovate and equip ERCC & NDMRTI with office equipment and furniture	5.2 (7.3%)	1.9 (1.3%)	0.2 (0.04%)	17.5 (2.1%)	24.9 (2.3%)
Sub-component A5:	Enhance the ERM capacity of ERCC & NDMRTI and Dhaka & Sylhet CCs and FSCD	0 (0%)	83.1 (57.4%Q)	0.3 (0.05%)	749.7 (91.9%)	833.1 (76.5%)
Expenditures on PIU		66.2 (92.7%)	59.8 (41.3%)	55.8 (100%)	48.7 (6.0%)	230.5 (21.2%)
Total Expenditures		71.4 (100%)	144.8 (100%)	56.3 (100%)	815.9 (100%)	1,088.4 (100%)
Quarterly and Annual Allocations		250	624	400	2,390	3,664
% of Expenditures to Quarterly Allocation		28.6%	23.2%	14.1%	34.1%	29.7%

4.2 Dhaka North City Corporation (DNCC) for Sub-components A-2, A-3 & A-4

DNCC is implementing three (3) sub-components (A-2, A-3 & A-4) of Component A (Reinforcing the Country's Emergency Response Management (ERM) System) at a total cost of **73,150 Lac BDT** over the entire 5-year life of the URP. The total amount of the 4th Year annual allocation for the three (3) sub-components under DNCC's management and guidance was **21,200 Lac BDT** spread out evenly in quarterly allocations of 5,300 Lab BDT during FY2018-19.

DNCC's overall financial progress was fully satisfactory. It spent over 99% of its annual allocation in Year 4 with **expenditures of 21,056 Lac BDT**. The vast majority of these expenditures went toward procuring emergency communication technology (ECT) equipment under Sub-component A-3. Meanwhile DNCC's expenditures on its PIU were also the lowest of any of the four IAs, both in absolute terms at just 52.3 Lac BDT and as a percentage of total expenditures at just 0.3%, making it by far the most efficient of the four IAs.

In terms of its financial performance in the 4th quarter, DNCC spent **3,230.5 Lac BDT**, which was 61% of its quarterly allocation. This was comparable to its expenditures in the preceding two (2nd and 3rd) quarters of 3,871 (73%) and 2,718 (51%) Lac BDT. As we had anticipated

based on our analysis of procurements over the year, the 1st quarter total of 11,236 Lac BDT, or 212% above its quarterly allocation of 5,300 Lac BDT, was an aberration and not a pattern that was expected to continue at that rate for the rest of the fiscal year.

Under Sub-component A-2 to “Design, Build and Outfit Local City Corporations and FSCD with ERM facilities in Dhaka and Sylhet,” DNCC spent just over **1,100 Lac BDT or 5.2%** of total expenditures. Under Sub-component A-3 to “Procure specialized ECT equipment” for national level organizations (e.g., DDM and FSCD) as well as for city corporations in Dhaka and Sylhet (that is, DNCC, DSCC and SCC), DNCC spent **18,734 Lac BDT or 89% of all expenditures**. Thus, DNCC’s overall financial progress was fully satisfactory with total expenditures, including for its PIU, of **21,056 Lac BDT** out of total annual allocations of **21,200 Lac BDT**, representing the percentage of total expenditures to their annual allocation at **99.3%**. While we did see a downward trend in expenditures after the 1st quarter, this was expected and is expected to continue this fiscal year at the lower levels shown in the following three quarters of the last fiscal year averaging between 3,000 and 3,500 Lac BDT each quarter this FY2019-2020.

Table 4.2: DNCC Quarterly and Annual Expenditures in Fiscal Year 2018-2019 (in Lac BDT)

Component A: Reinforcing the Country's Emergency Response Management System	Expenditures in 1st Quarter (July-Sept 2018)	Expenditures in 2nd Q (Oct-Dec 2018)	Expenditures in 3 rd Quarter (Jan-Mar 2019)	Expenditures in 4 th Quarter (Apr-Jun 2019)	Total Expenditure for FY (2018-19)
A-2: Design, build and equip ERM facilities in Dhaka and Sylhet	450.1 (4.0%)	210.7 (5.4%)	309.5 (11.4%)	129.9 (4.0%)	1,100.2 (5.2%)
A-3: Procure specialized ECT equipment for national and local organizations in Dhaka & Sylhet	10,728.9 (95.5%)	2,737.1 (70.7%)	2,272.1 (83.6%)	2,996.3 (92.7%)	18,734.3 (89.0%)
A-4: Procure specialized Search and Rescue equipment for national and local organizations in Dhaka & Sylhet	35.8 (0.3%)	912.4 (23.6%)	128.7 (4.7%)	92.1 (2.9%)	1,168.9 (5.6%)
Expenditures of PIU	21.7 (0.2%)	10.4 (0.3%)	7.95 (0.3%)	12.3 (0.4%)	52.3 (0.3%)
Total Expenditures	11,236.4 (100.0)	3,870.65 (100.0)	2,718.1 (100.0)	3,230.5 (100.0)	21,055.7 (100.0)
Quarterly and Annual Allocations	5,300	5,300	5,300	5,300	21,200
% of Expenditures to Total Allocation	212.0%	73.0%	51.3%	61.0%	99.3%

4.3 RAJUK for Component B: Vulnerability Assessment of Critical and Essential Buildings and Facilities in Dhaka

RAJUK made steady, but uneven, financial progress under Component B since a very slow start at the outset of fiscal year 2018-19. Looking at financial figures by quarter, we see a steady decline in expenditures (after the 1st quarter, in which there were none for either B-1 or B-2) from a high of 729 Lac BDT (72.9% of quarterly allocation) in the 2nd quarter to 612 Lac BDT in the 3rd quarter, representing 35.6% of the quarterly allocation of 2,000 Lac BDT, and finally, 427 Lac BDT in the 4th quarter, or about 24.4% of the 1,750 4th quarterly allocation.

From the perspective of each sub-component under Component B, we can see from Table 4.3 below that overall spending on **B-2 (957.7 Lac BDT)** was slightly higher than it was for **B-1**

(**810.4 Lac BDT**) in FY2018-19. However, spending on B-1 dropped precipitously in the last quarter (4th) to 127 Lac BDT from 371 and 312 Lac BDT, respectively, in the previous two quarters. Spending on B-2 dropped slowly, but steadily, from a high of 357 Lac BDT in the 2nd quarter to 306 Lac BDT in the 3rd, and then to 300 Lac BDT in the last (4th) quarter. This explains why we saw a steady drop in combined expenditures for both sub-components of Component B in each quarter (after the 1st quarter) last fiscal year.

Table 4.3: RAJUK Quarterly and Annual Expenditures in Fiscal Year 2018-2019 (in Lac BDT)

Component B: Vulnerability Assessment of Critical and Essential Facilities	Expenditure for 1 st Quarter (July-Sept 2018)	Expenditure for 2 nd Quarter (Oct-Dec 2018)	Expenditure for 3 rd Quarter (Jan-Mar 2019)	Expenditure for 4 th Quarter (Apr-Jun 2019)	Total Expenditure for FY year (2018-19)
B-1: Vulnerability assessment of critical and essential facilities (S-4)	0 (0%)	371.4 (39.1%)	311.8 (14.2%)	127.3 (6.5%)	810.4 (15.8%)
B-2: Development of a risk sensitive land use planning practices in Dhaka (S-5)	0 (0%)	357.4 (37.7%)	306.3 (13.9%)	300 (15.3%)	957.7 (18.6%)
Component B Total Expenditures	0 (0%)	728.7 (76.8%)	612.1 (27.8%)	427.3 (21.8%)	1,768.1 (34.4%)
Quarterly and Annual Allocations	500	1,000	2,000	1,750	5,250
% of Expenditures to Total Allocation	0%	72.9%	35.6%	24.4%	33.7%

4.4 RAJUK for Component C: Improved Construction, Urban Planning and Development Practices

RAJUK got off to a very slow start during fiscal year 2018-19 in terms of financial progress under Component C, but then picked up substantially in the last two quarters of the fiscal year. By the end of the fiscal year on June 30th, 2019, total expenditures of **2,535 Lac BDT** had reached over **48%** of the total combined annual allocation of 5,250 Lac BDT for both Components B and C. However, if we add the annual expenditures for Component B (above) of 1,768 Lac BDT, then the combined total expenditures of 4,303 Lac BDT for both Components B and C reached 82% of that overall total allocation. Most of the difference between expenditures and the annual allocation was spent on the PIU (16.3%). We will discuss these combined totals in the next section.

Looking at the financial figures by quarter for **Component C only**, we see from the table below that after the first quarter (only 29 Lac BDT were spent), expenditures picked up to **109 Lac BDT** in the 2nd quarter. They then exploded in the 3rd quarter to **1,318 Lac BDT**, or nearly 66% of the 3rd quarter allocation, before dropping down slightly to **1,108 Lac BDT** in the final 4th quarter of the fiscal year (also just over 66% of the 4th quarter allocation). Thus, total annual expenditures for the year under Component C were **2,535 Lac BDT**.

Looking at expenditures by sub-component, we saw a very uneven performance financially. Sub-component C-1 (Operationalization of the URU in RAJUK) represented the largest expenditures of any sub-component within Component C at **1,139 Lac BDT, or nearly 22%** of total expenditures followed by Sub-component C-4 (Improved Building Code Enforcement) at **911 Lac BDT, or 17.4%**, and then Sub-component C-2 (Electronic Construction Permitting System) at **486 Lac BDT (9.3%)**. There were no expenditures under Sub-component C-3 to establish a Professional Accreditation Program for Engineers, Architects and Planners since that sub-component was inactive the entire fiscal year.

Table 4.4: RAJUK Quarterly and Annual Expenditures in Fiscal Year 2018-2019 (in Lac BDT)

Component C: Improved Construction, Urban Planning and Development	Expenditure for 1 st Quarter (July – Sept. 2018)	Expenditure for 2 nd Quarter (Oct.- Dec. 2018)	Expenditure for 3 rd Quarter (Jan.- March 2019)	Expenditure for 4 th Quarter (April - June 2019)	Total Expenditure for FY2018-2019
C1: Operationalize the Urban Resilience Unit (URU) in RAJUK to Improve Dhaka's Urban Resilience (S-6)	0	109.3 (10.9%)	429.05 (21.5%)	600.2 (34.3%)	1,138.6 (21.7%)
C2: Establish an Electronic Construction Permitting System (S-7)	0	0	485.95 (24.3%)	0	485.95 (9.3%)
C3: Set up a Professional Accreditation Program for Engineers, Architects and Planners (S-8)	0	0	0	0	0
C4: Improved Building Code Enforcement in RAJUK Jurisdiction (S-9)	0	0	403.4 (20.1%)	507.4 (29%)	910.8 (17.4%)
Component C Total Expenditures	0	109.3	1,318.4	1,107.6	2,535.3
Quarterly and Annual Allocations	500	1,000	2,000	1,750	5,250
% of Expenditures to Total Allocation	0%	10.9%	65.9%	66.3%	48.3%

4.5 RAJUK – Components B and C Combined

Now, when we combine quarterly and annual expenditures for both Components B and C together, we can see the full picture for RAJUK. For the entire fiscal year 2018-2019, RAJUK spent **1,768 Lac BDT**, or just over one-third (1/3) of its total annual allocation of 5,250 Lac BDT, on Component B activities to assess the seismic vulnerability of critical and essential buildings and infrastructure in Dhaka and Sylhet.

Meanwhile, RAJUK spent **2,535.3 Lac BDT**, or 48.3 %, on Component C activities to reduce the vulnerability of critical and essential buildings and infrastructure in Dhaka through improved building and infrastructure construction and risk-sensitive land-use planning (RSLUP).

The remaining 16.3%, or **837.5 Lac BDT**, was spent on very large, and ever-increasing PIU staff salaries, supplies, and equipment. This represented a full one-sixth (1/6) of RAJUK's total expenses compared to just 52 Lac BDT, or 0.3%, of DNCC's PIU expenses managing Sub-components A-2, A-3, and A-4.

Table 4.5: Components B&C, RAJUK Quarterly and Annual Expenditures in FY2018-19

Components B & C	Expenditures for 1 st Quarter (July – Sept. 2018)	Expenditures for 2 nd Quarter (Oct.- Dec. 2018)	Expenditures for 3 rd Quarter (Jan.- March 2019)	Expenditures for 4 th Quarter (April - June 2019)	Total Expenditures for FY2018-2019
Component B	0 (0%)	728.7 (76.8%)	612.1 (27.8%)	427.3 (21.8%)	1,768.1 (34.4%)
Component C	0	109.3 (10.9%)	1,318.4 (65.9%)	1,107.6 (66.3%)	2,535.3 (48.3%)
Expenditures of PIU	29.0	110.6 (11.7%)	269.3 (12.2%)	428.6 (21.8%)	837.5 (16.3%)
Total Expenditures	29.0 (5.8%)	948.6 (100%)	2,199.85 (100%)	1,963.5 (100%)	5,141.0 (100%)
Quarterly and Annual Allocations	500	1,000	2,000	1,750	5,250
% of Expenditures to Total Allocation	5.8%	94.9%	110%	112.2%	97.9%

4.6 PCMU for Component D: Project Coordination, Monitoring & Evaluation

PCMU's expenditures consist of salaries and allowances of Project staff, office equipment and supplies, and consultants working for them. PCMU's expenditures are divided under two broad headings: (1) Goods and consulting services, and (2) PCMU's own expenses. PCMU's expenditures were not uniform throughout the year, and varied widely from quarter to quarter: being very high in the 2nd and 4th quarters (242 and 335.5 Lac BDT), but very low in the 1st and 3rd quarters (32.1 and 38.5 Lac BDT). This is largely attributable to PCMU's payments to the M&E consulting team, which is 'lumpy' and depends on the approval of key deliverables. The M&E team has been working under PCMU since last May (2018).

In March 2019, PCMU's annual allocation was revised and slashed by nearly two-thirds (2/3) from 2,344 Lac BDT to 860 Lac BDT split into quarterly allocations of 215 Lac BDT. As shown in the table below, its total expenditures for the entire year were **648 Lac BDT, or 75%** of its revised annual allocation. In the 4th quarter alone, PCMU spent **335.5 Lac BDT**, which was 56% higher than its revised 4th quarter allocation of 215 Lac BDT.

Table 4.6: PCMU Quarterly and Annual Expenditures in FY 2018-19 (in Lac BDT)

Component D: Project Coordination, Monitoring and Evaluation	Expenditure for 1 st Quarter (July-Sept. 2018)	Expenditure for 2 nd Quarter (Oct.-Dec. 2018)	Expenditure for 3 rd Quarter (Jan.-March 2019)	Expenditure for 4 th Quarter (April-June 2019)	Total Expenditure for FY (2018-19)
Consulting fees	0	217.7 (91%)	0	302.89 (90.3%)	513.2 (79.2%)
Expenditures of PIU	32.2 (100%)	24.3 (9%)	38.5 (100%)	32.57 (9.7%)	134.92 (20.8%)
Total Expenditures	32.2	242	38.5	335.5	648.1
Quarterly and Annual Allocations	215	215	215	215	860
% of Expenditures to Total Allocation	15%	112.5%	18%	156%	75.4%

4.7 URP: Total Quarterly and Annual Expenditures and Allocations in FY18-19

A summary of overall quarterly and annual expenditures by all URP IAs is presented in Table 4.7 below. Looking at the 4th quarter of last fiscal year, **6,345 Lac BDT** was spent against the revised quarterly allocation of **9,655 Lac BDT**, representing almost two-thirds (**65.7%**) of the allocation. This was comparable to the previous two quarters as a percentage of quarterly allocations (midway between 73% and 63% for the 2nd and 3rd quarters, respectively), even though in absolute terms it was well over 1,200 Lac BDT more in the 4th quarter since the allocation was also much higher in the 4th quarter than in previous quarters.

