



**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)**

**7th Quarterly Progress Report
(October - December, 2019)**



February 5, 2020

GOPA Consultants, Germany
in joint venture with
Services and Solutions International Limited (SSIL), Bangladesh



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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
Project ID	P149493
Contract number	URP-PCMU/S-1
Contract client	Urban Resilience Project (URP): Project Coordination and Management Unit (PCMU)
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
BUERP	Bangladesh Urban Earthquake Resilience Project
CCR	Command and Control Room
CDMP	Comprehensive Disaster Management Programme
CNA	Capacity Needs Assessment
CNR	Concept Note Report
CPAR	Construction Permitting Assessment Report
CSAR	Comprehensive Situation Analysis Report
DDM	Department of Disaster Management
DEA	Detailed Engineering Assessment
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
EHS	Environmental, Health, and Safety Guidelines
EIA	Environmental Impact Assessment
EOC	Emergency Operation Centre
EPRC	Environment and Population Research Centre
ERCC	Emergency Response and Communication Centre
ESMP	Environmental and Social Management Program
FASP	Fast Automatic Structural Plan
FGD	Focus Group Discussion
FMS	Financial Management System
FSCD	Fire Service and Civil Defence
GIS	Geographic Information System
GOB	Government of Bangladesh
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
HF	High Frequency
HRVA	Hazard, Risk and Vulnerability Analysis
IA	Implementation Agency
IBAS++	Integrated Budget and Accounting System
IBR	Indicators Baseline Report
ICC	International Code Council
ICT	Information & Communication Technology
IMED	Implementation, Monitoring and Evaluation Division
IRI	Intermediate Results Indicator

IUFR	Interim Unaudited Financial Report
KAA	Key Agreed Action
KII	Key Informant Interviews
LIMS	Labour Influx Monitoring System
M & E	Monitoring and Evaluation
MCCU	Mobile Command and Control Vehicle
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
NOA	Notification of Award
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
PEA	Preliminary Engineering Assessment
PIC	Project Implementation Committee
PIU	Project Implementation Unit
PMIS	Project Monitoring Information System
PP	Procurement Package
PPE	Personal Protective Equipment
PWD	Public Works Department
QPR	Quarterly Progress Report
RADP	Revised Annual Development Programme
RAJUK	Rajdhani Unnyan Katripakhya (City Development Authority)
RF	Results Framework
RSLUP	Risk Sensitive Land Use Planning
RVA	Rapid Visual Assessment
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
VHF	Very High Frequency
WB	World Bank

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Executive Summary

This Executive Summary of the seventh Quarterly Progress Report (7th QPR) summarizes the key findings, challenges and opportunities, conclusions, and recommended corrective actions of the Monitoring and Evaluation (M&E) team covering the second quarter of the current fiscal year (Q2 of FY 2019-2020) covering from October 1 to December 31, 2019. In addition to 2nd quarter results, there is also a chapter presenting the cumulative results (“rolling totals”) achieved and the expenditures made by implementing agencies (IAs) thus far this fiscal year at the halfway point. Thus, we hope this QPR is a helpful source of information for Project managers as they seek to supervise the URP efficiently and effectively with the most accurate, comprehensive, and up-to-date information available.

I. Findings: Brief Summary of Quarterly Progress by URP Sub-component and Implementing Agency

Overall, progress in the 2nd quarter of this fiscal year continued to be **less than satisfactory** for three of the four URP implementing agencies. This lack of progress was true for all IAs for physical progress, and for three of the four IAs for financial progress. The sole exception to this, surprisingly, was DDM’s financial progress exceeded its quarterly target allocation for the first time.

In terms of overall physical progress, 37% of all 131 ‘active’ milestones (48 out of 131) were “completed” either on-time or late while almost half (49%) were still “on-going” (64/131), and 19 more (14.5%) were over-due and made “no progress” at all in the 2nd quarter. That was a slight improvement from the previous quarters when only 24 out of 102 milestones were either “completed on-time” or “completed late.” There are an additional 50 milestones that will be due during this quarter (Q3 of FY 2019-2020) that ends on March 31, 2020.

In terms of overall financial progress, total quarterly expenditures only amounted to just **3,286** Lac BDT out of a quarterly allocation of **12,372** Lac BDT, representing just **27%** of the total quarterly URP allocation. While this was an improvement of 1,223 Lac BDT or 60% over the 1st quarter expenditures of just over 2,000 Lac BDT (2,063), **total 2nd quarter expenditures still fell far short of projections and the quarterly allocation. This means that in the first half of the current fiscal year, total expenditures of roughly 5,350 Lac BDT reached only 23% of the semi-annual allocation of 23,400 Lac BDT during that period of time.**

In the following section, we summarize the physical performance of each one of the implementing agencies during the last quarter and over the first half of the fiscal year. Then, we summarize the financial progress that was made before moving on to the section on the “Challenges and Opportunities” that we face. Finally, we end with our “Conclusions and Recommendations” of the corrective actions that we believe should be taken to improve the performance of the four implementing agencies of the URP in terms of the results achieved by them. We hope this information will be useful and helpful to senior decision-makers and managers of the Project as they steer it toward a successful conclusion in April 2022.

Component A: Reinforcing the Country's Emergency Response Capacity

Out of 67 “milestones” under Component A, 20 were projected to be completed this quarter (Q3). Thus, the total number of ‘active’ milestones in the 2nd quarter was **47**. Of these, we found that 12 were “completed on time” representing just over 25%, and 15 more (32%) were “completed late.” Thus, in total, just over **57% of all active milestones were completed** in the 2nd quarter. In addition, **13 more milestones were still “on-going” while another seven (7) were over-due and making no progress** on December 31st, 2019.

From the perspective of the two implementing agencies’ (DDM and DNCC) financial performance, we found that **DDM’s financial progress was excellent, with quarterly expenditures (1,029 Lac BDT) exceeding their quarterly allocation of 1,000 Lac BDT by nearly three percent (102.9%)**. The vast majority of DDM’s expenditures, 980 Lac BDT, representing 95.5% of DDM’s total expenditures were spent to start Phase-2 activities of the Training, Exercises, and Drills (TED) Program under Sub-component A-5. The remaining 4% (42.45 Lac BDT) were spent on DDM’s PIU staff and office supplies, and 5.7 Lac BDT or just 0.5% was spent on Sub-component A-1 to start renovating the office space in the DDM building for the ERCC and NDMRTI to operate.

Conversely, DNCC’s financial performance was surprisingly disappointing as quarterly expenditures dropped by 715 Lac BDT (52%) from the previous quarter (Q1), which were already low (reaching just 18.5% of Q1’s quarterly allocation), to just 663 Lac BDT, only about 8.9% of DNCC’s 2nd quarter allocation. The reasons for this drop in financial progress by DNCC is not to the M&E team at this time, but the issue warrants the attention of senior URP managers in the upcoming rounds of review and revision of this 7th QPR.

Sub-Component A-1: Renovation of office space in DDM building for ERCC and NDMRTI (DDM)

There were eight (8) “active” milestones” last quarter under Sub-component A-1, of which six (6) were “completed late.” These involved completing the evaluations of bids received, selecting the preferred contractors to do the work, signing the contracts with them, and commencing work on the renovation of office space in the DDM building to locate the Emergency Response and Communication Centre (ERCC) and the National Disaster Management Research and Training Institute (NDMRTI).

However, since those actions were taken and work started on the renovation, there have been a number of “new” delays caused by poor planning on DDM’s part. For, the space for the ERCC has not been cleared of the cars parking on the ground floor of the building while alternative parking arrangements are being identified. This should have been anticipated and dealt with months ago by DDM. Secondly, the renovation works above on the 7th and 8th floors of the DDM building was suspended for three (3) weeks in January while training took place there. This also should have been anticipated and pre-empted by DDM managers. **As a result, physical progress to renovate these spaces has been slowed down again due to lack of good management. The completion of these spaces is already six (6) months over-due now.**

Financially, **DDM’s expenditures for Sub-component A-1 were very low (5.7 Lac BDT), representing just half of one percent (0.5%) of their total expenditures of 1,029 Lac BDT.**

A-2: Construction of Emergency Response Warehouses and other structures in Sylhet and Dhaka (DNCC)

Under Sub-Component A-2, DNCC is responsible for building, renovating, and outfitting local-level City Corporation (DNCC, DSCC, and SCC) and FSCD DRM facilities in Dhaka and Sylhet. There were only three (3) active milestones in this reporting period (Q2), of which two (2) were “completed on time” while one (1) more remained “due, but still on-going.”

The completed tasks were: (i) the tender was floated for works package W-2.3 to construct an Emergency Operating Centre (EOC) in DNCC’s office in Dhaka; and (ii) the contract was signed for that works package (W-2.3). The remaining pending task was on-going work under package W-2.2 to construct an EOC in DSCC’s DRM office and Urban Resilience Unit in South Dhaka. The due date for that EOC to be completed by was September 25, 2019, but the revised expected completion date has been postponed for **6 months** until March 30, 2020.

Financially, DNCC expenditures for Sub-component A-2 increased from 24.7 Lac BDT in the 1st quarter to **65.4 Lac BDT**, or 4.7% of total DNCC quarterly expenditures.

Sub-Component A-3: Procurement of Emergency Communication Technology (ECT) equipment (DNCC)

Sub-component A-3 continues to be very dynamic with a large number of ‘active’ milestones (39 in all this past quarter). Of those 39, nine (9) were “completed on time” and seven (7) were “completed late,” representing “completion” of 41% of all active milestones under A-3. In addition, there were six (6) milestones that were “due, but on-going”, and two (2) more that were “due, but making no progress.” The remaining 15 are expected to be completed this quarter (Q3). The vast majority of “completed” tasks (14 out of 16) last quarter had to do with re-floating tenders to procure ECT equipment for EOCs and command-and-control rooms and conducting subsoil tests for the three participating city corporations and FSCD.

In terms of those milestones that are lagging behind schedule, the majority of those eight have to do with delays in getting BTRC’s approval of frequency allocations for very high frequencies (VHF) for the city corporations and FSCD to use in emergency situations, and with a re-tendering process that was cancelled due to unacceptable bids received, and then had to be restarted for the delivery of ECT equipment and related installations that are required in order to have an operational communication system that will work whenever the power grid is shut down and normal communication channels do not function. There is also some important GIS equipment that is pending delivery to allow the preparation of ward-level hazard, vulnerability, and risk assessment (HVRA) maps. These would be a major advance in improving the response capabilities of city corporations and FSCD in any emergency.