On an annual basis, total spending over the entire fiscal year reached nearly 28,000 Lac BDT (**27,933.2 Lac BDT**), just over **90%** of the total annual allocation of close to 31,000 Lac BDT (**30,974 Lac BDT**). DNCC accounted for more than 75% of total expenditures during the fiscal year, but this was most prominent in the 1st quarter of the year whereas RAJUK began to 'pick up the slack' in the 3rd and 4th quarters. Conversely, DDM's financial performance last year was very disappointing, as can be seen in Table 4.7 below. It contributed less than 4% of total expenditures, and did not reach 30% of its annual allocation of 3,664 Lac BDT. This needs to change dramatically going forward and should be a focus of senior URP managers' attention.

Table 4.7: Overall URP Quarterly and Annual Expenditures in FY 2018-19 (in Lac BDT)

Implementing Agencies	Component and Sub-components	Expenditures for 1 st Quarter (July-Sept 2018)	Expenditures for 2 nd Quarter (Oct-Dec 2018)	Expenditures for 3 rd Quarter (Jan-Mar 2019)	Expenditures for 4 th Quarter (Apr-Jun 2019)	Total Expenditures for FY year (2018-19)
DDM	A-1 & A-5	71.40 (0.6%)	144.82 (2.8%)	56.29 (1.1%)	815.91 (12.9%)	1,088.42 (3.9%)
DNCC	A-2, A-3 & A-4	11,236.41 (98.8%)	3,870.65 (74.3%)	2,718.13 (54.2%)	3,230.53 (50.9%)	21,055.72 (75.4%)
RAJUK	Components B and C	29.00 (0.3%)	948.62 (18.2%)	2,199.85 (43.9%)	1,963.53 (30.9%)	5,141.00 (18.4%)
PCMU	Component D	32.18 (0.3%)	241.98 (4.6%)	38.53 (0.8%)	335.46 (5.3%)	648.15 (2.3%)
Total Expenditures		11,369 (100.0)	5,206.1 (100.0)	5,012.8 (100.0)	6,345.4 (100.0%)	27,933.2 (100.0%)
Quarterly & Annual Allocation		6,265	7,139	7,915	9,655	30,974
% of Expenditure to Allocation		181.5%	72.9%	63.3%	65.7%	90.2%

Finally, let's compare last fiscal year's financial progress with the previous three (3) years. As can be seen below in Table 4.8, overall Project spending was up **6,728 Lac BDT, or nearly one-third (31.7%) more than the previous three years combined**. In other words, spending of nearly 28,000 Lac BDT in Year 4 of the URP's implementation was almost quadruple (4 times) what it had been in the first three years from June of 2015 until June 30th, 2018.

Looking ahead, assuming the current rate of expenditures of roughly 28,000 Lac BDT, it would take another three years (until **June 2022**) to spend the remaining 89,000 Lac BDT that are left in the World Bank credit at this time.

Table 4.8: Cumulative Financial Progress of URP: June 2015 - June 2019 (in Lac BDT)

Implementing Agencies	Total Approved Project Cost	Cumulative Expenditures June 2015 to June 2018	Annual Expenditures in FY 2018-19	Amount and % of Increase over first 3 years	Cumulative Expenditures up to June 2019
DDM	12,550	702.6 (5.6%)	1,088.4 (8.7%)	385.8 (up 55%)	1,791.0 (14.3%)
DNCC	74,605	18,570.6 (24.9%)	21,055.7 (28.2%)	2,485.1 (up 13%)	39,626.3 (53.1%)
RAJUK	42,990	1,551.2 (3.6%)	5,141 (12%)	3,589.8 (up 231%)	6,692.2 (15.6%)
PCMU	8,000	381.1 (4.8%)	648.15 (8.1%)	267.05 (up 70%)	1,029.25 (12.9%)
TOTAL	138,145	21,205.4 (15.35%)	27,933.2 (20.2%)	6,727.8 (up 31.7%)	49,138.6 (35.6%)

4.8 Financial Analysis of PIU Performance

PIU-expenditures and non-PIU expenditures by IAs in FY 2018-19 are presented in Table 4.8 below. In total for all four IAs, about **1,558 Lac BDT** was spent on PIUs staff salaries, office equipment and supplies in FY 2018-19. This represents **5.6%** of total project expenditures, which is a reasonable percentage of Project funds dedicated to its implementation.

Looking at the figures below, it is obvious that DNCC was the most efficient IA in terms of funds spent for project activities vs. PIU staff salaries and supplies. Paradoxically, they were able to generate the largest expenditures **by far** with the lowest overall PIU costs **by far**, spending over 21,000 Lac BDT using just over 52 Lac BDT for their PIU. This means that 99.75% of all their expenditures went for Project purposes. Another way to look at this is that for every Taka that DNCC spent on their PIU, they generated over 400 Taka in Project 'financial progress'!

In contrast, PCMU spent over two-thirds of their expenditures on their PIU, and only one-third on Project activities, generating only 1.5 Taka in financial progress for every Taka spent on their PIU staff. However, in absolute terms, RAJUK spent nearly 120 Lac BDT more than all three other IAs combined (837.5 vs. 720 Lac BDT), but only generated just over six (6) Taka for every Taka spent for their massive PIU staff, supplies, and equipment. The average "per Taka" earned per Taka spent on PIUs was **18**, but this was heavily influenced by DNCC's stunningly efficient performance. Extracting DNCC's performance would have resulted in a much lower per BDT ratio of financial progress per unit of PIU costs of only 4.6 as DNCC accounted for 75% of financial progress, but only 3% of PIU costs while RAJUK alone accounted for nearly 54% of total PIU costs, but only contributed 18.4% of financial 'progress' last fiscal year.

DDM's PIU costs were inordinately high given the lack of physical and financial progress made last year. Its PIU costs of 230.5 Lac BDT were 4.4 times higher than DNCC's, but produced just 5%, or 1/20th the financial 'progress.' DDM's financial performance was particularly bad in the 4th quarter when it was expected to accelerate spending significantly (6-fold) from 400 to 2,390 Lac BDT due to the launching of the TED Program. However, due to delays in approving deliverables and proposed budgets, that TED training has still not commenced. DDM did spend 816 Lac BDT in the 4th quarter, but 750 Lac BDT or 92% of this were expenses 'carried over' from the previous quarter for TED Phase 1 products. This effectively obscured the real lack of physical or financial progress made by DDM in the 4th quarter, which was only 66 Lac BDT (or more accurately 17 Lac BDT, if you exclude 48.7 Lac BDT of PIU expenses) out of expected

expenditures of **2,390 Lac BDT**. Thus, the ratio of actual financial ‘progress’ made in the 4th quarter compared to expectations was either **2.7% or 0.7%**, depending on whether you include the PIU’s expenses, or not. This is clearly unacceptable given the importance of the TED Program’s contribution toward achieving the URP’s ultimate objectives.

Table 4.9: Comparison of PIU Expense & Non-PIU Expenditure for FY2018-19 (Lac BDT)

Implementing Agencies	Total Annual Expenditures	Expenditures as % of Annual Allocation	Annual PIU Expenditures	Annual PIU Expenditures as % of Total Allocation	Annual PIU expense per unit of Project Expenditures
DDM (A-1 and A-5)	1,088.4	29.7%	230.5	21%	4.7
DNCC (A-2, A-3 and A-4)	21,055.7	99.3%	52.3	0.25%	402.4
RAJUK (B and C)	5,141.0	97.9%	837.5	16%	6.1
PCMU (D)	648.15	75.3%	134.5	21%	4.8
TOTAL	27,933.28	90.2%	1,255.2%	4.5%	22.25

The implications of this analysis are intriguing as such metrics of performance could possibly be used to reward satisfactory performance by managers of implementing agencies. Currently, IA managers (PDs) are paid an “additional salary or bonus” above their normal salary for participating on ADP projects *regardless* of their performance. However, this acts as a perverse incentive. By paying these additional salaries to managers and PDs regardless of their performance, this only acts to prolong projects’ implementation due to the extra salaries they receive when projects are extended. Thus, by basing the amount of additional salaries paid to managers on such metrics of performance, better performing IAs could be rewarded with increased ‘bonuses’ for hitting their annual targets; conversely, these additional salaries could be withheld from managers and project directors who do not perform up to expectations and could instead be used to pay the bonuses of better-performing managers. This is how it works for consultants working under these same managers and PDs: if they don’t produce, they don’t get paid. There is simply no justifiable reason why the same logic should not apply to Government managers as well. This action would act as a powerful incentive to counter the current perverse incentive of paying these additional salaries to managers and PDs regardless of their performance, which only acts to prolong projects’ implementation due to the extra salaries they receive when projects are extended, as is currently the case with the URP.

4.9 Disbursements and Actual Expenditures of IDA Credit Funds in Million US\$

The total cost of the URP is **138,145 Lac BDT**, of which **US \$173 million** is being financed through a line of credit provided by the International Development Association (IDA) of the World Bank Group. The remaining portion of money (about 9 million USD) is being borne by the Government of Bangladesh mostly in the form of “in-kind” counterpart contributions.

The following Table shows the disbursement of IDA credits and actual expenditures made by each implementing agency in millions of US dollars from the start of the URP up until June 30, 2019. It is seen that as of that date, about US \$41.45 million had been disbursed by World Bank to the four (4) URP IAs. This represented just 24% of the total IDA credit entering the 5th and final year of the URP’s implementation, meaning that the remaining 76% had not yet been disbursed.

Among the four IAs, DNCC has performed best with disbursements of US \$25.8 million, or 27%, out of their target disbursement of US \$95 million. Of this US \$25.8 million, DNCC has actually

spent US \$23.3 million, or over 90%. In contrast, RAJUK and DDM have only disbursed roughly one-fifth or 20% of their disbursement targets. However, of these disbursed funds, they have only spent 73% and 60%, respectively. Finally, PCMU has disbursed only 20% of its US \$10 million disbursement target, and only actually spent less than one-quarter (24.3%) or US \$0.5 million of its disbursement, representing only 5% of its disbursement target.

Table 4.10: Disbursements and Expenditures of IDA Credit by Implementing Agencies in FY2018-19 (in Millions of US\$)

Implementing Agencies	Disbursements			Expenditures	
	Target (in US \$)	Actual Expend. (in US \$)	% of actual to target	Actual Expend. (in US \$)	% of Expenditures to Disbursements
DDM	15.00	3.1	20.8%	1.9	59.8%
DNCC	95.00	25.9	27.2%	23.3	90.2%
RAJUK	53.00	10.5	19.8%	7.6	72.9%
PCMU	10.00	2.0	19.8%	0.5	24.3%
TOTAL	173.00	41.5	24%	33.3	80.4%

CHAPTER 5 Challenges and Opportunities

What is most significant and surprising about the M&E team's main challenges and opportunities over the past fiscal year has been their consistency with previous Quarterly Progress Reports (QPRs) since last July. In other words, they have not changed much over that time. This would seem to suggest that the Project has not been able to resolve these issues as effectively or easily as hoped. For example, we have compared and analysed the challenges discussed in all previous QPRs during FY2018-19, most of which remain relevant and applicable today, in Table 5.1 below.

Table 5.1: Comparison of “Challenges” in QPRs for Fiscal Year 2018-19

Challenges	1 st Q	2 nd Q	3 rd Q	4 th Q
1. Achieving Greater Implementation Efficiency & Effectiveness of Contract Management & Oversight	X	X	X	X
2. Turning Activities and Outputs into Outcomes:	X	X	X	X
3. Ensuring the Absorption of Technical Assistance	X	X	X	X
4. Lengthy Staffing Approval Processes	X			
5. Facilitating the Timely and Efficient Flow of Information between IAs and the M&E Team	X	X	X	X
6. Reaching Agreement on Modifications to the URP's Scope and Duration	X			
7. More Efficient Review and Approval Processes of Consultants' Deliverables	X	X	X	X
8. Discrepancies between URP Duration and Contracts of Consulting Firms		X	X	
9. Budgetary Over-reach and Timeframe of RAJUK Tower initiative		X	X	

Overall, what Table 5.1 reveals quite clearly is the consistency and constancy of concerns or 'challenges' we have encountered during the past fiscal year since last July. As can be readily seen above, of the nine (9) 'challenges' mentioned in all four (4) of the previous QPRs, more than half (5 out of 9) have been mentioned in every QPR during FY2018-19, and a sixth (6th) one would have been mentioned had we been aware of the original design for a 28-story tower to house RAJUK's URU earlier in the year, a design far above the available project funds to pay for it. That design was finally abandoned in this past (4th) quarter of FY2018-19, and will be done in a second "phase." Thus, we have dropped it from our list of issues of concern ("challenges") in this past quarter.

In addition, the other two more issues of concern that were still pending as of June 30th: (i) reaching agreement on modifications to the URP's scope and duration, and (ii) discrepancies between the URP's duration and the longer contracts of consulting firms contracted by RAJUK.

If a request from the Government to extend the URP is approved by the World Bank, which now seems likely, then these concerns will be resolved and need not be discussed any further. The final ‘challenge’ that was only mentioned in the first QPR of last fiscal year (“Lengthy Staffing Approval Processes”) was dropped after the first quarter given other higher-priority concerns. However, the lack of flexibility and lengthy amount of time (usually several months) these bureaucratic processes take to hire competent staff continue to be constraints to implementing the URP efficiently.

➤ **Opportunities: the ‘flip side’ of challenges**

The flip side of every challenge is an opportunity, but only if that challenge is acknowledged and actions are taken to address it. The M&E Team has consistently identified a very similar set of challenges and the opportunities that we believed each one of the Project partners can address, either individually or collectively. However, there is little evidence we can find to show that IAs have acted to address them in order to enhance the Project’s productivity and pace of progress. As the coordinating entity for the entire Project, PCMU is in the best position to lead efforts to improve oversight across Project components and implementing agencies (IAs) that could significantly improve its progress and their performance. Therefore, the M&E Team reiterates once again what it sees as the most promising opportunities that should be seized to use Project funds most effectively to build the Government’s own internal capacities to their fullest potential while speeding up the pace of URP implementation. In the same way as we did for challenges, we have compared and analysed the opportunities discussed in all previous QPRs during fiscal year 2018-19, most of which remain relevant and applicable today, in Table 5.2 below.

Table 5.2: Comparison of “Opportunities” in QPRs for Fiscal Year 2018-19

Opportunities	1 st Q	2 nd Q	3 rd Q	4 th Q
1. Improve Effectiveness of Contract Management and Supervision Oversight	X	X	X	X
2. Increase the Flow of Informational Exchanges between IAs and the M&E team to Improve Reporting	X	X	X	X
3. Increase Capacity-Building Assistance to ensure greater “Absorptive Capacity” of IAs	X	X	X	X
4. Use Results Chains to Link Outputs to Outcomes and Objectives	X	X		X
5. Streamline the Progress Review Process to allow the M&E Team to provide more Accurate, Timely, and Complete Physical and Financial Progress Reports to Project Managers and the World Bank	X	X	X	X
6. Review Current URP Financial Progress Reporting Practices and Formats (IMEDs)	X			
7. Effective implementation of EHS Safeguard policies and use of Project resources for this purpose	X	X	X	X

Once again, what Table 5.2 reveals quite clearly is the consistency and constancy of opportunities that we need to address in order to resolve the issues of concerns or ‘challenges’

that we have faced over the past fiscal year. As can be readily seen above, five (5) of the seven (7) opportunities have been identified in every single QPR this past year, and one more was present in all but one of the quarterly reports. This would seem to suggest that URP management needs to take more assertive actions in order to resolve these challenges to face by acting on these opportunities.

5.1 Challenge of Contract Management and Oversight of Implementing Agency Performance

Two of the primary reasons for the delays and slower than expected progress made in the past year were inefficient management by implementing agencies (IAs) of consulting firms, and ineffectual oversight of their performance.

First, there were serious problems of mismanagement by IAs of consulting firms carrying out activities under three (3) URU sub-components (A-1 & A-5 and S-11 for the Design of the URU building). For example, it is inexplicable why the relatively simple task of contracting out the renovation of two floors of office space in the DDM building should have taken more than four years to even start, or for the start of the TED training program under Sub-component A-5 to be delayed for over six months this past year (originally scheduled to start on February 15th) **six** times. It *still* does not have a clear starting date in sight. Nor is it clear why impediments have been put in the way of the M&E team doing its job to verify or confirm the delivery of key reports and studies under URP Components B and C, nor be informed in advance of workshops and other meetings that are taking place. This serves no one's best interests.

In all other sub-components with contractors carrying out the bulk of technical work (all except for A-2, A-3 & A-4, which are being carried out by DNCC's own internal staff), the management by IAs of consulting firms has slowed down progress significantly. This is evidenced by two facts: (i) the length of time it took to get those consultants under contract (almost four years) in the first place, and (ii) by the amount of time that it has taken to review and approve Inception Reports from all of the consulting firms by IAs (on average, over 110 days). This was due in large part to inefficient and unclear review and approval (R&A) processes that are discussed in the next section.

Second, credible oversight continues to be a concern as deadlines keep passing by unmet and are postponed repeatedly. While these continual delays are challenged by senior Project managers and the World Bank, there don't appear to be any real consequences or repercussions for managers who under-perform or obstruct progress. Were this the private sector where there is accountability, such performance or behaviours would not be tolerated. For example, perhaps the most important task to accomplish this year, and the greatest opportunity to increase the Project's chances of success, has been the "restructuring" of the Results Framework (RF). The RF is what the World Bank will use at the conclusion of the URP to evaluate whether it was successful, or not. The original due date for the Government to submit its request to the Bank to restructure the Project was January 15th. This six-month delay has negatively affected the chances of the Project being evaluated as having been successful in a quantifiable way.

Here's how that works. First, it is critical to understand that ***it is money that counts, not time***, in terms of the Bank's final evaluation of the Project. So, for every dollar of the Bank credit that is spent under the current RF, the URP's performance will be evaluated in terms of "the extent to which it achieved its project development objective (PDO)," as measured in part by the two sets of "Outcome" level and Intermediate Results Indicators (IRIs). At the beginning of this year (2019), that figure stood at 36,629 Lac BDT, or 26.5% of the total Bank credit of 138,145 Lac

Taka. It now stands at 29%, or roughly 40,000 Lac Taka. Simply put, that means that until the RF is restructured, at least 29% of it will be evaluated using the current sets of indicators in the existing RF, which will be less favourable to its performance ratings in the Bank's final evaluations (i.e., the ICR and ICRR).

➤ **Opportunity: improve IA management of consulting firms and oversight of IAs**

It is clear that PCMU and the World Bank have been trying to improve the performance of IAs for as long as the M&E team has been operational (last May). Unfortunately, the results are not visible for all their efforts. It may be appropriate to consider other methods or ways to improve their performance through a different strategy of set of means or strategies. As mentioned above, there are currently no meaningful or credible repercussions for managers who under-perform or obstruct progress. What is called for is greater accountability and *real* consequences. There also should be other opportunities to change the set of incentives and disincentives managers have now who do not produce expected results. Currently, managers working on special projects like the URP receive additional increases in their monthly salaries, regardless of their productivity. That is **not** the case for consultants or consulting firms, who are paid on the basis of delivering goods, services, or work. Another possibility would be to shift funds internally among the various IAs based on their performance, or to reduce allocations for PIU staff who are not producing the expected results. These are just a few ideas that might be employed to create greater accountability and discipline. There might be many more that senior PCMU or URP managers can think of to speed up implementation and properly prepare Dhaka for the next natural disaster or crisis.

5.2 More Efficient Review and Approval Processes of Consultants' Deliverables

Over the past year, all five consulting teams contracted by DDM and RAJUK were surveyed by the M&E team. What we found were "slow and inefficient" review and approvals (R&A) processes that were considered to be "unclear and oftentimes redundant" in all five cases. (We left ourselves (the M&E team) out of this survey for obvious conflict-of-interest reasons.)

In several instances, these R&A processes did not produce enough "value added" to justify the time it took to get those work products reviewed and approved. In some cases, the consulting firms stated that they received no substantive written comments from their IAs at all.

For example, the five Inception Reports prepared by these URP consultants took over 110 days on average to be reviewed and approved by IAs. In addition, in almost all these five cases, it was reported that those comments added little to no substantive value, and appeared to be comments from the World Bank that were simply 'passed through' by the IAs to their consulting firms. This is why the M&E team continues to express our concern that there is still very limited "absorptive capacity" in URP IAs to capture and retain this technical assistance so that they can continue to work effectively and 'run the systems' being developed by the consulting firms after those firms leave.

These lengthy R&A processes have also delayed the start of substantive work at a time when the Project is trying to accelerate the pace of implementation. This is most evident in the case of the TED Program under Sub-component A-5. Long delays in receiving payments for services and work products delivered was also prominently cited by consulting firms in the survey. The impression one gets from reading the totality of this feedback is one of mismanagement on the part of Project IAs.

➤ **Opportunity: Streamline and clarify R&A processes of consultant’s work products**

There are many obvious and easy-to-implement opportunities to accelerate the pace of the R&A process. For example, one approach that has been suggested by PCMU and the World Bank is to simplify the multiple layers of management approvals required for technical products to be approved. While this change in internal IA approval procedures has been mentioned by PCMU and the Bank on several occasions in meetings to report on URP progress, so far it does not seem to have had much tangible effect.

Another strategy to streamline the R&A process would be to have set periods of time allotted for approvals to be given by IAs, after which time the product would be considered automatically approved. Yet a possible third strategy would be to clarify the R&A process **in writing** so that IA staff and consulting firms alike understand the process and who is responsible for making final decisions and giving official approvals. This lack of clarity about the process has been mentioned repeatedly to the M&E team by consulting firms in our monitoring activities.

These strategies can, and probably should be used in tandem or simultaneously, to offer the best opportunities to improve performance by encouraging decision-makers to exercise greater discipline in managing their time and by prioritizing those decisions over other work responsibilities.

5.3 Limited Internal Capacity of RAJUK to Absorb Multiple Technical Assistance Packages simultaneously

The M&E team has consistently mentioned the enormous workload that RAJUK is responsible for implementing in this Project. RAJUK signed six (6) large “service” contracts with four (4) international consulting companies under URP Components B and C. We have continuously referred to this as being akin “to a snake trying to swallow six elephants at the same time!” For the past three quarterly progress reports (QPR) dating back to last September (2018), we have been stating in the clearest terms possible that the ultimate success, or failure, of this Project will depend on RAJUK’s success to a very large degree now that DNCC’s work building emergency response facilities under A-2, and in procuring both emergency communication technology (ECT) under A-3, and search-and-rescue (SAR) equipment under A-4 is mostly completed, and is expected to be completed before next June.

The sheer amount of work involved in just **managing** that vast amount and variety of technical assistance being generated by those firms in the form of highly technical and sophisticated reports and studies would be demanding for *any* organization, let alone one that has never worked as an IA on a World Bank project before with all of its complex financial management and procurement systems, as well as its social and environmental “safeguard” policies and practices to comply with.

However, what concerns the M&E team is RAJUK’s capacity to **absorb** (“**absorptive capacity**”) and **sustain** the full and proper functioning of all the technical materials/products it is receiving under these six consulting “service” packages. While they have successfully increased their PIU staff over the past year with young and talented personnel, their technical abilities and capacity to fully understand and eventually implement the technical assistance “systems” they are receiving from consulting firms will be severely stressed. Almost all of the new staff working in the PIU are not permanent Government employees, but rather are recent graduates of universities in Bangladesh working under short-term contracts. This means that unless their contracts are converted into more permanent positions by the time URP funding ends, then it will not be possible to fully utilize their newly-gained expertise and experience.

That will be crucial in determining whether all this effort and money will have been put to use for its intended purposes within the URP's objectives and sustainability. This is an issue that should be considered as one of the key elements of RAJUK's Sustainability Plan that it needs to develop during this fiscal year and beyond.

Meanwhile, RAJUK's PIU management appears to be very engaged in issues involving the design and construction of its new building for the Urban Resilience Unit/Division (URU/URD). Due to previous delays in contracting the design firms for the URU building and approving their architectural designs, which has taken the first four years of project implementation to complete, there is now a great deal of urgency attached to getting construction started. However, there are still a number of very important and difficult tasks that must be completed **before** construction can commence, such as preparing all bidding documents, as well as an environmental impact assessment (EIA) with a social and environmental management program (SEMP) that includes a labour influx monitoring system and a grievance redress mechanism. Getting these systems up-and-running will not be easy nor can it be done quickly. This will be made even more difficult by the fact that RAJUK does not appear to be fully aware of these requirements, nor does it have any previous experience complying with the World Bank's demanding social and environmental safeguard policies. It is very likely that this will be a big challenge for RAJUK's PIU in the near future.

➤ ***Opportunity: Focus on Continual Training of URU Staff and interactions with consulting firms in the development of new 'systems' in RAJUK***

This is just a very brief summary of the massive amount of work that RAJUK is responsible for completing during the final months of the Project. All of this technical assistance represents not only a "golden opportunity" for RAJUK to take full advantage of it, but also represents an enormous investment in RAJUK, that should enhance its internal capabilities while also contributing to achieving the Project's overall objective to reduce the vulnerability of 'high-value' buildings and key infrastructure in Dhaka to natural hazards and 'man-made' disasters.

Earthquakes are 'natural hazards.' There is nothing that can be done to prevent them, nor do we need to "adapt" to them like other climate-change driven hazards. However, we create the possibility and increase the destructive impacts of 'disasters' when people live or work in high-risk areas that put them at greater risk, or when the buildings they live or work in are not structurally strong enough for the earthquakes we **know** are inevitable and unavoidable. Thus, the saying that: "Earthquakes don't kill people ... Buildings do!" is *apropos*. Thus, RAJUK's mandate under this Project is to reduce the vulnerability of both existing and new (unbuilt) building and critical infrastructure (called "lifelines") like the power grid, the transportation system, and water supply and sanitation, etc.

In order to take full and lasting advantage of the technical expertise being provided to RAJUK's Urban Resilience Unit (URU) staff by a group of four world-class consulting firms, it needs to build its own 'human capital' and their absorptive capacity. It can do this through a variety of means. Above all else, it should provide as many opportunities as possible for its young staff to work 'shoulder-to-shoulder' with these highly-trained international specialists. It also needs to provide regular training to continuously update and upgrade their skills and experience. This should be a high priority over high-level management "study tours" that tend to be expensive 'boondoggles.' If RAJUK takes this issue as seriously as it deserves to be taken, and avoids the common error of rewarding senior staff and managers with costly international tours, then it will also avoid what could easily become a 'lost opportunity' and turn it into the 'golden opportunity' it should represent.

5.4 Challenge of Turning Activities and Outputs into Outcomes and Achieving PDO

In our last Quarterly Progress Report (QPR) that the M&E team submitted only three months ago at the end of April, we said that we “would like to draw Project Directors’ and senior decision-makers’ attention to the need to translate “outputs,” such as reports approved or contracts signed, into “outcomes,” which are measurable differences in the way that GoB agencies are capable of responding to disasters in urban areas (under Component A), or that reduce the vulnerability of buildings in Dhaka and Sylhet to disasters (under Components B and C).” That is still the case; nothing has changed that.

This can be accomplished by using the “**results chains**” that were initially developed to visually ‘show’ the connections between human and financial resources (“**inputs**”), the activities or processes undertaken with those inputs to turn them into “**outputs**” or things, that in turn lead to achieving the desired “**outcomes**” we are seeking, and finally toward meeting the indicator targets described in the **Results Framework** that allow us to measure or estimate to what extent the Project’s Development Objective (**PDO**) has been achieved. In this, our first Annual Progress Report (1st APR), the M&E team has actually used those results chains to show the ‘links’ between all of those steps in the process of achieving the PDO in the Results Framework, as reflected in the two sets of “Outcome” and Intermediate Results Indicators.” It is through achieving those indicators that a credible argument can be made that the PDO was achieved. As we stated in our last QPR for the 3rd fiscal quarter of last year (3Q FY2018-19), “this is what will matter most at the end of the project when it is evaluated as having been successful, or not, in achieving its objective (PDO).”

➤ **Opportunity:**

Now that the results chains have been used to follow the sequence of steps in reaching the indicators targets found in the Results Framework, project directors in the four IAs of the URP can use them to set their priorities and focus their attention. It is critical as we begin to approach the end of the UPR’s implementation period that it is the **outcomes, not the outputs** that should be our guiding light and organizing principle. It is imperative that PDs focus on what counts, what matters most, in the closing phase of the URP while there is still time to affect its final outcome.

Thus, URP PDs should take this opportunity to become familiar with the “Outcome or PDO-level Indicators” and the “Intermediate Results Indicators” described in the Results Framework. These have been summarized in a forward-looking ‘projection’ part of each sub-component section in Chapter 3 for “annual progress.” There is also a graphic table (p.40) showing the connections between all 12 Sub-components and their IRIs and Outcome level Indicators. Looking at the “extent to which the targets of those indicators have been achieved thus far is the best way to plan ahead into the future.

5.5 Challenge of Improving the Flow of Information and Data Exchange

This is what was written in the M&E team’s last QPR back in April 2019. “Finally, the last challenge that the M&E team finds even more critical and urgent for senior managers to address is the need to improve the flow of information and exchange of monitoring data between the M&E team and Project IAs.” Unfortunately, it is still as true today as it was then.

This challenge is particularly urgent and relevant right now with respect to RAJUK, which has given a “verbal directive” to its consulting firms working under Components B and C **not** to communicate directly with the M&E team in direct defiance of two decisions by the PSC at its

8th and 9th meetings on March 4 and June 13, 2019. Despite PCMU's best efforts, that directive has still not yet been rescinded by RAJUK. As a result, one of the firms (NKY working on Sub-components B-1 and B-2) has continued to be non-responsive to our requests for updates on the status of more than a dozen "past due" deliverables that were due in the last two quarters of FY2018-19, despite our repeated written and verbal requests. Simply stated, under these conditions, the M&E team is "blind" and unable to carry out its monitoring, reporting and verification functions for all of Component B, denying senior URP managers of the very information they need in order to make well-informed decisions.

➤ ***Opportunity: benefitting all parties to the URP's successful implementation***

Luckily, this challenge also presents a very simple opportunity to solve it: just rescind the directive. Restating exactly what we wrote three months ago in our last QPR, "The M&E team is not willing to accept the proposition that it should simply report what it is told by IAs without independently verifying the accuracy of that self-reported information first. This is a basic tenet of M&E science and generally-accepted practice; without it, the M&E function becomes meaningless." In addition, senior Project managers are denied the benefit of having independently confirmed, timely, and unbiased information provided to them about the status of Project activities and the progress made.

It is very likely that this simple change of instructions to NKY will result in a more positive working relationships that benefit all parties involved in implementing the URP. It would be particularly helpful for RAJUK to have an impartial, independent 3rd party verify and report on the progress of NKY. While it may seem that it is best and 'usual practice' to keep difficult tasks 'under wraps' or hidden from full view, this has historically been the case in Bangladesh and most other countries. However, it is actually just the opposite of what has been shown time-and-time again to be true empirically in evaluations of what has made past projects more successful. It has been projects that opened up the process and got inputs / feedback and honest reporting that have tended to be most successful. The World Bank has a plethora of such studies that it has conducted on the topic.