Finally, but perhaps most important and concerning, is the **procurement of two mobile command and control vehicles (MCCV)**. While the technical specifications and detailed cost estimate for the two MCCVs has yet not been completed, the initial estimates of **US \$6 million** appear to be wildly exaggerated and unjustified. According to ER professionals consulted about this issue by the M&E team, the upper limit for the cost of these vehicles should not be more than US \$800,000. This seems to the M&E team to be a completely unjustified procurement for FSCD while other more important needs or Project enhancements, go unmet. Therefore, the M&E team recommends that this procurement action be halted until a credible justification for such a profligate expenditure is made, given other higher-priority uses of those Project funds.

Financially, **DNCC's expenditures for Sub-component A-3 dropped sharply** from 1,231 Lac BDT in the 1st quarter to **526.4 Lac BDT** in the 2nd quarter, a drop of 705 Lac BDT or 57%.

Sub-Component A-4: Procurement of Search and Rescue (SAR) equipment (DNCC)

There were only four (4) active milestones last quarter under Sub-component A-4, all involving relatively minor procurement processes of SAR equipment. Of those, one (1) was "completed on-time" (re-tender of a goods package to procure 5 rescue boats), one (1) was "completed late" (the delivery of 10 ambulances for DNCC and DSCC (5 each)) while another milestone was "on-going" to evaluate the new bids received from the re-tendering process of the five rescue boats), and one more was "due, but on-going" to deliver hazardous materials (hazmat) handling equipment for FSCD. Finally, in response to a request for more information from the World Bank, DNCC informed the Project that it had received two complaints as part of its Grievance Redress Mechanism (GRM) procedures, which had been handled by them to the satisfaction of those filing the complaint. However, DNCC has not provided any documentation to support or refute this assertion at this time.

In terms of financial progress, **DNCC expenditures under Sub-component A-4 increased substantially by 48% to 102.4 Lac BDT in the 2nd quarter** from 69 Lac BDT in the 1st quarter, representing about 15% of their total expenditures. In addition, their quarterly expenditures on their PIU remained very low (9.8 Lac BDT, representing only 1.5% of total expenditures) compared to all the other IAs.

Sub-Component A-5: TED Program (REM & DDM)

In the 2nd quarter, DDM completed one milestone late (**the first set of six (6) TED trainings started on November 24th, more than 7 months late**). Two more milestones were "due, but still on-going" (table-top exercises and the finalization of comprehensive course materials) that were both due back in April, and which are now over **9 months past-due**. Even more concerning are the five (5) milestones that are "due, but making no progress." These include several important deliverables, including: (i) designing and delivering training on the emergency operating procedures (EOPs) that were due by May 20th; (ii) the delivery of drills, which have been held up by delays in approval of the TED team's quarterly program implementation plan (PIP) and budget; and (iii) three (3) TED Program progress status reports. Similar to A-1, the reason for these delays and lack of progress was due more to bureaucratic dysfunction in DDM and between DDM and MoDMR and their inability to make timely and well-reasoned decisions in order to efficiently implement the sub-components under its command.

The latest update on the status of Sub-component A-5 is that, as of January 26th, the quarterly budget and PIP had not yet been approved by DDM. As a result, work has been suspended with no definite start date to resume training. Funds carried over from the 2nd quarter will be allowed to be used for training activities during this (3rd) quarter, which will last approximately until mid-February. At that time, TED activities will again stop. Meanwhile, a "workshop" will be held in Dhaka on February 12, 2020 to discuss the TED Program's proposed quarterly PIP.

However, from a financial perspective, DDM made excellent progress, having spent three percent more than its quarterly allocation of 1,000 Lac BDT due almost entirely (95.5%) to payments of **980 Lac BDT** made to start TED Phase-2 activities last quarter. This represents a nearly quadrupling of the previous quarter's expenditures on A-5 of 275 Lac BDT, and allowed **DDM's expenditures to reach 103% of their quarterly allocation**.

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

Sub-Component B-1: Vulnerability Assessment (NKY & RAJUK)

Last quarter (Q2), the M&E team tracked 21 active milestones, among which three (3) were “completed late,” 16 were “due, but on-going,” two (2) were “due, but made no progress,” and the remaining milestone is expected to be completed in this quarter (Q3). What stands out the most about RAJUK’s performance in the 2nd quarter under Sub-component B-1 are the **16 “due, but on-going” milestones, most of which (11) are over six months past due.** What accounts for this was a decision made by RAJUK, without any notification to senior URP managers, to “put on hold” all final approvals and payments for all pending products from NKY JV for most of the 2nd quarter due to their dissatisfaction with the former Team Leader.

Those milestones that were “completed late” include: (i) the review and revision of the **Comprehensive Situation Analysis Report** (CSAR), including its Recommendations and *Way Forward* solutions (Main Document or MD-01). The original due date was July 12, 2019; the actual date of completion was November 11, 2019 – **4 months late**; (ii) the **Analysis of the Outcomes and Framework Plan Report** stating the overall findings and recommendations (D-07). Original due date was August 4, 2019 and actual date of completion was November 11, 2019 – **3 months late**; and finally (iii) the submittal of the **individual reports** of the structures assessed (minimum **2 million square meters (sqm)**) from the Rapid Visual Assessment (**RVA**) (MD-02). The original due date was June 14, 2019; the actual date of completion was October 31, 2019 – **4.5 months late**.

The list of **16 due, but on-going milestones** is too long to detail here (that is done in Chapter 2), but most importantly, includes the approval of the *Comprehensive Situation Analysis Report* (MD-01); four (4) different methodologies to assess the seismic risk of public buildings in Dhaka; and various reports or studies presenting the findings and conclusions of the Rapid Visual Assessment (RVA) and Preliminary Engineering Assessment (PEA). As stated above, **over two-thirds (69%) of these 16 deliverables are now more than six month past due.**

Sub-Component B-2: RSLUP (NKY & RAJUK)

Last quarter there were only 10 active milestones, of which only one (1) was “completed late” (the review and revision of the **Interim Strategic Environmental Assessment (SEA) Report** (MD-1.2). while the other nine (9) were “due, but still on-going.” Of these nine pending milestones, the most important ones included preparing, reviewing and revising, and approving the **Final SEA Report** (MD-1.2), and approving the **Geological Survey Plan** (MD-3.1) and the **Preliminary Engineering Assessment Report** or PEA (MD-3.2). In addition, other 2nd tier milestones include approving the various detailed geo-technical studies, and the **Strategic Framework** based on the results achieved with a “Way Forward” planning proposal. Finally, RAJUK was expected to have incorporated the Final SEA recommendations into its risk-sensitive land-use planning (RSLUP) system and practices by the end of 2019. The M&E team estimates that RAJUK is still many months, if not years, away from truly integrating such into a RSLUP system or practices that are not even existent now.

The main reason for these huge delays in implementation of Sub-component B-2, just as they were for Sub-component B-1 is the fact that RAJUK refused to review and approve any deliverables from NKY JV over their dissatisfaction with the Team Leader who was not available in Dhaka during that time. That decision has „cost“ the Project at least one more quarter’s worth

of poor progress. The fact that RAJUK did not inform senior URP managers of their decision to suspend work on these two key contracts was also improper.

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

RAJUK is also the implementing agency for the four (4) sub-components plus the design and construction of the URU building under Component C of the URP. The four sub-components of Component C are summarized below. More detailed progress status information can be found in the relevant sections of Chapter 2 (2nd quarter results) and Chapter 3 (the cumulative “rolling totals” of the first two quarters).

Sub-Component C-1: Operationalization of RAJUK’s URU (RTI-International)

There were only seven (7) active milestones due under Sub-component C-1 during the last quarter (Q2). Out of these, only one (1) was “completed late,” while another five (5) were “due, but still on-going,” and one (1) milestone is expected to be completed during this quarter (Q3).

By far the most important achievement of last quarter was RAJUK approving the ***Institutional Diagnosis and Organizational Study (IDOS)*** of the proposed URU structure, its location within the organization, and its functions within RAJUK. RTI submitted the first draft of the IDOS on April 24, 2019. Over the next six months, the IDOS was **revised five times** in response to evolving comments from RAJUK and the World Bank. The original due date for completion was June 30, 2019; the actual completion date was October 14, 2019 – **3.5 months late**. This delay was caused mostly by RAJUK because they spent six months repeatedly requesting revisions to the URU Organogram, thus delaying acceptance and approval of the IDOS Report. However, its eventual approval allowed work to begin in November 2019 on the ***Community Outreach Campaign Report***, the consultant’s next main delivery that is due this quarter (Q3).

Three (3) of the five “due, but on-going” milestones involved the submission, review and revision, and approval of the Community Outreach Campaign Report. The due dates for these steps in the process of implementing this public outreach campaign were August, September, and October 3rd, 2019. However, work on this deliverable was also delayed and could not begin until the IDOS Report was approved, which didn’t occur until October 03, 2019.

The other two due, but pending milestones involved the submission, and review and revision of ***training materials and documentation for the URU*** (but not their approval) by early November and December 2019. Their approval will be due this quarter (Q3). To this date, the RAJUK Board has not yet approved the URU organogram; nor has RAJUK started hiring its permanent URU staff. Thus, while RTI is able to initiate work to prepare the URU training materials and documentation, it cannot deliver it to RAJUK without the staff of the URU. RTI formally requested clarification and guidance on this issue from RAJUK last November and again in January of 2020, and suggested an alternative approach for RAJUK’s approval. Despite that, to this date, RTI has still not received any response from RAJUK.

Sub-Component C-2: Establish an Electronic Construction Permitting System (RTI)

Under this sub-component, the M&E team tracked 10 active milestones during this reporting quarter (Q2). Out of these 10, only two (2) were “completed late,” while one (1) was “due, but still on-going,” and four (4) milestones were “due, but made no progress” in the 2nd quarter.

RTI-International submitted its main due deliverable, the ***Construction Permitting Assessment Report (CPAR)***, on April 21, 2019. After many discussions and meetings between

RTI and Rajuk, the CPAR was finally approved on October 3rd, **five and a half (5.5) months late**. The next main deliverable that was due was the **Strategic Plan Report and E-Permit Implementation Action Plan**. This report was submitted to RAJUK by RTI on November 10, 2019 and is still pending RAJUK's review comments so it can be revised and resubmitted, and finally approved this quarter (Q3). The Business Rules Specification (BRS) Report has also been due since June 30, 2019, and there is still no tentative date being given for its completion, but it is expected to be delivered this quarter. The delay in completing these three (3) milestones (submission, review and revision, and approval) was mainly due to the nearly six month delay in getting RAJUK's approval of the CPAR.