In addition, such an easy 'change in course' would also respect the legitimate function of M&E to collect and verify monitoring data, and then report those findings in reports like this. To address this basic 'gap' in understanding basic M&E principles, functions, and accepted practices, the M&E team proposes to prepare and deliver a series of presentations and associated materials on the topic, as well as how the M&E function contributes toward improving the URP's positioning as it nears the final evaluations of the Project that will determine whether there is a follow-up second phase to the URP, or not. We are willing and able to prepare and deliver those presentations over the course of this fiscal year, and beyond if necessary.

Finally, while it is our wish and hope to only bring "good news" to the attention of senior managers, we would not be doing our duty if we hid or obscured the truth from them. Therefore, by facilitating the flow of information and bringing greater accountability to implementation, we have the opportunity to keep the Project running on-schedule so that it achieves its stated objective. This, in turn, will improve the chances that the World Bank will agree to the 2nd and 3rd phases in this set of three URPs. Even more importantly, this Project's success and its continuation could result in saving untold thousands of Bangladeshi lives, their livelihoods and assets, and the country's future development if we are adequately prepared the next time a disaster strikes.

CHAPTER

6

Recommendations and Conclusions

Being based on the findings of our Project progress monitoring efforts, and the challenges and opportunities we have just presented, the following recommendations made here in this chapter should come as no surprise to readers. In the order of their importance, our recommendations are:

6.1 Focus Senior Project Management Attention and Oversight on IAs' Handling of Consulting Firms working under "Service" Contracts

It appears that the ultimate success or failure of the URP will depend largely on the performance of the seven large "Service" contracts under RAJUK's management of URP Components B and C, as well as the TED Program contract under Sub-component A-5 that is managed by DDM over the final months of Project implementation. That is why the M&E Team is recommending that the main focus of senior Project managers and decision-makers be on those deliverables, and especially on the outcomes that are achieved as a result. This is particularly true of RAJUK, which is responsible for managing an extremely ambitious program of new tools, methods, and "systems." This would be a brutal test for any agency, let alone for one with no prior experience managing a World Bank project.

It became increasingly apparent over the past year that trying to compress a set of seven 2- or 3-year consulting contracts into the remaining time left in the Project's duration was an unrealistic goal. Thus, this was one of the main reasons behind the Government's decision to request an extension of the URP Project for an additional 22 months until April 2022.

While there were a few unexpected delays in procuring emergency communication technology (ECT) equipment under DNCC's Sub-component A-3, and three earthquake & seismic equipment packages being procured by RAJUK under Component C in the previous fiscal year, in general the bulk of facility construction work and procurement packages have either been completed, or are in the final stages of being delivered and distributed mostly to FSCD facilities. Thus, Sub-components A-2 and A-4 are in good shape to meet their targets and contribute to the Project's first two "Outcome" level Indicators (PDO-1 & -2) as well as the IRIs underneath them that contribute to their achievement.

However, in sharp contrast, both Sub-component A-1 to renovate existing spaces in the DDM building to accommodate the relocation of the ERCC and NDMRTI, and A-5 (TED Program) have made very little progress over the past year, and continue to be plagued by continual delays. While A-1 is relatively unimportant compared to the other sub-components given its limited contribution to any Outcome level Indicators or the PDO, the importance of the training, exercises, and drills that will take place under the TED Program is critical to achieving the first three (3) of the four Outcome level Indicators and the PDO. The importance of the TED Program to achieving the Project's objective simply cannot be overstated now that almost all the facilities and equipment are in place. All that is required now to provide effective and efficient emergency management "services" is adequate training, exercises, and drills for the EM staff whose jobs it is to help communities in Dhaka and Sylhet prepare for, survive, and recover from natural disasters and other crises.

This leaves us with the other two Components of the URP (B and C), where the fate of the URP will most likely be determined in the next 30+ months of the Project's implementation. RAJUK does not have a good "track record" of having achieved timely progress against its milestones (i.e., its indicator targets), and it took more than three years to get its service consulting firms under contract, leaving little time to complete the deliverables described in their TORs. It is only due to the Project's extension that there should still be sufficient time to complete them now. However, senior Project managers and the World Bank must exercise their oversight and supervision functions more forcefully to ensure that activities and achievements remain on-schedule. One of the best and easiest ways to do this would be to fully utilize the M&E team by empowering it to do its job of monitoring, evaluating, reporting, and verifying Project progress.

Focusing their oversight efforts on DDM and RAJUK's handling of their contracted consultants represents one of the most critical tasks for PCMU and the World Bank since these are the areas of the Project that will most likely determine whether the UPR is ultimately judged to have been successful, or not, by the World Bank. This will, in turn, have direct repercussions in terms of whether a second- and third-phase of the URP 'program' or series of projects are approved by the World Bank with concessional loans provided to carry them out.

6.2 Increase Training and Capacity-Building Assistance to IAs

Related to the first recommendation above, it continues to be apparent to the M&E Team that greater emphasis and resources should be focused on staff training and capacity-building assistance to the implementing agencies. The reasons for this recommendation are two-fold.

First, in order to achieve the first part of the PDO: "to enhance the capacity of the GoB to respond to emergency events," it will be necessary to focus on staff training and capacity-building envisioned to be delivered by the TED Program consultants. Without properly trained and drilled emergency response personnel to use those facilities and equipment efficiently and effectively for their intended purposes, those investments of roughly US \$100 million will serve little to no avail during and immediately following a crisis. A warehouse or a piece of equipment won't save a single life in a crisis without the people who have been trained in its operation.

Secondly, in order to achieve the second part of the PDO: "to strengthen systems to reduce the vulnerability of future building construction to disasters in Dhaka and Sylhet," it will be necessary to focus on the work being undertaken in Components B and C. This means that RAJUK must be able not only to manage these consulting firms and 'process' their deliverables and invoices, but also capture and retain this technical assistance so that they can continue to work effectively and 'run the systems' being developed by the consulting firms after those firms have left. Therefore, it is our recommendation that RAJUK continue to build its own internal 'human capital.' It can do this through a variety of means. First of all, it should seek to convert the more promising and productive staff it has recently hired under short-term contracts into longer, more permanent positions in the URU. Secondly, it should provide as many opportunities as possible for its young staff to work 'shoulder-to-shoulder' with the highly-trained international specialists of the consulting firms. And thirdly, RAJUK should also provide regular training to continuously update and upgrade the skills and experience of its young staff, focusing on enhancing their absorptive capacity of all the technical assistance now being provided to them.

6.3 Make the ‘jump’ from Outputs to the Achievement of Outcomes (as defined by the Indicator Targets in the Results Framework)

The Development Project Proposals (DPPs) currently used by Project IAs to orient and direct their work plans only define and measure “inputs” (that is, allocated funds), “processes or activities,” and “outputs.” However, they stop short of linking those outputs to the Project’s intended “outcomes,” which we define as the annual targets set for the 13 IRIs and four (4) Outcome (PDO) Indicators.

Those linkages from inputs to activities to outputs and eventually to achieving the expected outcomes have been organized into a series of “results chains” that the M&E Team has already developed as part of our approved M&E Framework Report. Now, for the first time, URP Project Directors of the four IAs can ‘see’ their advancement toward achieving the expected outcomes for each and every sub-component of the Project. Now, the PDs for all four IAs of the URP can use these results chains to set their priorities and focus their attention on what matters most, in the closing phase of the URP while there is still time to affect its final outcome. It is critical for them to remember that it is the **outcomes, not the outputs**, which should be their guiding lights and organizing principle. These chains can be found in each sub-component section of Chapter 3. There is also a graphic table (*where?*) showing the connections between all 12 Sub-components and their IRIs and Outcome level Indicators.

By making these linkages or connections explicit, the URP can make a far more compelling argument in its final evaluation that it has in fact achieved its objectives through all the outcomes that were achieved, as measured by the Intermediate Results Indicators and the Outcome (PDO-level) Indicators contained in the existing Results Framework.

6.4 Streamline the Review and Approval Process for all Consultants’ Deliverables

Lengthy and unclear review and approval (R&A) processes have significantly delayed the start of substantive work by consulting firms in several sub-components of the URP at a time when the Project is trying to accelerate its pace of implementation. Several examples of slow and ineffectual R&A processes were provided in Chapter 5 (Section 5.2).

Thus, the M&E Team recommends that the R&A processes of DDM and RAJUK be quickly examined by senior Project managers to determine how to minimize any unnecessarily bureaucratic or onerous requirements that are blocking or slowing down these processes so that consulting firms can get on with their important substantive work and avoid getting bogged down in never ending, undefined R&A cycles. This can be accomplished by instituting a number of simple changes in the current process, such as clearly defining the expected contents and R&A process for all deliverables, or by reducing the number of R&A meetings. Again, several suggestions were made in Section 5.2 of Chapter 5 as an additional reference. Making these changes should help reduce or eliminate needless R&A cycles, and speed up the process of implementing the technical, substantive work so that the Project can stay on-schedule and not fall behind again.

6.5 Increase the Flow of Information and Interaction among IAs and the M&E team

We have recommended that steps be taken by PCMU to insist that the flow of information between IAs and the M&E team be made more systematic and obligatory. There are currently many gaps and delays in the transmission of information from some of the IAs to the M&E Team. Currently, self-reported information that is provided to the M&E Team is often incomplete,

unverified, and time-consuming to obtain. In other instances, we have been denied the opportunity to review submitted deliverables so that we can verify their completion and report back on this during URP meetings. Instead, we are asked to blindly accept the word of IAs, who have an obvious conflict-of-interest and inherent bias to report their progress and achievements in the most positive light possible. These obstacles seriously impede our ability to monitor, evaluate, report, and verify the progress that is actually being made. Therefore, we reiterate our recommendation that PCMU and other senior decision-making bodies of the UPR (e.g., the PSC) insist that IAs provide information in a more responsive, timely, and complete manner to the M&E team.

Acting on these recommendations by taking the requested actions will greatly assist the M&E Team in providing all Project IAs (including PCMU), the PSC, and the World Bank with greater clarity and insight into the URP's physical and financial progress. The M&E team will also help identify any issues that are actually impeding, or could potentially impede, the Project's progress.

Annexes

Annex 1	URP Result Framework updated by M&E team
Annex 2	Summary of Monitoring Status Report Milestones for URP
Annex 3	List of Warehouse, EOC as well as Command & Control Room (comparison by DPP and Actual)
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Annex-1: URP Result Framework updated by M&E team

Project Development Objective Indicators												
Indicator Name	Unit of Measure		Baseline	Cumulative Target Values					Frequency	Data Source/ Methodology	Responsible for data collection	Comments
				YR1	YR2	YR3	YR4	YR 5				
Share of wards with decentralized emergency response services in Dhaka (DNCC/DSCC jurisdiction) ⁴	Number	PAD Targets	0	0	0	23	45	68	Annual	DNCC, DSCC, FSCD/ Monitoring Reports	PCMU and M&E Consultants	Warehouses already equipped with SAR and some ECT Kits as well.
		Actual Achieved	0	0	0	23 ⁱ	45 ⁱ					
Share of wards with decentralized emergency response services in Sylhet (SCC jurisdiction) ⁵	Number	PAD Targets	0	0	0	7	14	20	Annual	SCC, FSCD/ Monitoring Reports	PCMU and M&E Consultants	Warehouses already equipped with SAR and some ECT Kits.
		Actual Achieved	0	0	0	0	20 ⁱ					
Increased capacity of officials and emergency management response personnel ⁶	Composite Scale	PAD Targets	N/A	Base line	Base line	Base line + 1	Base line + 2	Base line + 3	Annual	DDM/ Based on the training, exercises and drills consultant	PCMU and M&E Consultants	No progress due to delays in launching of TED Program.
		Actual Achieved	N/A	N/A	N/A	N/A	N/A					
Systems established to reduce vulnerability of new buildings in Dhaka and Sylhet ⁷	Number	PAD Targets	0	0	0	0	1	3	Annual	RAJUK, SCC/ Monitoring Reports	PCMU and M&E Consultants	Work on two “systems” in progress, but no progress of PAP
		Actual Achieved	0	0	0	0	0					

⁴ Number of wards where corresponding zonal offices are equipped with ECT kits and are at least partially within five kilometers radius of at least one emergency management warehouse or one equipped FSCD control room

⁵ Number of wards within five kilometers of at least one emergency management warehouse or equipped FSCD control room

⁶ 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.

⁷ Systems include: Urban Resilience Unit (URU), Electronic Construction Permitting System (ECPS) and the Professional Accreditation Program (PAP)

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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	YR 5				
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	Approval of selected contractor to perform renovation work is still pending with MoDMR.
		Actual Achieved	0	0	0	0	0					
FSCD facilities constructed and/or renovated ⁸	Number	PAD Targets	0	0	10	20	29	31	Annual	FSCD/ Monitoring Reports	PCMU and M&E Consultants	WB's target of 31 included 17 auxiliary C&C rooms; the M&E team counted 13 (one for each warehouse), but we counted two South Surma warehouses, not one.
		Actual Achieved	0	0	0	13	28 ⁱⁱ					
DNCC/DSCC/SCC facilities constructed and/or renovated ⁹	Number	PAD Targets	0	0	10	15	24	26	Annual	DNCC/ Monitoring Reports	PCMU and M&E Consultants	The difference in the WB's target of 24 by the end of Year 4 and our count of 23 is the EOC in DSCC.
		Actual Achieved	0	0	8	8	23 ⁱⁱⁱ					
DDM/DNCC/DSCC/SCC/FSCD and Satellite Control Room facilities equipped with ECT suites and/or kits ¹⁰	Number	PAD Targets	0	0	0	25	53	57	Annual	DNCC/ Monitoring Reports	PCMU and M&E Consultants	17 "flyaway" communication kits are in place; all 6 ECT suites will be delivered shortly.
		Actual Achieved	0	0	0	0	17 ^{iv}					
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	Target of 12 warehouses needs to be changed to 13 since South Surma FSCD fire station in Sylhet consists of two (2) warehouses.
		Actual Achieved	0	0	0	0	13					
Multi-agency exercises and drills completed	Number	PAD Targets	0	0	2	4	8	12	Annual	DDM/ Monitoring Reports	PCMU and M&E Consultants	No meaningful progress. Commencement of TED activity delayed several times.
		Actual Achieved	0	0	0	0	0					

⁸ Two fixed control rooms, 12 emergency management warehouses and 17 auxiliary control rooms

⁹ 10 emergency management warehouses, two emergency operations centers, three disaster risk management offices, 10 zonal control rooms, one urban resilience unit

¹⁰ 6 ECT suites and 51 "flyaway" communications kits

Indicator Name	Unit of Measure	Baseline	Cumulative Target Values					Frequency	Data Source/ Methodology	Responsible for data collection	Comments/ Status	
			YR1	YR2	YR3	YR4	YR 5					
Component B												
Identification of critical and essential facilities and lifelines for Dhaka ¹¹	Percentage	PAD Targets	0	0	50	100	100	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	Based on self-reported data from RAJUK of 50,000 square meters assessed (out of 4 million sqm target).
		Actual Achieved	0	0	0	0	12.5					
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	No prioritization of building vulnerability has been conducted yet.
		Actual Achieved	0	0	0	0	0					
Component C												
E-Permits for construction issued by RAJUK ¹²	Number	PAD Targets	N/A	0	0	0	Base line set	Base line +30%	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	Based on devt' of Asst' Report on current construction permitting system and upcoming Baseline and Business Operation Design document, the M&E team assesses this target of having made significant progress toward setting a baseline value and metric.
		Actual Achieved	N/A	0	0	0	50					
RAJUK Urban Resilience Unit facility constructed	Percentage	PAD Targets	0	0	20	80	100	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	With Final Arch. Design and associated products finished, the M&E team assesses that roughly 25% of this indicator target has been met.
		Actual Achieved	0	0	0	0	25 ^v					
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	None of the equipment for the URU facility has been procured yet. Lack of progress on this indicator.
		Actual Achieved	0	0	0	0	0					

¹¹ 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

¹² Baseline will be set one year after system is publicly launched

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Indicator Name	Unit of Measure		Baseline	Cumulative Target Values					Frequency	Data Source/ Methodology	Responsible for data collection	Comments/ Status
				YR1	YR2	YR3	YR4	YR5				
Professional Accreditation Program for Engineers, Architects and Planners established	N/A	PAD Targets	N/A	Consultation process with stakeholders completed	Research and analytical formulation completed	Accreditation board established	Platform for continued education and training to	Outreach and Educational Campaign completed	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	Will be revised during upcoming restructuring.
		Actual Achieved	N/A	N/A	N/A	N/A						
Component D												
Monitoring Reports produced	Number	PAD Targets	0	4	8	12	16	20	Quarterly	PCMU	PCMU and M&E Consultants	The M&E Firm already submitted four quarterly progress reports
		Actual Achieved	0	0	0	0	4					

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- ⁱ The M&E team has left the figures given for "actual achieved" that were generated by the World Bank in its "Updated Results Framework." However, our assessment of the actual physical progress made would make note of the fact that both ECT and SAR equipment should be included in the definition of the first two PDO-level indicators: "Share of wards with decentralized emergency response services in Dhaka (DNCC and DSCC jurisdiction) " and "... in Sylhet (SCC jurisdiction)." Furthermore, the term "services" should encompass facilities, equipment, and training since all three of these elements are needed in order to provide " emergency response services." Therefore, while we have not changed the figures provided by the World Bank, we consider these "actual achieved" to be only partially achieved and not fully achieved until they are fully equipped with ECT and SAR equipment and that training for ERM personnel has been delivered as part of the TED Program and their "increased capacity" to respond to an emergency event can be demonstrated through exercises and drills
- ⁱⁱ 2 Fixed Control Rooms (CoC Mirpur and Sylhet), 13 Emergency Management Warehouses associated with 13 Auxiliary Control Rooms (11 Dhaka, 2 Sylhet)
- ⁱⁱⁱ 8 Emergency Management Warehouses (DNCC-5, DSCC-3), 1 Emergency Operation Center associated with 1 Urban Resilience Unit (Sylhet), 3 Disaster Risk Management Offices (DNCC, DSCC & SCC), 10 Zonal Control Rooms (1 control at each zonal office)
- ^{iv} Satellite Control Room facilities equipped with 17 number of flyaway communication kits
- ^v Consulting firm recruited, work order issued, feasibility study done and preliminary and final architectural designs finalized. Considering these preparatory works, we consider 25% progress toward target has been achieved.

Annex-2: Summary of Monitoring Status Report Milestones for URP

4th Quarter (April-June, 2019) MSR with 3 Month (July-Sept, 2019) Projection

Sub Component Name	Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection (July-Sept, 2019)	Sub-total
A1	0	1	0	2	0	6	9
A2	0	1	0	3	0	0	4
A3	2	9	1	18	0	9	39
A4	0	0	0	4	3	3	10
A5	1	2	0	0	6	1	10
B1	0	5	0	3	1	12	21
B2	0	7	0	8	0	4	19
C1	2	9	0	2	0	5	18
C2	0	1	0	5	0	3	9
C3	0	0	0	0	1	0	1
C4	0	1	0	1	0	7	9
D	6	3	0	0	0	6	15
URU Building	4	3	0	1	0	10	18
Common-DDM	0	0	1	1	3	0	5
Common-DNCC	0	0	0	3	0	0	3
Common-Rajuk	0	0	2	0	2	0	4
Common-PCMU	0	0	2	0	2	0	4
Total	15	42	6	51	18	66	198

Summary Table of Rolling Total since July 2018 with projection up to June 2020

Sub Component Name	Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Projection up to June 2020	Sub-total
A1	5	6	0	2	0	6	19
A2	9	1	0	3	0	0	13
A3	13	10	1	18	0	14	56
A4	12	4	0	4	3	3	26
A5	14	10	0	0	6	5	35
B1	1	9	0	3	1	20	34
B2	0	11	0	8	0	8	27
C1	13	26	0	2	0	14	55
C2	1	3	0	5	0	6	15
C3	0	0	0	0	1	0	1
C4	0	4	0	1	0	11	16
D	8	3	0	0	0	6	17
URU Building	5	8	0	1	0	11	25
Common-DDM	0	0	1	1	3	0	5
Common-DNCC	2	1	0	3	0	0	6
Common-Rajuk	0	0	2	0	2	0	4
Common-PCMU	0	0	2	0	2	0	4
Total	83	96	6	51	18	104	358

Annex-3: List of Warehouse, EOC as well as Command & Control Room (comparison by DPP and Actual)

SL	Description	DNCC					DSCC			FSCD										SCC		Facilities proposed in DPP	Facilities undertaken	
1	Command & Control room	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	South Surma,	-	2	2
2	DNCC Warehouse	Zone-1, Uttara	Zone-2, Mirpur-2	Zone-3, Mohakhali	Zone-4, Mirpur-10	Zone-5, Kawranbaza	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	5
3	DSCC Warehouse	-	-	-	-	-	Zone-2, Khilgoan	Zone-3, Azimpur	Zone-5, Saidabad	-	-	-	-	-	-	-	-	-	-	-	-	-	5	3
4	FSCD Warehouse-Dhaka (Small)	Sadarghat	Postagola	Demra	Khilgoan	Hazaribagh	Kalyanpur	Tejgoan	Diabari, Uttara	Tongi	Savar	-	-	-	-	-	-	-	-	-	-	-	10	10
5	FSCD Warehouse-Sylhet	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	South Surma, Sylhet	-	2	2

SL	Description	DNCC					DSCC			FSCD										SCC		Facilities proposed in DPP	Facilities undertaken	
6	FSCD Warehouse-Dhaka (Large)	-	-	-	-	-	-	-	-	-	-	-	Mirpur-10	-	-	-	-	-	-	-	-	-	1	1
7	Auxiliary Control Room (Dhaka & Sylhet)	Zone-1, Uttara	Zone-2, Mirpur-2	Zone-3, Mohakhali	Zone-4, Mirpur-10	Zone-5, Kawranbaza	Zone-2, Khilgoan	Zone-3, Azimpur	Zone-5, Saidabad	Sadarghat	Postagola	Demra	Khilgoan	Hazaribagh	Kalyanpur	Tejgoan	Diabari,	Tongi	Savar	Mirpur-10	South Surma (2),	-	19	21
8	DRM Office (DNCC, DSCC & SCC existing building)	Zone-1, Uttara	Zone-2, Mirpur-2	Zone-3, Mohakhali	Zone-4, Mirpur-10	Zone-5, Kawranbaza	Zone-2, Khilgoan	Zone-3, Azimpur	Zone-5, Saidabad	-	-	-	-	-	-	-	-	-	-	-	-	-	3	8
9	EOC (DSCC & SCC building)	-	-	-	-	-	-	DSCC Buildi	-	-	-	-	-	-	-	-	-	-	-	-	-	SCC Buildi	2	2
10	Satellite Control Room	DCC	RAZUK	Deputy Commissioner	Police Commission	Ansar & VDP	Dhaka WASA	BTCL	DGHS	AFD	TITAS GAS	Anjuman E Mafidul	Red Crescent Society	DESCO	-	-	-	-	-	-	-	-	13	Construction Not Started
11	Zonal Control Room (Existing Zonal office of DNCC & DSCC)	Zone-1, Uttara	Zone-2, Mirpur-2	Zone-3, Mohakhali	Zone-4, Mirpur-10	Zone-5, Kawranbazar	Zone-2, Khilgoan	Zone-3, Azimpur	Zone-5, Saidabad	-	-	-	-	-	-	-	-	-	-	-	-	-	10	8
12	Urban Resilience Unit (SCC building)	-	-	-	-	-	-	DSCC Building	-	-	-	-	-	-	-	-	-	-	-	-	-	SCC Building	1	2

Annex-4: Quarterly Physical and Financial Progress Monitoring Template

Component		Fiscal Year																			
		July 2018-June 2019																			
		1st Quarter (Jul-Sept 18)				2nd Quarter (Oct-Dec 18)				3rd Quarter (Jan-Mar 19)				4th Quarter (Apr-Jun 19)				Grand Total			
		Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)
Total	GOB	RPA	Total	GOB		RPA	Total	GOB		RPA	Total	GOB		RPA	Total	GOB		RPA			
1. Component A: (DDM Part) Reinforcing the country's Emergency Management Response Capacity	Target	71.40	29.57	41.83	1.95%	144.82	22.77	122.05	3.95%	56.29	22.33	33.96	1.54%	3391.49	59.33	3332.16	92.56%	3664.00	134.00	3530.00	100.00%
Component A1: Renovate and equip ERCC & NDMRTI with basic office equipment	Achievement (Phy. Progress as the Percentages of total project)	5.24	0.00	5.24	0.14%	1.93		1.931	0.05%	0.20		0.20	0.01%	17.49		17.49	0.48%	24.86	0.00	24.86	0.68%
Component A5: Enhance the emergency management and preparedness capacity of the national-level ERCC and NDMRTI and the local-level city corporations					0.00%	83.05		83.04755	2.27%	0.28		0.28	0.01%	749.73		749.73	20.46%	833.06	0.00	833.06	22.74%

Component		Fiscal Year July 2018-June 2019																			
		1st Quarter (Jul-Sept 18)				2nd Quarter (Oct-Dec 18)				3rd Quarter (Jan-Mar 19)				4th Quarter (Apr-Jun 19)				Grand Total			
		Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)
		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA	
and FSCD in Dhaka and Sylhet through training, exercises and drills.																					
Establishment of PIU of URP: DDM Part and operational expenditure of PIU		66.16	29.57	36.59	1.81%	59.84	22.77	37.06725	1.63%	55.81	22.33	33.48	1.52%	48.69	24.53	24.16	1.33%	230.50	99.20	131.30	6.29%
Others (Please specify if any)																					
Sub-Total of A (DDM part):		71.40	29.57	41.83	1.95%	144.82	22.77	122.05	3.95%	56.29	22.33	33.96	1.54%	815.91	24.53	791.38	22.27%	1088.42	99.20	989.22	29.71%
2. Component A: (DNCC part) Reinforcing the country's Emergency Management Response Capacity	Target	11236.41	21.57	11214.84	53.00%	3870.65	10.17	3860.48	18.26%	2718.13	7.9	2710.23	12.82%	3374.81	160.36	3214.45	15.92%	21200.00	200.00	21000.00	100.00%
Component A2: Design, Build and Outfit Local-Level City Corporation and FSCD DRM Facilities in	Achievement (Phy. Progress as the Percentages of total project)	450.06		450.06	2.12%	210.73		210.73	0.99%	309.46		309.46	1.46%	129.90		129.9	0.6%	1100.15	0.00	1100.15	5.19%

Component	Fiscal Year July 2018-June 2019																			
	1st Quarter (Jul-Sept 18)				2nd Quarter (Oct-Dec 18)				3rd Quarter (Jan-Mar 19)				4th Quarter (Apr-Jun 19)				Grand Total			
	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)
	Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA	
	Dhaka and Sylhet																			
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	10,728.87		10,728.87	50.61%	2,737.11		2737.11	12.91%	2,272.05		2272.05	10.72%	2,996.29		2996.29	14.1%	18734.32	0.00	18734.32	88.37%
Component A4: Supply Specialized Search and Rescue Equipment.	35.77		35.77	0.17%	912.40		912.4	4.30%	128.67		128.67	0.61%	92.09		92.09	0%	1168.93	0.00	1168.93	5.51%

Component		Fiscal Year July 2018-June 2019																			
		1st Quarter (Jul-Sept 18)				2nd Quarter (Oct-Dec 18)				3rd Quarter (Jan-Mar 19)				4th Quarter (Apr-Jun 19)				Grand Total			
		Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)
		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA	
Establishment of PIU of URP: DNCC Part and operational expenditure of PIU		21.71	21.57	0.14	0.10%	10.41	10.17	0.24	0.05%	7.95	7.90	0.05	0.04%	12.25	12.22	0.03	0%	52.32	51.86	0.46	0.25%
Sub-Total of A (DNCC part):		11,236.41	21.57	11,214.84	53.00%	3,870.65	10.17	3,860.48	18.26%	2,718.13	7.90	2,710.23	12.82%	3,230.53	12.22	3,218.31	15.24%	21,055.72	51.86	21,003.86	99.32%
<u>Component B: (Raijuk part)</u> Vulnerability Assessment of Critical and Essential Facilities and Lifelines <u>Component-C: (Raijuk part)</u> Improved Construction, Urban Planning and Development	Target	29.00	0.00	29.00	0.55%	948.62	86.14	862.48	18.07%	2199.85	46.67	2153.18	41.90%	2072.53	117.19	1955.34	39.48%	5250.00	250.00	5000.00	100.00%
Component-B1: Conduct a vulnerability assessment of critical and essential facilities and lifelines	Achievement (Phy. Progress as the Percentages of total)				0%	371.36		371.36	7.07%	311.78		311.78	5.94%	127.30		127.30	2.42%	810.44	0.00	810.44	15.44%

Component		Fiscal Year July 2018-June 2019																			
		1st Quarter (Jul-Sept 18)				2nd Quarter (Oct-Dec 18)				3rd Quarter (Jan-Mar 19)				4th Quarter (Apr-Jun 19)				Grand Total			
		Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)
		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA	
Component-B2: Support the development of a risk sensitive land use planning practice in Dhaka				0%	357.36		357.36	6.81%	300.33		300.33	5.72%	300.00		300.00	5.71%	957.69	0.00	957.69	18.24%	
Sub-Total of B (Rajuk part):	0	0	0	0%	728.72	0	728.72	13.88%	612.11	0	612.11	11.66%	427.3	0	427.3	8.14%	1768.13	0.00	1768.13	33.68%	
<u>4. Component-C: (Rajuk part)</u> Improved Construction, Urban Planning and Development	Target			0%				0%				0.00%				0.00%	0.00	0.00	0.00	0.00%	
Component-C1: Create and operationalise the Urban Resilience Unit (URU) in Rajuk to Support DRR Mainstreaming and Improve Dhaka Urban Resilience.	Achievement (Phy. Progress as the Percentages of total project)			0%	109.33		109.33	2.08%	429.05		429.05	8.17%	600.20		600.2	11.43%	1138.58	0.00	1138.58	21.69%	

Component	Fiscal Year July 2018-June 2019																			
	1st Quarter (Jul-Sept 18)				2nd Quarter (Oct-Dec 18)				3rd Quarter (Jan-Mar 19)				4th Quarter (Apr-Jun 19)				Grand Total			
	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)
	Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA	
Component-C2: Establish an Electronic Construction Permitting System				0				0.00%	485.95		485.95	9.26%	0.00			0.00%	485.95	0.00	485.95	9.26%
Component-C3: Set Up a Professional Accreditation Program for Engineers, Architects and Planners				0%				0.00%				0.00%	0.00			0.00%	0.00	0.00	0.00	0.00%
Component-C4: Improve Building Code Enforcement with Rajuk Jurisdiction				0%				0.00%	403.48		403.48	7.69%	507.40		507.4	9.66%	910.88	0.00	910.88	17.35%
Establishment of PIU of URP: Rajuk Part and operational expenditure of PIU	29		29	0.55%	110.57	86.14	24.43	2.11%	269.26	46.67	222.59	5.13%	428.63	68.43	360.2	8.16%	837.46	201.24	636.22	15.95%
Others (Please specify if any)				0.00%				0%				0.00%	0.00			0.00%				0.00%
Sub-Total of C (Rajuk part):	29	0	29	0.55%	219.9	86.14	133.76	4.19%	1587.74	46.67	1541.07	30.24%	1536.23	68.43	1467.8	29.26%	3372.87	201.24	3171.63	64.25%
Total of B and C (Rajuk part)	29	0	29	0.55%	948.62	86.14	862.48	18.07%	2199.85	46.67	2153.18	41.90%	1963.53	68.43	1895.1	37.40%	5141.00	201.24	4939.76	97.92%