Sub-Component C-3: Professional Accreditation Program (RAJUK)

Under Sub-component C-3, there was no activity that was apparent to indicate that any progress was made to contract a consulting firm to implement this sub-component. This sub-component has been inactive since the M&E became operational in May 2018 and has not made any substantive progress ever since then.

Sub-Component C-4: Enforcement of Building Code (ICC/SDE & RAJUK)

Under this sub-component, the M&E team tracked four (4) active milestones. Among these, only one (1) was "Completed on time", another one (1) was "Completed late", three (3) were "completed late" while one (1) is projected to be completed this quarter (Q3). The two most important deliverables this past quarter were: (i) the approval of the **Situation Analysis Report (SAR)** that was due on September 30th, but wasn't approved until December 17, 2019; and (ii) the approval of the **Concept Note Report (CNR)** that was due on October 27th. This followed its submission, review and revision, and a validation workshop being held on September 8th in the previous quarter (Q1), that resulted in it being conditionally approved on November 17th.

Finally, one of the most important related issues involves the current status of the 2017 revised Bangladesh National Building Code (BNBC) pending its approval by the Government. This approval will have a very positive impact in promoting better enforcement of building safety standards in terms of their resilience to flooding, earthquakes, and fires.

Design and Construction of the URU Building (Baum JV & BUET) (under S-11 & S-15):

The M&E team tracking 27 active milestones last quarter. Out of those 27, six (6) were "completed on time," three (3) were "completed late," four more were "due, but still on-going," and the remaining 14 milestones were projected to be completed during this quarter (Q3).

Four of the six milestones "completed on time" involved truck-mounted CPT equipment. All three of the "completed late" milestones involved the tender to construct the URU building. These included was floating the tender on November 7, 2019 (the original due date was September 20, 2019) and closing the bidding process to start the evaluation of the bids phase. This was supposed to be completed by November 5th, but it wasn't completed until December 30, 2019. RAJUK's PIU has now been evaluating those bids for six weeks, and has narrowed the field of bidders down to a "short list" of three (3) firms, with whom they are now discussing any outstanding or unclear aspects of their bids before reaching a final decision and entering into negotiations with the selected firm to sign a contract and commence work. The M&E team does not have any tentative dates for this bidding process to conclude by or when work will start on the URU building.

But, it is important to note that RAJUK will also need to have an approved EIA, a LIMS and quarterly reports, and an Environmental & Social Management Program (ESMP) in place **before construction of on the URU building begins**. In addition, RAJUK has still not officially provided its approval of the Final URU Building Design and Design Report (under package S-15), or approved the tender for bids to construct the URU building (package W-2).

There are four “due, but on-going” milestones that are now over-due, most importantly among them being the approval of the **Final EIA Report** for the URU building and the final selection, negotiations, and mobilization of the firm selected to construct the URU building (W-1). There are now only 27 months left in the life of the URP, and the minimum timeframe to construct the URU building, provided by RAJUK’s PIU, is 18 months. Thus, there are now less than nine months to get all the prerequisite requirements in place and operational before that construction can start, such as the approved EIA, LIMS, and ESMP.

In addition, among the other 14 projected milestones to be completed this quarter are: (i) the procurement and delivery of seismic field equipment for the new URU; (ii) the procurement and delivery of field equipment for the URU; (iii) the installation of a public address (PA) and telecommunications system, access control & security equipment, and electrical equipment for the PIU office, and (iv) the procurement and delivery of 10 motorcycles for URU staff.

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

Under **Component D**, PCMU has made good progress coordinating the continuous series of meetings used to monitor the progress and status of the URP, and has assisted the M&E team in facilitating our communications and access to all the IAs and their consultants. However, PCMU could be more proactive and forceful in carrying out its own technical tasks, rather than limiting itself to administrative and coordination functions only. It appears to be suffering from a lack of adequate technical staff support to carry out its other functions, such as holding the other three IAs accountable for their lack of progress, or contracting local firms to actively lead efforts to work on completing the “**common Key Agreed Actions**” (KAAs) set out by the World Bank (discussed below).

The following activities were carried out under Component D by PCMU in the last quarter (Q2). First, PCMU was responsible for overseeing the achievement of eight (8) active milestones, of which:

- (i) two (2) were “completed late” (i.e., the submission of the **6th QPR**, one week late on August 5th, as well as its review and revision -- completed on November 8th and December 12th),
- (ii) three (3) milestones that are “on-going” (i.e., preparation of PMIS training materials, and the preparation and submittal of the Draft **Mid-Term Review Report (MTRR)** and **Draft 7th QPR** (this document); and
- (iii) three (3) more milestones that are “due, but still on-going” milestones (i.e., approval of the **6th QPR** (which occurred on January 12, 2020), review and revision of the MTRR, and submittal of the **Consolidated Environmental & Social Management Program (ESMP)**).

This quarter (Q3), there will be 11 projected milestones that are due, including the following:

- (i) final uploading of all weekly Monitoring Status Reports (MSRs) for all IAs by the M&E team into the **Project Monitoring Information System (PMIS)**, and conducting PMIS training for all four URP PIUs;

- (ii) reviewing and revising the MTRR, as well as its approval by the Project Steering Committee;
- (iii) convening the 11th PSC meetings (this already occurred on January 12, 2020); and
- (iv) submitting, reviewing and revising, and final approvals of the MTRR and 7th QPR.

In addition to these tasks that are largely carried out by the M&E team, PCMU is also responsible to lead and assist the efforts of all implementing agencies by coordinating and encouraging the full implementation of the World Bank's "Key Agreed Actions" (KAAs) that are common for all four URP implementing agencies. There was a lot of agreement on the need for a "more active PCMU" to manage and coordinate the other IAs of the URP that the M&E team picked up from participants in the recent round of more than two dozen "key individual interviews" (KIIs) that we collected for the upcoming MTRR, which is now in full swing and will be submitted before the end of the current quarter (Q3).

Of the five (5) currently applicable KAAs, work is "due, but on-going" to upload all post review procurement packages onto the World Bank's Systematic Tracking Exchange in Procurement (**STEP**) system, and to upgrade the Financial Management System (**FMS**) to be a fully integrated multi-user FMS system using the IBAS++ software package. Both of these efforts should be led by PCMU.

Other KAAs that are still pending, but do not seem to be "applicable" to the M&E team at this time include the labour influx monitoring system (**LIMS**) and quarterly reports, the establishment of Grievance Redress Committees (**GRCs**) and selection of a focal person in each IA, and the implementation of a single, common Grievance Redress Mechanism (**GRM**), which we believe should be led by PCMU. Currently, the **GRCs** exist on paper only and a common **GRM** for all four IAs has not been developed. The LIMS and GRC/GRM will only be needed by the time that RAJUK begins construction of the URU building.

Finally, the development of "**Sustainability Plans**" from each IA are now over-due, but given the 22-month extension of the URP, as agreed by the GoB and the World Bank, it seems that a more realistic revised due date would be by the end of next fiscal year (FY 2020-2021) in June of 2021, with almost one full year still remaining in the Project's timeframe. PCMU has an over-abundance of funds and usually falls far short of its quarterly allocations, which have already been "revised" and cut back by 30%. The M&E team cannot perform all of these function for PCMU, as they had hoped, since the M&E team cannot prepare procedures to be implemented, and then criticize their implementation. That should be obvious. Therefore, we continue to try to disabuse PCMU of their belief that the M&E team will use its staff to prepare the GRM, LIMS, ESMP, or Sustainability Plans (or any other procedures, protocols, and guidance to the IAs), and reiterate our suggestion/recommendation that PCMU lead this effort. None of the first three of these activities have yet been started, but when construction work starts on the URU building, it will be necessary to have a functioning **GRM/GRC, LIMS, and ESMP** to comply with the contractual conditions of the World Bank's agreement with the GoB. Now is the time to begin developing all those systems, so they are in place in time

II. Analysis of Financial Progress and Projections

The financial progress of the URP during the 2nd quarter of this fiscal year reveals that the slowdown of URP expenditures continued its slower than expected pace from the 1st quarter. This means that thus far in the first half of this fiscal year (FY 2019-2020), the URP IAs have only spent a total of 5,403 Lac BDT, or just 23% of their combined semi-annual allocation for the first two quarters of nearly 23,400 Lac BDT.

In the 2nd quarter alone, all four IAs spent a total of 3,286.4 Lac BDT out of a total quarterly allocation of 12,372 Lac BDT, or just 27%. This was an improvement from the 1st quarter, in which less than one-fifth (19.2%), only 2,116.5 Lac BDT of the Project's quarterly allocation of 11,027 Lac BDT was spent. Compared to quarterly expenditures of 6,345 Lac BDT in the previous quarter (4th Q FY 2018-19), these past two quarters' expenditures were down significantly (an average of over 3,600 Lac BDT, or 57.5%) from the 4th quarter of last fiscal year. This, at a time when they had been programmed to go up by more than 28% from 9,655 Lac BDT to 12,372 Lac BDT. Thus, quarterly expenditures in the past two quarters of this fiscal year were way down from FY2018-2019 in both relative and in absolute terms.

In terms of individual implementing agencies, DDM spent 1,028.5 Lac BDT, or 103% of its 2nd quarter allocation of 1,000 Lac BDT. Its combined semi-annual total expenditures in the 1st and 2nd quarters were 1,350 Lac BDT, or 90%, of their first two quarterly allocations of 1,500 Lac BDT. Its PIU expenses of 42.5 Lac BDT (just 4%) of its total expenditures, were slightly less than its 1st quarter expenses of 48 Lac BDT.

DNCC's expenditures dropped precipitously (52%) from 1,378 to 663 Lac BDT in the 2nd quarter. Its combined semi-annual total expenditures of 2,041 Lac BDT, represented less than 14%, of their combined allocations of 14,862 Lac BDT. DNCC's PIU expenses were only 9.8 Lac BDT (just 1.5%) of their total expenditures.

RAJUK's expenditures increased significantly by 1,064 Lac BDT, or 274%) from 388 to 1,452 Lac BDT in the 2nd quarter. However, their combined semi-annual total expenditures of 1,840 Lac BDT, still represented less than 30%, of their combined allocations of 6,215 Lac BDT. RAJUK's PIU expenses were very high again (94.4 Lac BDT, or 6%) of their total expenditures, but not as high in absolute terms (163 Lac BDT), or in relative terms compared to their PIU expenses in the 1st quarter, representing 42% of total expenditures in that quarter.