Component		Fiscal Year July 2018-June 2019																			
		1st Quarter (Jul-Sept 18)				2nd Quarter (Oct-Dec 18)				3rd Quarter (Jan-Mar 19)				4th Quarter (Apr-Jun 19)				Grand Total			
		Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)	Financial progress			Phy. progress (%)
		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA		Total	GOB	RPA	
5. Component-D: (PCMU part) Project Coordination, Monitoring and Evaluation (Implemented by PCMU)	Target	32.18	9.28	22.90	3.7%	241.98	13.53	228.45	28.1%	38.53	10.65	27.88	4.48%	547.31	26.54	520.77	63.64%	860.00	60.00	800.00	100.00%
Goods, Non-consulting service and Consulting Services	Achievement (Phy. Progress as the Percentages of total project)	7.84		7.84	24.4%	202.47		202.47	83.7%								0%	210.31	0.00	210.31	24.45%
Establishment of PIU of URP: PCMU Part and operational expenditure of PIU		24.34	9.28	15.06	75.6%	39.51	13.53	25.98	16.3%	38.53	10.65	27.88	100.0%	335.46	321.70	13.76	61%	437.84	355.16	82.68	50.91%
Sub-Total		32.18	9.28	22.90	3.7%	241.98	13.53	228.45	28.1%	38.53	10.65	27.88	4.5%	335.46	321.70	13.76	39%	648.15	355.16	292.99	75.37%

Annex-5 Quarterly Disbursement Plan and Expenditure of IDA Credit

Total Annual Disbursement (URP)

(In million US\$)

Financial Year	Total DPP Provision	Disbursement (In million US\$)		Percent of Disbursement		Cumulative Disbursement (In million US\$)	
		Target	Actual up to June'19 (including initial advance)	Target	Actual (up to June'19)	Target	Actual (up to June'19)
2015-2016	86.16	84.95	5.07	49%	2.93%	84.95	5.07
2016-2017	34.83	33.63	0.88	19%	0.51%	118.58	5.95
2017-2018	18.54	17.25	13.73	10%	7.93%	135.83	19.67
2018-2019	19.08	17.72	21.78	10%	12.59%	153.55	41.45
2019-2020	20.80	19.45	0.00	11%	-	173.00	-
Total =	179.41	173.00	41.45	100%	23.96%		

Breakdown of total Expenditure (URP)

(In million US\$)

Sl. No.	Category	Expenditure up to June'19
1	Goods (Components-A~D) (Category-1)	17.64
2	Works and non-consulting services (Components-A~D) (Category-1)	3.25
3	Consultancy Services (Components-A~D) (Category-1)	8.07
4	Incremental Operating Expenditure and Training (Components-A~D) (Category-1)	4.36
	Total	33.32

Annual Disbursement (PCMU part)

(In million US\$)

Financial Year	Total DPP Provision	Disbursement (In million US\$)		Percent of Disbursement		Cumulative Disbursement (In million US\$)	
		Target	Actual up to June'19 (including initial advance)	Target	Actual (up to June'19)	Target	Actual (up to June'19)
2015-2016	0.00	0.00	0.115	0%	1.15%	0.00	0.115
2016-2017	0.08	0.08	0.186	1%	1.86%	0.08	0.301
2017-2018	2.51	2.42	0.486	24%	4.86%	2.49	0.787
2018-2019	3.04	2.89	1.189	29%	11.89%	5.38	1.976
2019-2020	4.76	4.62	-	46%	-	10.00	-
Total =	10.39	10.00	1.976	100%	19.76%		

Breakdown of Expenditure (PCMU part)

(In million US\$)

Sl. No.	Category	Expenditure up to June'19
1	Goods (Component -D) (Category-1)	0.15
2	Works and non-consulting services (Component -D) (Category-1)	0.00
3	Consultancy Services (Component -D) (Category-1)	0.24
4	Incremental Operating Expenditure and Training (Component -D) (Category-1)	0.09
	Total	0.48

Annual Disbursement (DNCC part)

(In million US\$)

Financial Year	Total DPP Provision	Disbursement (In million US\$)		Percent of Disbursement		Cumulative Disbursement (In million US\$)	
		Target	Actual up to June'19 (including initial advance)	Target	Actual (up to June'19)	Target	Actual (up to June'19)
2015-2016	71.73	71.35	2.4	75%	2.53%	71.35	2.4
2016-2017	20.33	19.95	0.29	21%	0.31%	91.31	2.69
2017-2018	1.61	1.23	12.21	1%	12.85%	92.54	14.9
2018-2019	1.61	1.23	10.98	1%	11.56%	93.77	25.88
2019-2020	1.61	1.23	-	1%	-	95.00	-
Total =	96.89	95.00	25.88	100%	27.24%		

Breakdown of Expenditure (DNCC part)

(In million US\$)

Sl. No.	Category	Expenditure up to June'19
1	Goods (Components-A2, A3 & A4) (Category-1)	15.71
2	Works and non-consulting services (Components-A2, A3 & A4) (Category-1)	3.24
3	Consultancy Services (Components-A2, A3 & A4) (Category-1)	0.95
4	Incremental Operating Expenditure and Training (Components-A2, A3 & A4) (Category-1)	3.43
	Total	23.34

Annual Disbursement (Rajuk part)

(In million US\$)

Financial Year	Total DPP Provision	Disbursement (In million US\$)		Percent of Disbursement		Cumulative Disbursement (In million US\$)	
		Target	Actual up to June'19 (including initial advance)	Target	Actual (up to June'19)	Target	Actual (up to June'19)
2015-2016	11.17	10.6	1.28	20%	2.41%	10.6	1.28
2016-2017	11.17	10.6	0.16	20%	0.30%	21.2	1.43
2017-2018	11.17	10.6	0.87	20%	1.64%	31.8	2.30
2018-2019	11.17	10.6	8.18	20%	15.43%	42.4	10.48
2019-2020	11.17	10.6	-	20%	-	53.00	-
Total =	55.83	53.00	10.48	100%	19.78%		

Breakdown of Expenditure (Rajuk part)

(In million US\$)

Sl. No.	Category	Expenditure up to June'19
1	Goods (Components-B &C) (Category-1)	1.42
2	Works and non-consulting services (Components-B &C) (Category-1)	0.00
3	Consultancy Services (Components-B &C) (Category-1)	5.55
4	Incremental Operating Expenditure and Training (Components-B &C) (Category-1)	0.67
	Total	7.64

Annual Disbursement (DDM part)

(In million US\$)

Financial Year	Total DPP Provision	Disbursement (In million US\$)		Percent of Disbursement		Cumulative Disbursement (In million US\$)	
		Target	Actual up to June'19 (including initial advance)	Target	Actual (up to June'19)	Target	Actual (up to June'19)
2015-2016	3.26	3.00	1.28	20%	8.50%	3	1.28
2016-2017	3.26	3.00	0.25	20%	1.64%	6	1.52
2017-2018	3.26	3.00	0.16	20%	1.06%	9	1.68
2018-2019	3.26	3.00	1.43	20%	9.56%	12	3.11
2019-2020	3.26	3.00	0.00	20%	-	15.00	-
Total =	16.30	15.00	3.11	100%	20.76%		

Breakdown of Expenditure (DDM part)

(In million US\$)

Sl. No.	Category	Expenditure up to June'19
1	Goods (Components-A1 & A5) (Category-1)	0.36
2	Works and non-consulting services (Components-A1 & A5) (Category-1)	0.00
3	Consultancy Services (Components-A1 & A5) (Category-1)	1.33
4	Incremental Operating Expenditure and Training (Components-A1 & A5) (Category-1)	0.17
	Total	1.86

Quarterly disbursement plan and expenditure of the IDA credit

(in million US\$)

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)	Total	
Component A: (DDM Part) Reinforcing the country's Emergency Management Response Capacity	Projection	0.06	0.05	1.17	2.62	3.90	
	Actual disbursement	0.06	0.27	0.07	1.03	1.43	
Component A1: Renovate and equip ERCC & NDMRTI with basic office equipment	Expenditure	0.01	0.00	0.00	0.02	0.03	
Component 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.			0.10	0.0003	0.9015	1.00	
Establishment of PIU of URP: DDM Part and operational expenditure of PIU		0.04	0.04	0.040	0.0290	0.16	
Physical Contingency							
Price Contingency							
Other							
Sub-Total of Expenditure for Component A (DDM part):			0.05	0.14	0.041	0.95	1.19
	Projection	5.67	4.92	7.14	8.52	26.25	

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)	Total	
Component A: (DNCC part) Reinforcing the country's Emergency Management Response Capacity	Actual disbursement	2.25	1.59	5.03	2.11	10.98	
Component A2: Design, Build and Outfit Local-Level City Corporation and FSCD DRM Facilities in Dhaka and Sylhet	Expenditure	0.54	0.25	0.37	0.15	1.31	
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		12.75	3.25	2.70	3.56	22.27	
Component A4: Supply Specialized Search and Rescue Equipment.		0.04	1.08	0.15	0.11	1.39	
Establishment of PIU of URP: DNCC Part and operational expenditure of PIU		0.00	0.00	0.00	0.00	0.00	
Physical Contingency							
Price Contingency							
Other							
Sub-Total of Expenditure for Component A (DNCC part):			13.33	4.59	3.22	3.83	24.97
Component B & C: (Rajuk part)	Projection	1.89	1.11	1.5	1.5	6	
	Actual disbursement					8.18	

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)	Total		
Component B: (Rajuk part) Vulnerability Assessment of Critical and Essential Facilities and Lifelines Component-B1: Conduct a vulnerability assessment of critical and essential facilities and lifelines	Expenditure		0.44	0.37	0.15	0.96		
		Component-B2: Support the development of a risk sensitive land use planning practice in Dhaka		0.42	0.36	0.36	1.14	
Sub-Total of Expenditure for Component B (Rajuk part):		0	0.87	0.73	0.51	2.10		
Component-C: (Rajuk part) Improved Construction, Urban Planning and Development Component-C1: Create and operationalise the Urban Resilience Unit (URU) in Rajuk to Support DRR Mainstreaming and Improve Dhaka Urban Resilience.	Expenditure		0.13	0.51	0.71	1.36		
		Component-C2: Establish an Electronic Construction Permitting System			0.58		0.58	
		Component-C3: Set Up a Professional Accreditation Program for Engineers, Architects and Planners					0	
		Component-C4: Improve Building Code Enforcement with Rajuk Jurisdiction			0.48	0.60	1.08	

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)	Total	
Establishment of PIU of URP: Rajuk Part and operational expenditure of PIU		0.03	0.03	0.26	0.43	0.76	
Physical Contingency							
Price Contingency							
Other							
Sub-Total of Expenditure for Component C (Rajuk part):		0.03	0.16	1.83	1.75	3.78	
Total of Expenditure for Component B and C (Rajuk part)		0.03	1.03	2.56	2.26	5.88	
Component-D: (PCMU part) Project Coordination, Monitoring and Evaluation (Implemented by PCMU)	Projection		0.5	0.5	0.5	1.5	
	Actual disbursement					1.189	
Goods, Non-consulting service and Consulting Services	Expenditure	0.01	0.24			0.25	
Establishment of PIU of URP: PCMU Part and operational expenditure of PIU		0.02	0.03	0.03	0.02	0.10	
Physical Contingency							
Price Contingency							
Other							
Sub-Total of Expenditure for Component D (PCMU part)		0.03	0.27	0.03	0.02	0.35	
Total Projection of A+B+C+D:		7.62	6.58	10.31	13.14	37.65	
Total Actual disbursement of A+B+C+D:						21.78	
Total Expenditure of A+B+C+D:		13.44	6.03	5.86	7.05	32.38	

Annex-6: Update of Goods, works and Services packages

Procurement Plan DNCC Part (DNCC/DSCC/SCC/FSCD)

Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Contract Amount (Tk in lakh)	Actual Contract Price (Taka in lakh)	Procedure/ Method	PPA /BG	Prior Review (Yes/ No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/ Consultant/ Supplier	Progress [%]	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	19
Works Contract																		
1	URP-DNCC/W-1.1	Build FSCD Command and Control Room over newly constructed warehouse (vertical extension of 1st & 2nd floor of newly constructed warehouse at FSCD Compound, Mirpur-10, Dhaka.)	Nos .	1	964.68	859.22	OTM (NCT)		No		4-Apr-18		28-May-18	31-Dec-18	N/A	Confidence Steel Ltd.	70%	Work is ongoing.
2	URP-DNCC/W-1.2	Construction of FSCD Command & Control Center including Warehouses at South Surma, Sylhet.	Nos .	3	771.12	694.01	OTM (NCT)		No				29-Mar-18	31-Dec-18	N/A	Belal & Brothers.	60%	Work is ongoing.
3	URP-DNCC/W-2.1	Construction of Emergency Operation Center (EOC), DRM Office and Urban Resilience Unit at SCC ,Sylhet. (Vertical extension of 5th floor of SCC Nagar bhaban, Sylhet)	Nos .	1	296.62	265.12	OTM (NCT)		No		22-Apr-18		28-May-18	9/30/2018, 12/31/2018	N/A	Nirman & Fardin(JV)	60%	Work is ongoing.
4	URP-DNCC/W-2.2	Building Emergency Operating Centre (EOC), DRM Office and Urban Resilience Unit at DSCC, Dhaka.	Nos .	1	152.70	135.75	OTM (NCT)		No		15-Oct-18		18-Nov-18	30-Mar-19	N/A	M/S Nirman Prokausholy	10%	Work is ongoing.
5	URP/DNCC/W-3.1	Construction of 13 Warehouses at FSCD.	Nos .	11	849.89	908.046	OTM (NCT)		No		26-Jan-17		24-Apr-17	3/31/2018, 9/30/2018	30-Sep-18	M/S. Belal & Brothers	100 %	Work completed. (11 Nos.)
6	URP-DNCC/W-3.2	Construction of 5 Warehouses at DNCC	Nos .	5	426.13	500.94	OTM (NCT)		No		18-Dec-16		7-Feb-17	6-Jun-17	31-Dec-17	M/S. S. M Construction	100 %	Work completed.
7	URP-DNCC/W-3.3	Construction of 3 Warehouses at DSCC	Nos .	3	266.43	286.54	OTM (NCT)		No		19-Dec-16		2-Mar-17	11-Jul-17	31-May-18	M/S. S. M Construction	100 %	Work completed.

Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Contract Amount (Tk in lakh)	Actual Contract Price (Taka in lakh)	Procedure/ Method	PPA /BG	Prior Review (Yes/ No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/ Consultant/ Supplier	Progress [%]	Remarks
										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
8	URP-DNCC/W-3.4	Erection and Fabrication of Signboard at emergency warehouse of City corporation.	Nos	8	10.00	6.11	OTM (NCT)		No				28-Jun-18	27-Jul-18	27-Jul-18	M/s. Syam Enterprise	100 %	Work completed.
9	URP-DNCC/W-3.5	Erection and Fabrication of Signboard at emergency warehouse of FSCD.	Nos		10.00	7.62	OTM (NCT)		No				15-Oct-18	N/A	14-Nov-18	M/S. Biuld Connection	100 %	Work completed.
10	URP-DNCC/W-3.6	Construction of Security fence (Grill) inside and outside the warehouse of DNCC.	Nos	5	10.00	9.64	OTM (NCT)		No				15-Oct-18	N/A	24-Nov-18	M/S. Ayan Construction	100 %	Work completed.
11	URP-DNCC/W-3.7	Construction of Security fence (Grill) inside and outside the warehouse of DSCC.	Nos	3	10.00	7.18	OTM (NCT)		No				5-Dec-18	N/A	25-Dec-18	M/S. Enovation Construction	100 %	Work completed.
Goods Contract																		
1	URP-DNCC/ G-1.1	Procurement of Specialized ICT Equipment (VHF & HF Radio Terminals and related Installations) for FSCD (Lot-1: VHF)	Nos		1363.4	520.26	OTM (ICB)		Yes				21-May-18	11/20/2018, 01/31/2019		Novatel Haber Lesme Cozumleri A.S, Turkey (Systems & Services Ltd.)		PSI done. Expected Delivery date is end of January
2		Procurement of Specialized ICT Equipment (VHF & HF Radio Terminals and related Installations) for FSCD (Lot-2 : HF)	Nos		3456.8	2571.31	OTM (ICB)		Yes				30-May-18	11/29/2018, 01/31/2019		Codan Ltd., Austrilia (Core Corporation)		PSI done. Expected Delivery date is end of January.
3	URP-DNCC/ G-1.2	Procurement of Specialized ICT Equipment (VHF and HF Radio Terminals and Related Installations) for City Corps. - DNCC, Lot-1(VHF)	Nos		1009.36	392.52 (USD 485796.00)	OTM (ICB)		Yes				17-Oct-18	1-Mar-19		Novatel Haber Lesme Cozumleri A.S, Turkey		LC opened on 17/11/18, PSI Pending
4		Procurement of Specialized ICT Equipment (VHF and HF Radio Terminals and Related Installations) for City Corps. - DNCC, Lot-2(HF)	Nos		912.00	690.14 (AUD 10,82,555.69)	OTM (ICB)		Yes				22-Oct-18	1-Mar-19		Codan Ltd., Austrilia (Core Corporation)		LC opened on 12/11/18, PSI Pending
5	URP-DNCC/ G-1.3	Procurement of specialized ICT Equipment (UHF) Radio Technical's and related installation for DSCC.	Nos		522.40	272.99	OTM (ICB)		No				19-Aug-18	31-Mar-19		Novatel Haber Lesme Cozumleri A.S, Turkey (Comunicatio		LC opened on 29/09/18. PSI pending.

Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Contract Amount (Tk in lakh)	Actual Contract Price (Taka in lakh)	Procedure/ Method	PPA /BG	Prior Review (Yes/ No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/ Consultant/ Supplier	Progress [%]	Remarks
										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
																ns Systems Ltd.)		
6	URP-DNCC/ G-1.4	Procurement of Specialized ICT Equipment (Lot-01: DRM Network, UHF Radio Terminals and Related Installations) for SCC	Nos		1239.00		OTM (ICB)			29-Jan-19		15-Feb-19	N/A	N/A	N/A	N/A		Tender Floated on 7-11-2018 and opening date 29 Jan 2019
7	URP-DNCC/ G-1.5	Procurement of ICT Equipment for Emergency Operation Center (EOC) at SCC	Nos		2520.00		OTM (ICB)			7-Feb-19		30-Apr-19	N/A	N/A	N/A	N/A		Tender Floated on 20-12-2018 and opening date 7 Feb, 2019
8	URP-DNCC/G-1.6	Procurement of ICT Equipment for Command and Control Room(CCR) at FSCD, Sylhet	Nos		2520.00		OTM (ICB)			11-Feb-19		30-Apr-19	N/A	N/A	N/A	N/A		Tender Floated on 20-12-2018 and opening date 11 Feb, 2019
9	URP-DNCC/ G-1.7	Procurement of ICT Equipment for Command and Control Room(CCR) at FSCD, Dhaka.	Nos		2940.00		OTM (ICB)			14-Feb-19		30-Apr-19	N/A	N/A	N/A	N/A		Tender Floated on 20-12-2018 and opening date 14 Feb, 2019
10	URP-DNCC/ G-1.8	Procurement of Specialized ICT Equipment (DRM Network and Related Installations-VHF) for FSCD	Nos		9660.00		OTM (ICB)					N/A	N/A	N/A	N/A	N/A		Waiting for Tender Invitation

Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Contract Amount (Tk in lakh)	Actual Contract Price (Taka in lakh)	Procedure/ Method	PPA /BG	Prior Review (Yes/ No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/ Consultant/ Supplier	Progress [%]	Remarks
										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
11	URP-DNCC/ G-1.9	Procurement of Specialized ICT Equipment (DRM Network and Related Installations-UHF) for DNCC	Nos.		1470.00		OTM (ICB)			17-Jan-19		15-Mar-19	N/A	N/A	N/A	N/A		Tender Floated on 8-11-2018 and opening date 17 Jan, 2019
12	URP-DNCC/ G-1.10	Procurement of Specialized ICT Equipment (DRM Network and Related Installations-UHF) for DSCC	Nos.		1470.00		OTM (ICB)			21-Jan-19		N/A	N/A	N/A	N/A	N/A		Tender Floated on 8-11-2018 and opening date 21 Jan, 2019
13	URP-DNCC/ G-1.11	Procurement of ICT Equipment for ware houses for DNCC and DSCC	Nos.		159.73							N/A	N/A	N/A	N/A	N/A		Waiting for Tender Invitation
14	URP-DNCC/ G-1.12	Procurement of ICT Equipment for Emergency Operation Center (EOC) at DSCC	Nos.		2730.00		OTM (ICB)			18-Feb-19		N/A	N/A	N/A	N/A	N/A		Tender Floated on 27-12-2018 and opening date 18 Feb, 2019
15	URP-DNCC/ G-2.1	Procurement of Specialized Search and Rescue Equipment (SAR Emergency Tenders) for FSCD. (22 Nos.)	Nos.	22	9574.00	5469.57 (7477206 00 Yn)	OTM (ICB)		Yes				11-Jul-17	10-Mar-18	Ist 11 nos delivery were 30/08/18. and 2nd 11 nos delivery were 10/11/18	Morita Corporation, Japan(M/S. Sadman Associates)	100 %	Ist 11 nos Goods delivery were 30/08/18. And next 11 nos goods delivery were 10/11/18.
16	URP-DNCC/ G-2.2	Supply of Specialized SAR Equipment (Water Rescue vehicle and boat) for FSCD. (5 Units)	Nos.	5	518.12	550.94 (7750000 0 Yn)	OTM (ICB)		Yes				18-Dec-17	6/17/2018, 9/25/2018	9-Sep-18	Future Bud Inter. (M/S. Sadman Associates)	100 %	Delivery of goods on 09/09/18

Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Contract Amount (Tk in lakh)	Actual Contract Price (Taka in lakh)	Procedure/ Method	PPA /BG	Prior Review (Yes/ No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/ Consultant/ Supplier	Progress [%]	Remarks
										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
17	URP-DNCC/ G-2.3	Specialized Search and Rescue (SAR) Equipment (tenders for Breathing Apparatus - 06 nos)	Nos	6	1643	1585.08 (1942500 \$)	OTM (ICB)		Yes				5-Jul-18	28-Feb-19		Bristol Fire Engg. Industries LLC (Multi Drive Ltd.)		LC opened on 02/08/18.
18	URP-DNCC/ G-2.4	Specialized Search and Rescue (SAR) Equipment (Personal Protective Equipment or PPE) rescue suit-950 Nos., Chemical suit-30 Nos., Search light-900 Nos)	Nos	Rescue suit-950, Chemical suit-30, Search light-900	2254.48	920.29 (1127810.50 \$)	OTM (ICB)		Yes				4-Jun-18	30-Jan-19		National Fire Fighting Manufacturing FZCO, Dubai (Zara Trading)		LC opened on 28/06/18. PSI done
19	URP-DNCC/ G-2.5	Specialized Search and Rescue (SAR) Equipment (Rescuer Tools and Drone) for FSCD.	Nos	3	26.51	19.71	OTM (NCB)		No				6-Aug-18	20-Nov-18	20-Nov-18	A.K Buyan & Ko:	100 %	Work completed.
20	URP-DNCC/ G-2.6	Supply of Specialized Search and Rescue Equipment (Lot-1: Ambulance)	Nos	10	1053.51	979.16 (1180000 \$)	OTM (ICB)						31-Jan-18	7/30/2018, 11/30/2018		Imrah Auto SDNBID, Malaysia(Sohel Enterprise)		PSI Pending. LC opened on 01/03/2017.
21		Supply of Specialized Search and Rescue Equipment (Lot-2: Mortuary Van)	Nos	4	339.58	288.77(348000 \$)	OTM (ICB)		Yes				31-Jan-18	7/30/2018, 10/30/2018	15-Dec-18	Imrah Auto SDNBID, Malaysia(Sohel Enterprise)	100 %	Work completed.

Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Contract Amount (Tk in lakh)	Actual Contract Price (Taka in lakh)	Procedure/ Method	PPA /BG	Prior Review (Yes/ No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/ Consultant/ Supplier	Progress [%]	Remarks
										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
22	URP-DNCC/ G-2.7	Procurement of Search and Rescue Equipment (SAR) for City Corps	Nos .	10 Set X 53 nos Item	118.87	97.599	OTM (NCB)		No				17-Jan-18	20-Jun-18		Sohan Enterprise	100 %	Work completed.
23	URP-DNCC/ G-2.8	Rescuer Carrying Vehicle (7.5 Ton Truck) for FSCD-06 trucks	Nos .	6	488.97	336.00	OTM (NCB)		No				31-Jan-18	5/23/2018, 7/12/2018, 8/10/2018	9/13/2018	Sohel Engineering & Construction	100 %	Work completed. Delivery at FSCD
24	URP-DNCC/ G-2.9	Procurement of Turn Table Ladders Tender (60m) for FSCD (03 Nos)	Nos .	3	3101.99	2880.23	OTM (ICB)		No				16-Sep-18	15-Mar-19		S.K Rosenbauer Pte. Ltd. Singapur (M/s. Sadman Associates.		Contract agreement completed. LC opened on 01/10/2018.
25	URP-DNCC/ G-2.10	Procurement of Search and Rescue Equipment Chemical Tender/Hazmat	Nos .	5	1579.22		OTM (ICB)		No			31-Dec-18	N/A	30-Jun-18	N/A	N/A		Progressing of Tender Evaluation. Tender Floated on 31/10/18
26	G-2-11	Procurement of Search and Rescue Equipment (Rescue Boat)	Nos .	3	988.36		OTM (ICB)		No	31-Oct-18		31-Dec-18	N/A	30-Jun-18	N/A	N/A		Progressing of Tender Evaluation
27	URP-DNCC/ G-3	Procurement of Heavy Equipment (Lot-1: Crane)	Nos .	3	1050	764 (1076490 00 Yn)	OTM (ICB)		Yes				29-Oct-17	30-Jun-18	9-Aug-18	Ecom Trade Holdings Pte Ltd, Singapore (Ecom Trade International)	100 %	Work completed. LC opened on 27/11/2017.

Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Contract Amount (Tk in lakh)	Actual Contract Price (Taka in lakh)	Procedure/ Method	PPA /BG	Prior Review (Yes/ No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/ Consultant/ Supplier	Progress [%]	Remarks
										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
28		Procurement of Heavy Equipment (Lot-2: Wheel Type Excavator)	Nos .	3	900	517.11(621000 \$)	OTM (ICB)		Yes				29-Oct-17	6/28/2018, 8/28/2018		Hidromek, Turkey (Sohel Enterprise)	100 %	Work completed. LC opened on 14/11/2017.
29		Procurement of Heavy Equipment (Lot-3: Chain Type Excavator)	Nos .	3	900	303.33(383622 \$)	OTM (ICB)		Yes				24-Jan-18	23-Sep-18		Cosmos Inter. Ltd, India (CSL projects Ltd.)	100 %	Work completed. LC opened on 20/02/18.
30		Procurement of Heavy Equipment (Lot-4: Dozer)	Nos .	3	1350	821.88 (383622 \$)	OTM (ICB)		Yes				29-Oct-17	28-Jun-18	11-Sep-18	Belazia PTE Ltd., Singapore (Bismillah Traders)	100 %	Work has been completed. LC opened on 27/11/2017.
31	URP-DNCC/ G-4.30	Procurement of Motor cycle	Nos .	4	7.2	6.2	OTM (NCB)		No				6-Dec-17	18-Apr-18	17-May-18	TVS Auto Bangladesh Ltd.	100 %	Work completed.
32	G-6.4 A	Procurement of Furniture for Ware house.	Nos .		70.36	66.75	OTM (NCB)						17-Jan-18	15-Jun-18		M/S. Shahjahan Enterprise.	100 %	Work completed.
Services Contract																		
1	URP-DNCC/S-1	Individual Consultant as Procurement Specialist (National)	Nos .	1	240.00	177.88	OTM (NCB)	BG					20-Apr-16		31-Aug-18	Mr. Munir Siddiquee		Work completed.
2	URP-DNCC/S-1a	Individual Consultant at procurement Specialist(National)	Person		157.25		OTM (NCB)	BG								N/A		Progressing of Tender Evaluation

Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Contract Amount (Tk in lakh)	Actual Contract Price (Taka in lakh)	Procedure/ Method	PPA /BG	Prior Review (Yes/ No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/ Consultant/ Supplier	Progress [%]	Remarks
										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
3	URP-DNCC/S-2	Individual Financial Management Consultant and Planning Specialist (National)	Person	1		160.22	OTM (NCB)	BG					7-Feb-16			Mr. Nasir Ahmed		Work completed.
4	URP-DNCC/S-2a	Individual Financial Management Consultant and Planning Specialist (National)	Person	1	240.00	113.38	OTM (NCB)	BG					13-Nov-17	30-Jun-20		Mr. Abdul Hamid		Work is ongoing.
5	URP-DNCC/S-3	Individual Consultant for international search & rescue Expert.	Person	1	280.00	306.64	OTM (ICB)	BG					1-Jun-16	30-Jun-20		Mr. Trevor Glass		Work is ongoing. Total paid Tk. 135.09 Lac during FY 2016-17.
6	URP-DNCC/S-4	Individual Consultant for International as Information & Communication Technology (ICT) Expert	Person	1	280.00	243.54	OTM (ICB)	BG					1-Jun-16	30-Jun-20		Mr. Levent Gerdan		Work is ongoing. Total paid Tk. 46.40 Lac during FY 2016-17.
7	URP-DNCC/S-5.2	Individual Consultant (Short-term)for ICT.	Person	1	11.88	44.01	OTM (NCB)	BG					15-Jan-17	14-Jan-19		Md. Akramul Haque Chowdhury		Work is ongoing. Total paid Tk. 6.27 Lac during FY 2016-17.
8	URP-DNCC/S-5.3	Individual Consultant (Short-Term) for Junior Procurement Specialist	Person	1	11.28	33.86	OTM (NCB)	BG					24-May-17	22-Nov-19		Md. Nowshad Alam		Work is ongoing. Total paid Tk. 0.38 Lac during FY 2016-17.
9	URP-DNCC/S-6	Design & supervision consultancy for outfit DRM facilities in Dhaka & Sylhet.	Person	1	100.00	113.52	OTM	BG					8-Feb-17	30-Jun-19		Environ Structure Ltd.		Work is ongoing. Total paid Tk. 39.67 Lac during FY 2016-17.

Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Contract Amount (Tk in lakh)	Actual Contract Price (Taka in lakh)	Procedure/ Method	PPA /BG	Prior Review (Yes/ No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/ Consultant/ Supplier	Progress [%]	Remarks
										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
10	URP-DNCC/S-7	GIS- Phase 1: Need Assessment for Implementation of GIS Infrastructure in the Urban Resilience Project.			150.00		OTM (NCB)	BG	No							N/A		Progressing of Tender Evaluation
11	URP-DNCC/S-8	Enhancement the effectiveness of DRR Emergency Warehouse			129.95			BG								N/A		Progressing of Tender Evaluation
12	URP-DNCC/S-9	Preparation of GIS based Maps (Ward Level) at DNCC, DSCC & SCC.			1598.10			BG								N/A		Tender Floated done
13	URP-DNCC/NC S-1	Procurement of Pre- shipment Inspection company.		1	100.64	103.92	OTM (NCB)	BG	No				24-Jan-18	30-Jun-20		Bureau Veritas Bangladesh		Work Ongoing.
14	URP-DNCC/NC S-2	Procurement of C & F Agent.		1	325.00	125.00	OTM (NCB)	BG	No				25-Jan-18	30-Jun-20		Jems International		Work is ongoing.
15	URP-DNCC/S-	Office Rent			58.65	58.65							1-Apr-16	31-Mar-18		Nabeela Alam		ongoing.