Finally, PCMU's expenditures increased significantly by nearly 70 Lac BDT, or 140%) from 50.6 to 120.2 Lac BDT in the 2nd quarter. However, their combined semi-annual total expenditures of 170.8 Lac BDT, still represented just over 20% of their combined allocations of 821.5 Lac BDT. We do not know what percentage of PCMU's expenses were spent on their PIU (vs. for other Project tasks/activities) since they do not report this information to the M&E team.

III.Challenges and Opportunities

What continues to be most significant about the URP's main challenges and opportunities over the past year and a half has been their consistency over time, many of which still remain relevant and applicable today. In other words, they have not changed much over the past year. This suggests that senior Project managers have not taken the necessary steps to resolve these issues as effectively or quickly as hoped.

❖ Challenge and Opportunity of More Effective Contract Management and Oversight

The primary reason for the delays and slower than expected progress made in the last quarter were due to two factors. First, there have been serious problems with the management of consulting firms by some implementing agencies (IAs), which have slowed the Project's pace of implementation significantly and negatively affected results and performance. This is evidenced by a series of continual delays and postponements of start dates for several key sub-components of the projects, most notably A-5, both B-1 and B-2, and C-1, C-3, and the URU building activity under Component C.

Secondly, despite these repeated delays and postponements time and again, there have not been strong enough consequences or meaningful repercussions for implementing agencies that have not made adequate progress. This would suggest that there need to be more significant incentives (both positive rewards for good performance and consequences for not producing results) provided by tougher management oversight of IA performance that is credible enough to motivate improved performance by IAs.

The ‘flip-side’ of this challenge is the opportunity to institute more effective oversight mechanisms by PCMU and the Planning Commission. This needs to be coupled with more meaningful consequences for poor performance that will motivate better IA performance.

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

What has slowed down the progress of the URP during the past quarter, and in many other previous quarters, has been very slow and inefficient review and approval processes that oftentimes take months, not weeks, to provide feedback to consultants, in many cases multiple times. This then leads to multiple revisions of documents, resulting in huge delays of not only the product in question, but also holding up subsequent work products dependent upon the timely processing of those earlier work products. In some cases, the added value of improving the quality of the product created by that review and comment process has merited the additional time, effort, and money spent. However, in too many cases, there have been long gaps when no progress has been made while consultants are unable to continue working.

In addition, almost all of the substantive comments coming back to consultant teams are comments from the World Bank’s project staff that are simply passed through the IAs themselves, who do not possess the requisite skills, knowledge, or experience to adequately assess the quality and relevance of the products submitted to them by the consultants. This was confirmed repeatedly in comments received from consultants during key individual interviews (KIIs) conducted by the M&E team as part of the Mid-Term Review.

The opportunity that is available to senior managers is to implement better strategies and stronger incentives for IAs to not hold up the process of reviewing and approving deliverables. A number of strategies or incentives are described in more detail in the main body of the report suggesting how managers might speed up the pace of implementation and achieve results more efficiently (that is, with less effort, time, and cost).

❖ **Challenge of Turning Activities and Outputs into Outcomes and Achieving the PDO**

For the past year, the M&E team has been trying 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 would be measurable improvements in the way that GoB agencies respond to disasters in urban areas (under Component A), and that the GoB reduces the vulnerability of new buildings in Dhaka and Sylhet to disasters (under Components B and C). That will be necessary to demonstrate if the URP is to be evaluated as having “satisfactorily” achieved its Project Development Objective (PDO) at the end of the Project.

Currently, too much attention is still being placed on “activities and outputs,” which are the ‘things’ that allow us to track how much progress we are making. However, they are not the “outcomes or results” that we are trying to achieve through this Project. The outcomes and

results are the ultimate measures that will be used to determine if the URP was successful or not, and will be a major factor in determining whether there will a follow-up 2nd phase to the URP after 2022.

The opportunity we have before us is to focus more on “outcomes” than “outputs.” This will significantly improve the chance we have of being a successful project by the close of the URP in 2022. If we take decisions and actions that focus on those outcomes that help us achieve the Project’s objective, then this will significantly improve our chances of being successful. The revised Results Framework of the URP is the key “controlling document” that should orient and direct all of the IA’s senior managers’ decisions and actions. It is now included in all QPRs and presented in briefings by the M&E team to senior URP managers.

❖ **Ability of IAs to Absorb Technical Assistance and Build their own Technical Capacity**

The ability of IAs to absorb all of the technical materials/products they are receiving from consulting teams on all components of the Project is being severely tested. During the last quarter, the M&E team has become increasingly concerned about a lack of IAs’ technical capacities. In some instances, the World Bank’s project staff has “stepped in” to compensate or cover up some of these deficiencies of technical capacity in the PIUs’ staffs of both DDM and RAJUK. Meanwhile, PCMU has become dependent upon the M&E team to provide the Project with all technical information regarding the status and progress of the Project with little capacity of its own to assess the quality or veracity of that monitoring data or system. This lack of technical capacity is also evidenced by the fact that all IAs are once again falling behind their revised schedules of deliverables and allocations, both for physical and financial progress.

Again, this issue is particularly noticeable with respect to DDM and RAJUK. While DDM’s financial progress in the last quarter “looked good” on paper, the fact remains that all substantive comments received by the TED consultant team under Sub-component A-5 came from the Bank through DDM, which provided no substantive comments of its own, and has no apparent expertise to evaluate the performance of the consultants. Likewise, RAJUK is falling behind schedule just managing the massive flow of documents, reports, and technical studies as well as holding numerous meetings and workshops. However, almost all of the technical and logistical work is being done by the consultants, while RAJUK shows very little technical capacity or any real effort to “internalize” the knowledge and skills to be gained from the consultants. These same consultants have clamoured for more “face-to-face” time to work together with RAJUK’s PIU staff on a regular basis in order to effectively transmit this knowledge and experience to their local counterparts in RAJUK’s PIU.

Thus, the opportunity exists for RAJUK’s PD to delegate more authority to his senior PIU management team, and to provide the approval and means for young technical staff to work much more closely with consultant teams on Components B and C.

RAJUK, DDM, and PCMU all need to hire more technical staff to work on the URP, and the World Bank must insist that PDs and other managers give their full-time attention to the Project. Too often, these individuals are required to act as PDs on other projects or attend to other responsibilities, while leaving the URP work to be done as “additional duty.” This is not only unrealistic and one of the main reasons why the URP is not being implemented in an efficient and timely manner, but it is also inconsistent with the GoB’s legal agreement and

contractual commitment to the Bank in its capacity as the implementing partner on this Project.

❖ **Challenge of Improving the Flow of Information and Data Exchange**

This challenge of improving the flow of information and data exchange has improved over the couple of quarters, and the M&E team is receiving more cooperation in obtaining monitoring information that it requests from the IAs. This is due mostly to the efforts of PCMU to assist us in this matter. However, there are still many areas in which transparency and accountability are not evident. For example, the M&E team learned **after** the end of this reporting period that RAJUK had decided not to approve any deliverables from its contractor (NKY JV) for Component B for most, if not all, of the 2nd quarter. As far as we know, the PD of RAJUK did not inform anyone outside of the PIU of this decision, nor did the consultant team decide to mention this to the M&E team or to PCMU. It was only discovered during key individual interviews conducted by the M&E team as part of our Mid-Term Review. This was confirmed by the inordinately large number of deliverables that were “in progress” as well as by the lack of financial progress made under Component B (only reaching 9% of RAJUK’s quarterly allocation) of the Project. This style of managing “in the dark” with no transparency or accountability is anathema to good management practices and achieving maximum results.

The opportunity here is for senior URP managers to insist on more transparency and accountability of implementing agencies’ PDs by enhancing management oversight of the Project and giving the M&E team the access, it needs to information to provide them with the most accurate and up-to-date information possible. With this information, URP decision-makers will be better able to assess the situation and make well-informed decisions about what course of action or decisions they should take.

IV. Recommendations and Conclusions

The recommendations and conclusions of the M&E team flow directly and logically from the “Challenges and Opportunities” described in the previous section. Therefore, they are very straightforward and self-evident, since they are based on the findings of our monitoring efforts over the past quarter, and on the challenges and opportunities just enumerated.

❖ **Institute More Effective Contract Management and Oversight Procedures**

The M&E team recommends that PCMU and the Planning Commission institute more effective contract management and oversight procedures to ensure that all IAs implement their sub-components with greater efficiency and timeliness. Good performance should be rewarded; poor performance should be addressed and not allowed to continue without consequences. Greater accountability and transparency by Project Directors should also be insisted upon in order to get the results expected and to meet financial targets that will make the Project successful. The ultimate success of the URP in the next two years will depend on better oversight of contract management to a large extent.

❖ **Implement More Efficient Review and Approval Processes of Consultants’ Deliverables**

The M&E team recommends that IAs implement more rigorous procedures to stay on schedule and to produce results themselves to the same degree that they demand it from

consultants. The same discipline and accountability that is applied to consultants should also apply equally to IAs themselves. Deliverables should not be allowed to linger without comments or feedback being provided to consultants for weeks and months at a time. After a reasonable time, actions should be taken to force the process forward. Again, this goes back to the previous point about accountability being exercised more forcefully by PCMU/Planning Commission and the World Bank insisting that IAs' managers take responsibility for achieving the expected results through a system of incentives/rewards or credible consequences, on the basis of their performance.

❖ **Increase Management Attention on Achieving Outcomes and the PDO**

The M&E team recommends that IA managers focus far more on achieving “outcomes” in the form of intermediate results indicators (IRIs) and PDO-level “outcome” indicators than they currently do. The M&E team has repeatedly made this point in its reports and briefings, but has yet to see any actions being taken to shift manager’ focus from ‘inputs and outputs’ to achieving the ‘outcomes’ that will contribute toward achieving the Project’s objectives (i.e., the PDO). Thus, the M&E team will encourage this shift by briefing managers on progress in terms of how it is helping to achieve the Project’s objectives, as defined in the Bank’s revised Results Framework.

❖ **Enhance IA’s Ability to Absorb Technical Assistance and Build their own Capacities**

The M&E team recommends that DDM, RAJUK, and PCMU take additional steps to build up their own internal technical capacities so they can internalize the processes, tools, and systems that have been designed and built by consultants. This will help IAs manage them more effectively and efficiently. The goal should be to make the processes, tools, and systems developed during the implementation of this Project better over time, and to sustain them in the future without any external assistance required. This is how dependence on external expertise will be reduced and replaced with increased internal capacity over time.

The specific ways and means by which this increased internal technical capacity can be developed over time is beyond the scope and mandate of this report. In addition, it is specific and unique to each organization and situation, but it is an issue that deserves serious attention by senior URP managers and GoB human resources policy-makers. However, it will involve achieving a balance between positive incentives, job security, and working conditions that attract the best talent to public service while maintaining sufficient flexibility and accountability in government employment policies to adjust to changing demands and needs, or to remove under-performing individuals from positions ill-suited to their skills and experience.

Resolving this staffing issue is a real concern right now for the URP. All of the IAs are finding themselves “shorthanded” in terms of increasing the technical capabilities of their own staffs. Some short-term actions might be taken quickly, including the hiring of more management consultants to work directly with senior managers within the IAs. They can assist PDs with the multi-tasking needed to simultaneously manage the “work flow” while also building up the capabilities and motivation of their own staffs. Addressing this issue might also take the form of granting long-term internships, or fellowship programs, as a stepping stone to securing more permanent employment with GoB agencies to promising young staff members. However, employment need not be guaranteed for lifetime, but should always be based on meeting continually expanding and explicit goals of proven performance and

professional development. The bottom line is that it is becoming more apparent every passing quarter that all the IAs of the UPR lack sufficient levels of technical and managerial capacity on their staffs, and that actions are urgently needed to address this glaring deficiency.

❖ **Improve the Flow of Information and Advance Notification of Upcoming Activities**

Finally, the M&E team recommends that IAs provide the M&E team with full and direct access to their staffs and consultants in order to facilitate the flow of information and to assist us in confirming the status of all on-going work.

The days of PDs or managers working “in the dark” with total impunity, free to do as they wish without any questions or consequences, are coming to an end in an age of ever more fluid and rapid communications based on transparent systems of accountability and clearly stated expectations of results. It has been empirically proven that more transparent management systems consistently produce better processes and results than “closed” systems where information flows are blocked and the truth is kept out of full view. Thus, we reiterate our recommendation to the senior managers of the URP that IAs (including PCMU) provide the M&E team with unfettered access to information and Project participants, and that they notify us in advance of their planned activities so that we can monitor them and report back to URP oversight committees on their progress. This ‘open’ approach is to everyone’s benefit.

CHAPTER 1

Background

1.1 Introduction

This document is the seventh in a series of consolidated quarterly reports (QPRs) prepared by the Monitoring and Evaluation (M&E) Consultants per the Term of Reference (ToR) with the Project Coordination and Monitoring Unit (PCMU) of the Planning Commission, Ministry of Planning for the Bangladesh Urban Resilience Project (URP). It provides detailed information on the implementation status and progress of the URP between October 1st and December 31st, 2019. In addition, we have included brief updates on progress made since the end of January 2020, to the extent that information was available to us to report.

1.2 Purpose of the Quarterly Progress Reports (QPRs)

As defined under Deliverable 2.1 (Consolidated Project Progress Reports) of the Terms of Reference (TORs) for the M&E Consultants, there are several purposes of the QPRs. These are as follows:

- Prepare three quarterly progress reports at the end of each quarter, and one annual progress report at the end of 4th quarter in each fiscal year, that provides detailed updates on URP implementation progress as described in the URP M&E Framework.
- Independently report on progress made by all four implementing agencies (IAs) in terms of expenditures or inputs, activities conducted, and outputs achieved that help make progress toward the Project's desired outcomes and objectives (i.e., the PDO).
- Identify all URP works completed in the last three months, provide a rolling cumulative list of URP works completed in the current fiscal year, and provide an outlook of works expected to be completed in the next six months.
- Address any emergent governance risks as well as provide implementation compliance information regarding the Environmental and Social Safeguards, and Resettlement Management Plans, as applicable.
- Provide recommendations for any necessary corrective actions to IAs, or changes in the Project's scope, interventions, or processes in order to maintain satisfactory progress and disbursements against established targets and work plans

1.3 Methodological Approach taken in preparing QPRs

The M&E Team's methodological approach to preparing this 7th Comprehensive Project Quarterly Progress Report (7th QPR) remains identical to the approach used for all six previous QPRs.

CHAPTER 2 Progress of URP by Project Components in 2nd Quarter of Current Fiscal Year

The following section presents the status and progress of each of the implementing agencies (IAs) comprehensively first, and then individually for each Project sub-component starting with sub-component A-1 and continuing through to Component D. This summary of our findings is based on the M&E team's monitoring activities conducted throughout the quarter of all "Key Agreed Actions" (KAAs) designated by the World Bank, as part of our own more-detailed "milestones" that we track of the applicable activities and deliverables that were expected to be completed in the 2nd quarter of FY2019-2020.

An overview of these results is shown below in **Table 2.1**. We then summarize the results achieved for each one of the five sub-components (A-1 – A-5) under Component A, providing detailed information about the status of each milestone or KAA so that decision-makers which tasks are making satisfactory progress and which ones require greater management attention.

Table 2.1: Quarterly Summary of Status and Progress of URP (October 1 – Dec. 31, 2019)

Component Name	Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
A1 (DDM)	0	6	0	2	0	0	8
A2 (DNCC)	2	0	0	1	0	4	7
A3 (DNCC)	9	7	0	6	2	15	39
A4 (DNCC)	1	1	1	1	0	0	4
A5 (DDM)	0	1	0	2	5	1	9
B1 (RAJUK)	0	3	0	17	1	1	22
B2 (RAJUK)	0	1	0	9	0	0	10
C1 (RAJUK)	0	1	0	5	0	1	7
URU Building (RAJUK)	6	3	0	4	0	14	27
C2 (RAJUK)	0	2	0	1	4	0	7
C3 (RAJUK)	0	0	0	0	1	0	1
C4 (RAJUK)	0	3	0	0	0	1	4
D (PCMU)	0	2	3	3	0	11	19
Common KAAs DDM	0	0	1	1	3	0	5
Common KAAs DNCC	0	0	0	3	0	0	3
Common KAAs RAJUK	0	0	2	0	2	0	4
Common KAAs PCMU	0	0	1	1	1	2	5
Total	18	30	8	56	19	50	181

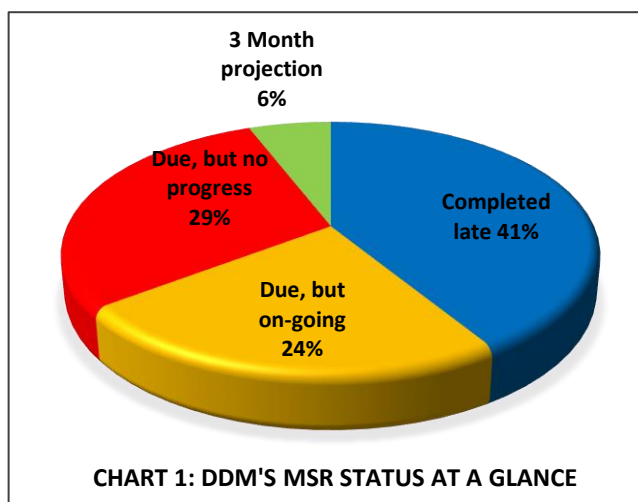
Source: Milestone Status Reports (MSRs) / weekly data collection forms for 2nd quarter of FY 2018-19.

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

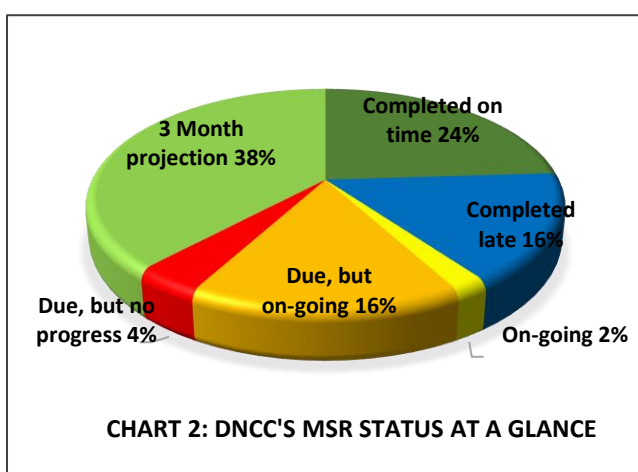
Out of a total of 181 “milestones” under Component A, we found that 18 were “completed on time,” and 30 were “completed late.” In addition, eight (8) were still “on-going” on December 31st, 56 milestones were “due, but still on-going,” another 19 milestones were “due, but [had made] no progress,” and 50 were not yet programmed to start until the next quarter (the current 3rd quarter). Thus, subtracting the 50 “inactive” milestones, out of a total of 131 applicable milestones, 48 (37%) had been completed either on-time or late. Another 65 were “in progress,” most of which (88%) were “due, but still on-going.” Finally, 19 milestones, or 14.5%, were “making no progress.” Before we describe these results in more detail for each sub-component, we will provide decision-makers with a quick summary of our monitoring results first.

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 responsible for implementing Sub-components A-2, A-3, and A-4. These sub-components are summarized briefly below in order:

DDM made good progress under 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) by completing six (6) of eight (8) milestones in the 2nd quarter. **However, DDM made unsatisfactory progress on Sub-component A-5** (to provide training, exercises and drills (TED) services to national-level and local-level agencies involved in disaster risk management), as evidenced by the fact that five (5) out of eight (8) active milestones made “no progress” at all in the quarter. The above pie chart-1 represents the status of DDM's all milestones at a glance.



For the three sub-components (A-2, A-3 & A-4) which **DNCC** is responsible for implementing, they made **satisfactory progress overall**. More specifically, under **Sub-component A-2** (to build or renovate and equip dozens of local-level DNCC, DSCC, SCC, and FSCD **emergency response facilities** in Dhaka and Sylhet), they completed two out of three (2/3) active milestones in the quarter with four (4) more milestones projected to be accomplished this quarter (Q3). For **Sub-component A-3** (to procure, distribute, and install specialized emergency communications technology (**ECT**) **equipment** for DNCC, DSCC, SCC, and FSCD), they completed 16 out of 24 (2/3 or 67%) of their active milestones in the quarter with 15 more projected to be



completed this quarter (total of 39). Finally, under **Sub-component A-4** (to procure and distribute specialized search and rescue (**SAR**) **equipment** for DNCC, DSCC, SCC, and FSCD), DNCC completed two milestones with two more “in progress.” The above pie chart-1 represents the status of DNCC’s all milestones at a glance.