Procurement Plan Rajuk Part

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price (Taka in lakh)	Actual Contract Price (in lakh Taka)	Procedure/ Method	PPA/ BG	Prior Review ² (Yes / No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/Consultant/Supplier	Progress [%]	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	19
Works Contract																		
1	W-2	Establishment of URU Building	Nos.	1														
2	W-1A	Construction of Shed, Partition and supportive Accessories for Accommodation of PIU Office Security	Nos.	1	12,987.00		RFQ		No			5.9.2017		5.10.2017				
3	W-1B	Renovation of office utility Space at Level 9	Nos.	1	12,990.00		RFQ		No			11.06.2018		11.6.2019				
4	G-W1C	Renovation of Wash room and others Space at Level 9	Nos.	1	12,990.00		RFQ		No			13.7.2018		13.7.2019				
Goods Contract																		
	G-1-1	Supply of Computer and Related Equipment for PIU, URP:RAJUK	Nos.	1	194,810.00		NCT, OTM	Bank Guideline	No		19.04.2018	9.8.2018	20.6.2018	9.8.2019		Smart Technologies Ltd		
	G-3-1	Procurement of Motor Vehicle for PIU of URP:RAJUK-Phase1 : i) 1 no 4WD Sports Utility Vehicle ii) 4 nos Double Cabin 4WD Pickup and iii) 1 no Microbus	Nos.	1	448,050.00		NCT, OTM	Bank Guideline	No		09.04.2018	19.5.2018	6.6.2018	19.5.2019		Navana		

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price (Taka in lakh)	Actual Contract Price (in lakh Taka)	Procedure/ Method	PPA/ BG	Prior Review ² (Yes / No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/Consultant/Supplier	Progress [%]	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	19
	G-3-2	Procurement of Motor Vehicle for PIU of URPAJUK-Phase2 : i) 1no 4WD Sports Utility Vehicle ii) 5 nos Double Cabin 4WD Pickup and iii) 3 no Microbus	Nos.	1	629,870.00		NCT, OTM	Bank Guideline	No		16.04.2018	21.6.2018	6.6.2018	21.6.2019		Navana		
	G-4	Supply of Furniture for PIU office	Nos.	1	389,610.00		NCT, OTM	Bank Guideline	No		06.06.2018	4.6.2018	29.7.2018	4.6.2019		Hatil		
	G-12	Procurement of Seismic Lab Equipment of URU					ICB/OTM	Bank Guideline	Yes	20.02.2019		15.03.2019		15.10.2019				
	G-13	Procurement of Seismic Lab Equipment of URU					ICB/OTM	Bank Guideline	Yes	04.03.2019		25.03.2019		25.10.2019				
	G-15	Procurement of Field Equipment for Vulnerability Assessment Aspect of Structures & Geophysics					ICB/OTM	Bank Guideline	No	25.02.2019		25.03.2019		25.10.2019				
	G-16	Procurement of Equipment for Exploration of RSLUP Profile: 200kN Truck Mounted CPT Equipment					ICB/OTM	Bank Guideline	No	25.02.2019		25.03.2019		25.10.2019				
Services Contract																		
1	S-1	Senior Procurement Specialist	Nos.	1	-		OTM	BG	Yes							Mahbub Hasan		
2	S-2	Senior Financial Management and Planning Specialist	Nos.	1	-		OTM	BG	Yes							Md. Shahjahan		
3	S-3	Procurement Specialist	Nos.	1	162337.66		LTM	BG	No			3.8.2018	1.7.2018	30.1.2019		Saifur Rahman Joarder		

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price (Taka in lakh)	Actual Contract Price (in lakh Taka)	Procedure/ Method	PPA/ BG	Prior Review ² (Yes / No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/C consultant/Supplier	Progress [%]	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	19
4	S-4	Consultancy Services for Vulnerability Assessment and Prioritized Investment Plan for Critical Assets in Dhaka	Nos.	1	6781520.00		QCBS	BG	Yes			18.4.2018		30.6.2020		NKY Architectural and Engg. Co. (Turkey) Protek Yapi Engineering Co. (Turkey) Sheltech (Pvt.) Limited (Bangladesh)		
5	S-5	Consultancy Services for Development of a Risk-sensitive Land Use Planning (RSLUP) practice	Nos.	1	6296550.00		QCBS	BG	Yes			1.5.2018		30.6.2020		NKY Architectural and Engg. Co. (Turkey) Protek Yapi Engineering Co. (Turkey) Sheltech (Pvt.) Limited (Bangladesh)		
6	S-6	Consultancy Services to Operationalize the URU in RAJUK	Nos.	1	3522730.20		QCBS	BG	Yes			23.3.2018		30.6.2020		RTI International (USA)		
7	S-7	Assess Current Status and Deployment of web-based Integrated Information Management System for RAJUK's Construction Permit System	Nos.	1	1998260.00		QCBS	BG	Yes			23.3.2018		30.6.2020		RTI International (USA)		
8	S-8	Consultancy Services for Professional Accreditation Program in RAJUK	Nos.	1	3542210.00		QCBS	BG	Yes			8.4.2018		30.6.2020		N/A		
9	S-9	Consultancy Services for Building Code Enforcement	Nos.	1	324260.00		QCBS	BG	Yes			13.6.2018		30.6.2020		ICC & SDE		

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price (Taka in lakh)	Actual Contract Price (in lakh Taka)	Procedure/ Method	PPA/ BG	Prior Review ² (Yes / No)	Date of Bid Opening		Date of Contract Signing		Date of Completion		Name of Contractor/Consultant/Supplier	Progress [%]	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	19
11	S-11	Consultancy Services for Design and Supervision of RAJUK URU Building including Research, Training, and Testing Laboratory facility	Nos.	1	2425950.00		QCBS	BG	Yes			1.5.2018	16.8.2018	30.6.2020		STRUCTURAL ENGINEERS SEC (USA) in association with BAUM ARCHITECTS INC BAUM ARCHITECTS INC (South Korea) In association with THE PLANNERS AND ENGINEERS LTD. (Bangladesh)		
13	S-13	Environmental Safeguards and Environmental Impact Assessment (EIA) of proposed 30-story URU Building for RAJUK	Nos.	1	1558.00		QCBS	BG	No			30.6.2018		27.12.2018				
14	S-14	Consultancy Services for the Designing Website & Archiving Project Documents for URU, Rajuk	Nos.	1			CQS	BG	No									

Procurement Plan DDM Part

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated price (taka in Lac)	Actual contract price (taka in Lac)	Procedure/ Method	PPA/BG	Prior Review (Yes/ No)	Date of Bid opening		Date of contract signing		Date of completion		Name of Contractor/ Consultant/ Supplier	Progress (%)	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	19	
Works contract																			
1	BD-DDM-44875-GO-RFB	Renovation of the facility that would house ERCC	Sft	9000	540							30-Sep-18	No	N/A		N/A	00	Received Design approval from MoDMR on 05/12/18 & now on process to obtain approval of DG- DDM on BOQ & tender documents as it was reviewed in the last PIC meeting held on 21/01/19.	
2	BD-DDM-44877-GO-RFB	Renovation of the facility that would house NDMRTI	Sft	9000	360							30-Sep-18	no	N/A		N/A	00	Received Design approval from MoDMR on 16/10/18 & now in process to prepare BOQ & floating tender.	
Goods Contract																			
1	URP/DDM/G-1	Procurement of Jeep for PIU.	Nos	1	65.51		OTM (NCB)	PPA						30/01/2017	9/2/2017	9/2/2017	Pacific Motors	100%	

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated price (taka in Lac)	Actual contract price (taka in Lac)	Procedure/ Method	PPA/BG	Prior Review (Yes/ No)	Date of Bid opening		Date of contract signing		Date of completion		Name of Contractor/ Consultant/ Supplier	Progress (%)	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	19
2	URP/DDM /G-3.2	Procurement of office Equipment(Air Cooler)	Nos	6	4.9245		OTM (NCB)	PPA					26/06/2016	14/02/17	14/02/17	Confidence Refrigeration & Electric Engineering	100%	
3	URP/DDM /G-3.3	Office Equipment(Photocopier-1 & UPS-01)	Nos	1	4.47		OTM (NCB)	PPA					26/06/2016	14/02/17	14/02/17	M/S. Niloy Traders	100%	
4	URP/DDM /G-4.2	Computer-04 & related service(Scanner-01, UPS-04 & Windows-8.1 software-04)	Nos	9	4.5		OTM (NCB)	PPA					21/12/2016	4/1/2017	4/1/2017	S. J Computers	100%	
5	URP/DDM /G-4.30	Computer-04 & related service(Printer-05, Multi media projector-01)	Nos	10	4.78375		OTM (NCB)	PPA					21/12/2016	4/1/2017	4/1/2017	Net Link Communication	100%	

Sl. No	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated price (taka in Lac)	Actual contract price (taka in Lac)	Procedure/ Method	PPA/BG	Prior Review (Yes/ No)	Date of Bid opening		Date of contract signing		Date of completion		Name of Contractor/ Consultant/ Supplier	Progress (%)	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	19
6	URP/DDM /G-6.2	Procurement of Furniture (Conference table-01, Table- PD, DPD, APD, Consultant)	Nos	7	4.5		OTM (NCB)	PPA					21/12/2016	4/1/2017	4/1/2017	Faruque Enterprise	100%	
7	URP/DDM /G-6.3	Procurement of Furniture (Chair-39)	Nos	39	4.57		OTM (NCB)	PPA					21/12/2016	4/1/2017	4/1/2017	M & M Enterprise	100%	
8	URP/DDM /G-6.4	Procurement of Furniture(Sofa, File Cabinet, Almirah etc.)	Nos	34	4.56		OTM (NCB)	PPA					21/12/2016	4/1/2017	4/1/2017	Shanta Traders	100%	
9	BD-DDM-44874-GO-RFQ	Procurement of Tele communication equipment(PABX, PA system, Fax, Land phone etc.)	Nos	10	6.35		OTM (NCB)	PPA					21/06/18	27/06/18	27/06/18	Multi star Technologies	100%	
10	BD-DDM-44873-GO-RFB	Procurement of Microbus for NDMRTI & ERCC	No	4	170.2		OTM (NCB)	PPA					24/07/18	26/06/18	26/06/18	Navana Motors	100%	

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated price (taka in Lac)	Actual contract price (taka in Lac)	Procedure/ Method	PPA/BG	Prior Review (Yes/ No)	Date of Bid opening		Date of contract signing		Date of completion		Name of Contractor/ Consultant/ Supplier	Progress (%)	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	19
Services contract																		
1	URP/DDM /S2	Financial Management Specialist (FMS)	Month	60	195.82		OTM (NCB)	PPA					1/1/2016	30/06/2020	On going	Md. Mosharaf Hossain	41.67 %	
2	URP/DDM /S1	Procurement Specialist (PS)	Month	30	117.52		OTM (NCB)	PPA					1/1/2016	24/11/2018	On going	Md.Hasan Jahid	83.33 %	Contract of PS was over on 25/11/18 & DDM already got approval of his service extension 03 months (up to 25/02/19) from MoDMR.
3	BD-DDM-29946-CS-QBS	Training, Exercise and Drills Program	LS	LS	10478.7		OTM (NCB)	PPA					19/11/2018	30-Jun-20		REM-Australia & DTCL (Dhaka)		DDM got approval of TED program from MoDMR on 13/11/18 & contract signed on 19/11/18.
4	URP/DDM /S-5	D&S Consultant (DDC)	Month	12	30		OTM	PPA					31/01/2018	30/01/2019	Ongoing	DDC		
5	BD-DDM/S-4	Feasibility study of 2nd phase of URP	LS	LS	77.92			PPA				1-May-19	--	30-Mar-20				

Annex-7: List of Sites visited

Dhaka North City Corporation: (Package No. URP-DNCC/W3.2)

S/N	Warehouse Location	Type of Building	Size of the Building	Status of construction	Visit date
01.	Zone-1, Uttara	2-storied Building	2400 sft	Completed	29 August, 2018
02.	Zone-2, Mirpur-2	2-storied Building	2432 sft	Completed	24 December, 2018
03.	Zone-3, Mohakhali	2-storied Building	2400 sft	Completed	01 August, 2018
04.	Zone-4, Mirpur-10	2-storied Building	2400 sft	Completed	24 December, 2018
05.	Zone-5, Kawranbazar	2-storied Building	2556 sft	Completed	02 January, 2019

Dhaka South City Corporation: (Package No. URP-DNCC/W3.3)

S/N	Warehouse Location	Type of Building	Size of the Building	Status of construction	Visit date
01.	Zone-3, Azimpur	2-storied Building	1672 sft	Completed	23 December, 2018
02.	Zone-2, Khilgoan	2-storied Building	1800 sft	Completed	11 October, 2018
03.	Zone-5, Saidabad	2-storied Building	2778 sft	Completed	01 January, 2019

Fire Service & Civil Defense: (Package No. URP-DNCC W3.1)

S/N	Warehouse Location	Type of Building	Size of the Building	Status of Construction	Visit date
01.	FSCD Office Sadarghat	1-storied Building	988 sft	Completed	09 October, 2018

S/N	Warehouse Location	Type of Building	Size of the Building	Status of Construction	Visit date
02.	FSCD Office Postagola	1-storied Building	1295 sft	Completed	20 December, 2018
03.	FSCD Office Demra	1-storied Building	1250 sft	Completed	20 December, 2018
04.	FSCD Office Khilgoan	1-storied Building	1000 sft	Completed	11 October, 2018
05.	FSCD Office Hazaribagh	1-storied Building	1330 sft	Completed	23 December, 2018
06.	FSCD Office Kalyanpur	1-storied Building	990 sft	Completed	12 December, 2018
07.	FSCD Office Tejgoan	2-storied Building	1076 sft	Completed	06 December, 2018
08.	FSCD Office Diabari, Uttara	1-storied Building	1330 sft	Completed	29 August, 2018
09.	FSCD Office Tongi	1-storied Building	1330 sft	Completed	29 August, 2018
10.	FSCD Office Savar	1-storied Building	990 sft	Completed	12 December, 2018
11.	FSCD Training Academy, Mirpur-10	1-storied warehouse with provision of command & Control center vertical extension	8600 sft	Under construction	02 August, 2018 (1 st visit) 24 December, 2018 (2 nd visit)
Package No.URP-DNCC/W1.2					
12.	FSCD office, South Surma, Sylhet	3-storied Building (Warehouse cum Command & Control Center)	12000 sft	Under construction	02 December, 2018 (1 st visit) 17 January, 2019 (2 nd visit) 8 April, 2019
Package No.URP-DNCC/W1.1					
13.	FSCD Training Academy, Mirpur-10	Build FSCD Command & Control room , Dhaka (Vertical extension 1 st & 2 nd Floor)	17200 sft	Contract awarded in 28 May 2018	24 December, 2018 12 March, 2019
Package No.URP-DNCC/W2.1					
14.	Sylhet City Corporation Building	Construction of EOC , DRM office & Urban Resilience Unit at SCC (Vertical extension of 5 th Floor of SCC Nagar Bhaban)	Vertical extension of 16,000 sft of the floor (with dedicated 5000 sft for EOC)	Contract awarded in 28 May 2018	02 December, 2018 (1 st visit) 17 January, 2019 (2 nd visit) 7 April, 2019