❖ **Sub-Component A-1: Renovation and Outfitting of Building for ERCC and NDMRTI**

There are a total of eight (8) milestones applicable for Sub-component A-1 for this reporting quarter, including six (6) which were “completed late” and two (2) more that were “due, but on-going.” The status of the completed and due milestones are stated as follows.

Table 2.2: Quarterly Total Table for URP Sub-component A-1

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	06	0	02	0	0	08

Monitoring Status Report (MSR) Milestones for Sub-component A-1 in 2nd Quarter

❖ **Completed late: (6)**

- 1) Evaluation completed (ERCC). Due date: March 27, 2019. (completed: Oct. 20, 2019; **nearly 7 months late**)
- 2) Contract signed (ERCC). Due date: April 07, 2019 (contract signed on Nov. 05, 2019; **7 months late**)
- 3) Commencement of Work (ERCC). Due date: April 15, 2019 (work commenced on December 07, 2019; **nearly 7 months late**)
- 4) Evaluation completed (NDMRTI): Due date March 27, 2019. (completed: October 20, 2019; **nearly 7 months late**)
- 5) Contract signed (NDMRTI). Due date: April 07, 2019 (original contract signed on October 27, 2019, but revised contract signed on November 11, 2019; **7 months late**)
- 6) Commencement of Work (NDMRTI). Due date: April 15, 2019 (work commenced on December 07, 2019; **nearly 8 months late**)

❖ **Due, but on-going: (2)**

- 1) Completion of renovation work (ERCC). Due date: July 15, 2019.
- 2) Completion of renovation work (NDMRTI). Due date: July 15, 2019.

Main Accomplishments and Non- Accomplishments in Last Quarter

The Director General (DG) of DDM submitted the tender evaluation summary to the Senior Secretary of MoDMR for his administrative approval on June 16, 2019. However, it was not approved by MoDMR (State Minister & Senior Secretary) until October 20, 2019 (**more than 4 months later**).

The contract for the NDMRTI renovation work was signed with the selected contractor under a works package on October 27, 2019. However, a revised contract was subsequently signed on November 12, 2019. The contract for the ERCC renovation work was also signed with the selected contractor under a works package on November 05, 2019. The Project Director issued work orders for both the ERCC & NDMRTI



NDMRTI Renovation work on-going

renovation work on November 05, 2019. Physical work started on December 07, 2019.

During the M&E team's most recent field monitoring activities in January 2020, it was observed that the renovation work of NDMRTI was postponed for three weeks from January 7th until January 23rd, 2020 due to training being held in the upper floors of the DDM building. In addition, progress on the renovation work for the ERCC on the ground floor was also slowed down as this space, which is used to park cars, has not yet been vacated. The construction company has been trying to expedite its progress in discussions with the PD and DG of DDM.

❖ Sub-component A-2: Renovation and Outfitting of City Corporation and FSCD Emergency Response facilities

Under **Sub-Component A-2**, DNCC is responsible for building, renovating, and outfitting local-level City Corporation (DNCC, DSCC, and SCC) and FSCD DRM facilities in Dhaka and Sylhet. There are a total of 31 milestones under Sub-component A-2, among which three (3) are applicable in this reporting period (Q2). Two (2) milestones were "completed on time" while one (1) more remained "due, but still on-going."

Table 2.3: Quarterly Totals for URP Sub-component A-2: Renovation of DDM building for the ERCC and NDMRTI offices

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
2	0	0	1	0	4	7

MSR Milestones for Sub-component A-2 in 2nd Quarter

❖ Completed on time: (2)

- 1) Tender floated for package W-2.3: construction of an Emergency Operating Centre (EOC) in DNCC's office in Dhaka.
- 2) Contract signed for package W-2.3: construction of an EOC for DNCC in Dhaka.

❖ **Due, but on-going: (1)**

- 1) On-going work under package W-2.2: construction of an EOC in DSCC's DRM office and Urban Resilience Unit in Dhaka. The due date was September 25, 2019 but it has been postponed for **6 months** until March 30, 2020.

❖ **3-month projection: (4)**

- 1) Tender floated and contract signed for package W-2.4: construction of the 60-meter tall Greenfield tower need for each warehouse of DNCC, DSCC and SCC to communication using the ECT equipment being procured. (2 milestones)
- 2) Tender floated and contract signed for works package W-2.5: construction of the Greenfield tower for FSCD. (2 more milestones)

Main Accomplishments and Non-accomplishments

Under **Sub-Component A-2**, construction of the Emergency Operating Centre (EOC) in DSCC is 50% -- 60% complete. Some civil works remain, such as demolishing a wall, finish work, and sanitary and electrical works that still need to be completed.



On going Construction of EOC in DSCC, Nagar Bhaban Dhaka.

A new tender has been floated for a works package to construct an EOC in DNCC's existing office, and a contract has been signed to start work soon (during this quarter).

A tender has also been floated and the contract signed (packages W-2.4 and 2.5) to construct the Greenfield tower serving DNCC, DSCC, and SCC.

❖ **Sub-Component A-3: Specialized ECT Equipment Procured**

Under **Sub-Component A-3**, the M&E Team is tracking a total of 97 milestones. Of these, we tracked 39 milestones for this reporting period (Q2); among which nine (9) were "completed on time", seven (7) were "completed late," six (6) were "due, but on-going", two (2) more were "due, but making no progress" and the remaining 15 are expected to be completed this quarter (Q3), as you can see below in Table 2.4.

Table 2.4: Quarterly Totals for URP Sub-component A-3: ECT Equipment

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
9	7	0	6	2	15	39

MSR Milestones for Sub-component A-3 in 2nd Quarter**❖ MSR Milestones “completed on-time”: (9)**

- 1) Several tenders for goods packages were re-floated (G-1.5, 1.6, 1.7, and 1.12 (4 milestones) to procure ECT equipment for the EOCs and Command and Control Rooms (CCR) for SCC, DSCC, and FSCD.
- 2) The tender was floated, the contract signed, and work completed (3 milestones) under package S-10 to conduct subsoil exploration and testing at different FSCD locations.
- 3) The tender was floated, the contract signed, and work completed (3 milestones) under package S-11 to conduct subsoil exploration and testing at DNCC, DSCC & SCC locations.
- 4) Completion of services package S-8 to enhance the effectiveness of a Disaster Risk Reduction training program.

❖ Completed Late: (7)

- 1) Tender evaluations completed for packages G-1.5, 1.6, 1.7 and 1.2 to procure ECT equipment (4 milestones) for the EOCs and Command-and-Control rooms for SCC, DSCC, and FSCD.
- 2) Completion of package S-7 to conduct a Needs Assessment to implement GIS infrastructure in this first phase of the URP.
- 3) The request for proposal (RFP) was issued for services package S-9 to prepare ward-level GIS maps for DNCC, DSCC & SCC.
- 4) Delivery of goods package G-1.11 to procure ECT equipment for warehouses for DNCC and DSCC was completed late.

❖ Due, but on-going: (6)

- 1) Delivery of very high frequency (VHF) specialized ECT equipment under goods package G-1.2 (Lot-1 of 2) was procured (VHF & HF radio terminals and related installations) for FSCD was still pending as of December 31, 2019.
- 2) The tender evaluation for package G-1.8 to procure specialized VHF Equipment (a DRM network and related installations) for FSCD was pending.
- 3) The tender evaluation for package S-9 to prepare ward level GIS maps for DNCC, DSCC, and SCC.
- 4) Contract signing of services package S-11 was still pending to conduct sub-soil exploration and testing work at different location in DNCC, DSCC, and SCC.
- 5) The allocation of frequencies for DNCC and SCC (2 milestones) from the Bangladesh Telecommunication Regulatory Commission (BTRC) was still pending.

❖ Due, but no progress: (2)

- 1) Signing of contract for goods package G-1.8 to procure specialized ECT equipment (a DRM network and related VHF installations) for FSCD made no discernible progress.
- 2) Signing of contract for services package S-9 to prepare ward level GIS maps for DNCC, DSCC, and SCC also appeared to be stalled.

❖ **3-month projection: (15)**

- 1) Contract to be signed for goods package (Lot-02 of G-1.4) to procure specialized ECT equipment (DRM network, UHF radio terminals, and related installations) for SCC.
- 2) Delivery of specialized ECT equipment (under Lot-01 of G-1.4) for the DRM network, the UHF radio terminals, and related installations for SCC.
- 3) Re-Tender evaluation of goods packages G-1.5, 1.6, 1.7 and 1.12 to procure ECT equipment (4 milestones) for the EOCs and Command-and-Control rooms for the three city corporations and FSCD.
- 4) Delivery of specialized ECT equipment under goods packages G-1.9 and 1.10 for the DMR network and related VHF/HF/UHF installations (2 milestones)
- 5) Completion of service package S-11 to conduct sub-soil exploration and testing at different locations in DNCC, DSCC, and SCC.
- 6) Tender to be floated (new goods packages) for G-1.14, G-1.15 & G-1.16 to procure ECT equipment for the EOC in the DDM building for the ERCC and NDMRTI, and to procure furniture for them (3 milestones).
- 7) Finalization of tech specification, procurement plan, and tender floated to procure two MCCVs under goods package G-1.17 (3 milestones).
- 8) Completion of service package S-11 to conduct sub-soil exploration and testing work at different locations in DNCC, DSCC, and SCC.

Main Accomplishments and Non-accomplishments in Last Quarter

Under **Sub-Component A-3**, these delays were caused mainly by the need to retender four (4) packages to procure ECT equipment for the EOCs and Command-and-Control rooms. Later, these re-tendered packages were cancelled, and now the process is being restarted to combine some packages together in a future tendering process.

In addition, several packages have been stalled for months now. Two issues of particular concern are the long delay in getting BTRC approval for the allocation of VHF equipment for DNCC and Sylhet City Corporation, and continuing delays in getting the contract signed to start designing and building the ward level GIS “risk” maps that will be so important for DRM and emergency response planning and execution, in the event of a major disaster. These issues need to be resolved and progress made on these very important tasks.

Finally, but perhaps most important and concerning, is the **procurement of two mobile command and control vehicles (MCCV)**. While the technical specifications and detailed cost estimate for the two MCCVs has not been completed yet, the initial estimates of **US \$6 million** appear to be wildly exaggerated and unjustified. According to ER professionals consulted about this issue by the M&E team, the upper limit for the cost of these vehicles was estimated at no more than US \$800,000. This seems to the M&E team to be a completely unjustified “wish list” item by FSCD. Therefore, the M&E team recommends that this procurement action be halted until a credible justification for such an inflated and profligate expenditure is made, given other higher-priority uses for those Project funds.

❖ Sub-Component A-4: Specialized Search and Rescue (SAR) Equipment Procured

Under **Sub-Component A-4**, the M&E Team is tracking a total of 42 set of milestones. Among these, there are four (4) active milestones in this reporting period (Q2). One (1) milestone was “completed on time,” one (1) was “completed late,” one (1) was “On-going,” and another one (1) was “due, but on-going”

Table 2.5: Quarterly Totals for Sub-component A-4: Search and Rescue (SAR) Equipment

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
1	1	1	1	0	0	4

❖ MSR Milestones for Sub-component A-4 in 2nd Quarter

- **Completed on time: 1**
 - 1) Re-Tender floated for goods package G-2.11 to procure three (3) Search and Rescue (SAR) rescue boats.
- **Completed Late: 1**
 - 1) Delivery of specialized SAR equipment under goods package (Lot-1 of G-2.6) to procure 10 ambulances.
- **On-going: 1**
 - 1) Tender evaluation of goods package G-2.11 to procure the three (3) rescue boats.
- **Due, but on-going: 1**
 - 1) Delivery of hazardous materials (hazmat) handling equipment under goods package G-2.10 for FSCD.

Main Accomplishments and Non-accomplishments in 2nd Quarter

Delivery of 10 ambulances for DNCC and DSCC was accomplished on Oct. 6, 2019.

Re-tender process to procure 3 rescue boats under goods package G-2.11 was completed on Oct. 27, 2019. Now, the evaluation of the bids received by DNCC is in progress.

Delivery of hazmat equipment (G-2.10) for FSCD is expected to be delivered in March 2020. The due date was December 20, 2019.



10 Ambulances delivered for DNCC and DSCC

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

Under **Sub-Component A-5**, the M&E Team tracked a total of 41 set of milestones. Of these, nine (9) were applicable for this reporting period. Among these, one (1) was “completed late,” five (5) were “due, but made no progress,” two (2) were “Due, but still on-going,” and the last one (1) was expected to be completed in the current quarter (Q3).

Table 2.6: Rolling Total Table for URP Sub-component A-5: TED Program

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	01	0	02	05	01	09

➤ **Completed late: (1):**

- 1) Commencement of TED training (Due date: April 7th, but did not start until Nov 24, 2019 – **7.5 months late**)

➤ **Due, but on-going: (2)**

- 1) Table-top exercises (Due date: April 15, 2019)
- 2) Finalization of comprehensive course materials (Due date: April 30, 2019)

➤ **Due, but no progress: (5)**

- 1) Delivery of drills (Due date: May 15, 2019)
- 2) Design, deliver & train emergency operational plans (EOPs) by May 20, 2019.
- 3) TED Program Progress Report-1 (Original due date was September 10, 2019, but it was later postponed and re-scheduled to be submitted after five (5) months after the commencement of training (by April 24, 2020).
- 4) TED Program Progress Report-2 (Previous due date was December 10, 2019, but it was also re-scheduled to be submitted after eight (8) months of the commencement of training (by July 24, 2020).
- 5) TED Program Performance M&E Program Report-1 (Original due date was October 24, 2019, but it was also re-scheduled to be submitted after six and a half months from the start of training (by May 7, 2020).

➤ **3-month Projection: (1)**

- 1) TED Program Performance M&E Program Report-2 (Due date: February 10, 2020).

Main Accomplishments and Non- Accomplishments in Last Quarter

Under Sub-Component A-5, the TED consulting team (REM & DTCL) submitted multiple versions of their “program implementation plan” (PIP) and budget for training to the World Bank on July 9th, 2019 which was revised eight (8) times. Finally, the TED team received the Bank’s concurrence on October 19th, which was subsequently approved by the DDM’s Project Implementation Committee (PIC) at its meeting held on October 30, 2019.

The TED team commenced a series of six (6) training courses of two days’ duration under Track-3 (Introduction to Bangladesh Urban Resilience) on November 24th, for the next three weeks until December 12, 2019. The target number of participants/attendees was 240 (DDM

Progress of URP by Project Components in 2nd Quarter of Current Fiscal Year

= 70, FSCD = 60, DNCC = 50, DSCC = 50, and RAJUK = 10). 216 government officials and technical staff attended the 1st day of training (90%) while 203 attended the 2nd day (85%).

Again, there are renewed delays in delivering the TED training program due to bureaucratic dysfunction in DDM and MoDMR. On December 11, 2019, the TED team submitted their 2nd quarterly training schedule (PIP) and budget estimate for the next quarter (restarting on January 19, 2020 until March 30, 2020)



“Introduction to URP”-1st Set of Training under TED Program

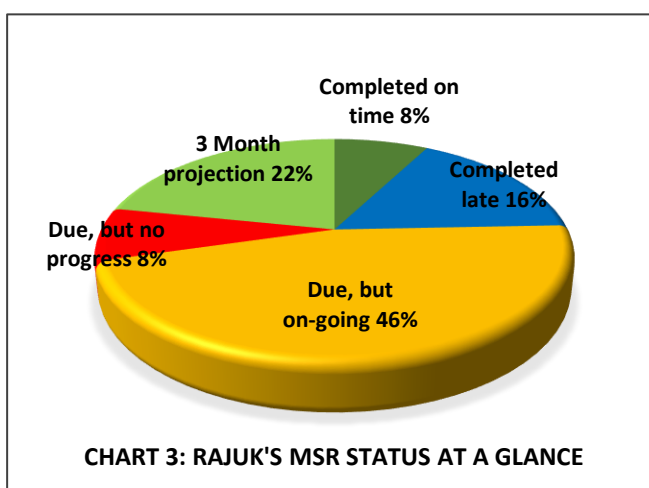
with a total of 36 courses to be delivered. The TED team floated a tender to rent a training venue on November 28th, two days after being asked by DDM to do so. It closed the tender on December 12th, but the TED team was unwilling and unable to sign a long-term lease with the owners of the selected training site due to the lack of an approved quarterly PIP and budget. Thus, this is holding up the start of the 2nd series of courses, which were supposed to start up again by January 19th due to the “lack of an available venue,” but the real reason for this was the failure of DDM to approve the 3rd quarter PIP and budget on-time.

DDM was also supposed to form a grievance redress committee (GRC) almost one year ago (by February 12, 2019), but while they appointed a focal point (the former Deputy Project Director), that individual was transferred to another ministry 7-8 months ago and the GRC never held a single meeting or received a single complaint because it had no grievance redress mechanism (GRM) in place to receive and respond to complaints. That is still the case.

Latest update: As of January 26th, the quarterly budget and PIP had not yet been approved by DDM. As a result, work has been suspended with no definite start date to resume training. Funds carried over from the 2nd quarter will be allowed to be used for training activities during this (3rd) quarter, which will last approximately until mid-February. At that time, TED activities will again stop.

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 (as well as for all sub-components of Component C). The two sub-components (B-1 and B-2) are being carried out by the same consulting joint venture group led by NKY Architects and Engineers as the prime contractor with its partner firms Protek and Sheltech (known as NKY JV).



Both sub-components are intended to build upon previous work done under the Bangladesh Urban Earthquake Resilience Project (BUERP) and the Comprehensive Disaster Management Program (CDMP). Chart 3 represents Rajuk's MSR Milestone at a Glance.

The two sub-components are:

- B-1: Conducting a vulnerability assessment of critical and essential facilities; and
- B-2: Supporting the development of risk-sensitive land use planning practices in Dhaka.

❖ 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:

- (i) A two-year effort to assess the vulnerability and risks from floods and earthquakes of 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
- (ii) A long-term vulnerability reduction investment plan of prioritized existing buildings for retrofitting and rehabilitation. This investment plan will serve as a key input to developing a long-term Dhaka Urban Resilience Strategy and Investment Plan (DURSIP).

Under this sub-component, the M&E team tracked 59 milestones, among which 21 are active in this reporting period (Q2). Out of these 21 milestones, three (3) were "completed late," 16 were "due, but on-going," two (2) were "due, but made no progress," and the remaining milestone is expected to be completed in this quarter (Q3).

Obviously, what stands out under Sub-component B-1 are the 16 "due, but on-going" milestones. **Most of them (11) are nearly or over six months past due.** What accounts for this was a decision by RAJUK to "put on hold" final approval and payment for all products from NKY JV for most of the 2nd quarter due to their dissatisfaction with the former Team Leader. What is surprising about this decision by the PD of RAJUK's PIU is that he made it without consulting other URP managers or considering the negative impacts on the physical **and** financial progress of the entire Project; this follows a very poor 1st quarter performance by RAJUK as well.

Table 2.7: Quarterly Totals for Sub-component B-1: Vulnerability Assessment of Dhaka

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 months Projection	Total
0	3	0	16	2	1	22

MSR Milestones for Sub-component B-1 in 2nd Quarter

❖ Completed late: (3)

1. Review and revised **Comprehensive Situation Analysis Report** (CSAR), including its Recommendations and *Way Forward* solutions (Main Document or MD-01). The original

due date was July 12, 2019; the actual date of completion was November 11, 2019 – **4 months late**.

2. The ***Analysis of the Outcomes and Framework Plan Report*** stating the overall findings and recommendations (D-07). Original due date was August 4, 2019 and actual date of completion was November 11, 2019 – **3 months late**.
3. Preparation and submittal of the **individual reports** of the structures assessed (minimum **2 million square meters** (sqm)) from the Rapid Visual Assessment (**RVA**) (MD-02). The original due date was June 14, 2019; the actual date of completion was October 31, 2019 – **4.5 months late**.

❖ **Due, but on-going: (16)**

1. Approved *Comprehensive Situation Analysis Report*, including Recommendations and *Way Forward* solutions (MD-01). Original due date was August 12, 2019; **now over 5 months past due or late**.
2. Develop a state-of art methodology that meets the comprehensive objectives of the project and forms a decision tool for the government to assist them in their investment choices. (DEA)(D-04.2.a). Original due date was July 17, 2019; **now over 6 months past due**.
3. Detailed methodology and framework of survey and assessment studies including the prioritization of facilities, structures and vulnerable public assets will be conducted and reported (DEA) (D-04.2.b). Original due date was July 17, 2019; **now over 6 months past due**.
4. Development of a specific Prioritization Methodology for Seismically Vulnerable Public Buildings (RVA-PEA)(D-05.1). Original due date was April 14, 2019; **now over 9 months past due**.
5. Development of a specific Prioritization Methodology for Seismically Vulnerable Public Buildings (DEA)(D-05.2). Original due date: July 17, 2019; **over 6 months past due**.
6. Preparation of unified and integrated analysis methodology (RVA-PEA) (D-06.1). Original due date was April 14, 2019; **now over 9 months past due**.
7. Preparation of unified and integrated analysis methodology (DEA)(D-06.2). Original due date was July 17, 2019; **now over 6 months past due**.
8. Prepare and submit a comprehensive report on the outcomes of the Rapid Visual Assessment (D-08). Original due date: August 22, 2019; **now over 5 months past due**.
9. Review and revise individual reports for structures assessed (minimum 2,000,000 Sqm) of Rapid Visual Assessment (RVA) (MD-02). Original due date was July 14, 2019; **now over 6 months past due**.
10. Approve individual reports for structures assessed (minimum 2,000,000 Sqm) of Rapid Visual Assessment (RVA) (MD-02). Original due date was August 14, 2019; **now over 5 months past due**.
11. Submit 1st level (RVA) vulnerability reports (minimum 3,000,000 Sqm) with rankings of all the remaining buildings (MD-03). Original due date was August 22, 2019; **now over 5 months past due**.

12. Review and revise (RVA) vulnerability reports (minimum 3,000,000 Sqm) with rankings of all the remaining buildings (MD-03). Original due date was September 22, 2019; **now over 4 months past due.**
13. Approve (RVA) vulnerability reports (minimum 3,000,000 Sqm) with rankings of all the remaining buildings (MD-03). Original due date was October 22, 2019; **now over 3 months past due.**
14. Submit 2nd level (Preliminary Assessment) of vulnerability assessment reports with ranking off all the buildings totalling a floor area of 500.000 sqm (MD-04). Original due date was October 14, 2019; **now over 3.5 months past due.**
15. Review and revise 2nd level (Preliminary Assessment) of vulnerability assessment reports with ranking off all the buildings totalling a floor area of 500.000 sqm (MD-04). Original due date was November 14, 2019; **now over 2.5 months past due.**
16. Approve 2nd level (Preliminary Assessment) of vulnerability assessment reports with ranking off all the buildings totalling a floor area of 500.000 sqm (MD-04). Original due date was December 14, 2019; **now over 1.5 months past due.**

❖ **Due, but no progress: (2)**

1. Final Assessment Report for all structures (D-09). Original due date: Nov. 22, 2019.
2. Confirmation of the availability of the key personnel. Original due date was December 17, 2018. There has been no movement on this task for **over one year now.**

3-month projection (1):

1. In addition to the 16 pending milestones, there is only one (1) more task to be completed this quarter (Q3), which is: the Material Test Report (D-11.1).

Main Accomplishments

The submission of the first two “Main Deliverables”: the Comprehensive Situation Analysis Report (MD-01) and the individual reports of the first 2 million sqm of public buildings assessed in Dhaka (MD-02) as the first part of the Rapid Visual Assessment (RVA) were the main accomplishments under Sub-component B-1 in the 2nd quarter. The Analysis of the Outcomes and Framework Plan Report was also a key accomplishment, although it is not considered a Main Deliverable.

Non-accomplishments

However, RAJUK’s performance in the 2nd quarter was disappointing due to the other 16 milestones or deliverables that were not completed in the 2nd quarter, most of which (11) continued to be “due, but on-going” for nearly or more than six months. These pending deliverables include important milestones, such as the review, revision, and final approval and payment of the CSAR, six different methodologies, and slow progress on the Preliminary Engineering Assessment (PEA) of public buildings in Dhaka. Again, this was mainly due to RAJUK’s decision to withhold final approval of pending deliverables from the consultants (NKY JV) over their dissatisfaction with the Team Leader with notifying or consulting with other key decision-makers on the URP.

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

Under this sub-component, the M&E team tracked 44 milestones, but only 10 were active during the reporting period (2nd quarter). Out of those 10, only one (1) was “completed late”, while the other nine (9) were “due, but still on-going.”

Table 2.8: Quarterly Totals for URP Sub-component B-2: RSLUP System

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	1	0	9	0	0	10

➤ **Completed late: (1)**

1. Reviewed and Revised the Interim Strategic Environmental Assessment (SEA) Report (MD-1.2). Original due date: July 20, 2019; actual completion date: November 6, 2019; **3.5 months late.**

➤ **Due, but on-going: (9)**

1. Approval of Geological Survey Plan (MD-3.1). Original due date was August 31, 2019.
2. Approval of “Preliminary Assessment Report” setting forth the results of the assessment conducted and results achieved. (MD-3.2). Original due date was September 20, 2019.
3. Conduct detailed Geotechnical Study (including all field and all laboratory tests) by means of Standard Penetration Tests (SPT) of at least a total length of 15,000 meters (Geophysical Document GD-2.1). Original due date was June 30, 2019.
4. Conduct detailed Geotechnical Study by means of Cone Penetration Tests (CPT), performing all necessary tests of at least a total length of 5,000 meters will be conducted (GD-3.1). Original due date was June 30, 2019.
5. At the same bore hole locations, obtain shear wave velocity profiles from the indirect tests, so that test results from the direct and indirect geophysical tests can be compared at the selective grid points (GD-04). Original due date was August 30, 2019.
6. Approve a strategic framework based on the results achieved with a „way forward“ planning proposal to overcome the shortcomings and recommended ways to overcome the possible consequences and risks associated with each critical component identified in the scope of the work (MD-3.3). Original due date was September 20, 2019.
7. Review and revise Final SEA Report (MD-1.2). Original due date was October 20, 2019.
8. Approve Final SEA Report (MD-1.2). Original due date was November 20, 2019.
9. Incorporate SEA into RSLUP system/practices. Original due date: December 20, 2019.

- **3-month projection:** As nine milestones are “Due but on-going”, those nine may be completed in the next quarter.

Main Accomplishments

Under **Sub-component B-2**, the only “Main Deliverable” that was completed last quarter was the **Interim SEA Report** of the **Strategic Environmental Assessment** (MD -1.2) of the greater metropolitan area of Dhaka was approved by RAJUK in November, 2019. The other important

achievement that had been previously achieved in the 1st quarter under Sub-component B-2 was the **Situation Analysis and Diagnosis Report (MD-2)** analysing the current planning and development context.

Non-accomplishments

There were a large number of detailed reports and studies under MD-03 that were required in order to develop the Geotechnical and Geological Survey Plan. The plan will include the “Preliminary Assessment Report” and a “Strategic Framework on the Way Forward” to implement risk-sensitive land-use planning (RSLUP) practices in RAJUK. These products as well as the detailed Geotechnical Study (GD-2.1) were due by June 30, 2019, but none have yet been completed, even though they were **due more than 7 months ago**.

This is mostly accountable to the fact that RAJUK refused to review and approve all deliverables from NKY JV over their dissatisfaction with the fact that the Team Leader was not available in Dhaka during that time. However, it is the M&E team’s contention that if a consulting firm (NKY JV in this case) submits a product to their client (RAJUK in this case), the presence of a TL is not required since the company stands behind the work, not the individual. This concept of the imperative necessity that all members of a team, or even just the team leaders, must be physically present in order for the company’s product to be „acceptable“ by a client is out-dated and does not understand the „new world“ of business practice these days with the internet and email and internationally based consultants. The fact that RAJUK did not inform senior URP managers of their decision to suspend work on these two key contracts was also improper.

2.3 Component C: Improved Construction, Urban Planning and Development

RAJUK is also the implementing agency for the four (4) sub-components plus the design and construction of the URU building under Component C of the URP. The four sub-components of Component C are intended to:

- Create and operationalize the Urban Resilience Unit (URU) in RAJUK (C-1);
- Establish an electronic construction permitting (e-permitting) system (C-2);
- Set up a professional accreditation program for engineers, architects, and planners (C-3); and
- Improve building code enforcement within RAJUK’s jurisdiction (C-4).

❖ Sub-Component C-1 (Create and Operationalize an Urban Resilience Unit (URU))

Under Sub-component C-1, the M&E team tracked 26 milestones, but only seven (7) were active during the reporting quarter (Q2). Out of these seven (7) milestones, only one (1) was “completed late,” while the other five (5) were “due, but still on-going,” and one (1) milestone is expected to be completed during this quarter (Q3).

Table 2.9: Quarterly Totals for URP Sub-component C-1

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	1	0	5	0	1	7

➤ **Completed late: (1)**

1. Approved the Institutional Diagnostic and Organizational Study (IDOS). The original due date was June 30, 2019; but the actual completion date was October 14, 2019 – **3.5 months late**.

➤ **Due, but on-going: (5).**

- 1) Submission of Community Outreach Campaign Report. Due date: August 3, 2019.
- 2) Review and Revise Community Outreach Campaign Report. Due date: Sept. 3, 2019.
- 3) Approval of Community Outreach Campaign Report. Due date: October 3, 2019.
- 4) Submission of URU training materials and documentation. Due date: Nov. 3, 2019.
- 5) Review and Revise URU training materials and documentation. Due date: Dec. 3, 2019.

➤ **3-month projection:**

1. In addition to the five (5) “due, but still on-going” milestones, there is one (1) more milestone that needs to be completed during this quarter (Q3), which is the approval of the URU training materials and documentation.

Major Accomplishments

By far the most important achievement under Sub-component C-1 in the last quarter (and the only completed milestone out of six) was the revised Institutional Design and Organizational Study (IDOS) Report. The consulting firm (RTI-International) contracted by RAJUK to implement Sub-components C-1 and C-2 submitted the revised IDOS to RAJUK on September 23, 2019 which was approved on October 14, 2019. While this was a laudable achievement, it was completed three and a half months after the original due date.

Non-accomplishments

The Community Outreach Campaign Report was the main deliverable that has been due since August 3, 2019 (Q1). This report is still pending submission by RTI-International to RAJUK. Submission of URU Training Materials and Documentation which is another main deliverable that is due till November 3, 2019.

❖ Sub-Component C-2: Establish an Electronic Construction Permitting System

Under Sub-component C-2, which RAJUK is also being provided technical assistance by RTI-International, the M&E team is tracking 20 milestones, among which 10 were active in this reporting quarter (Q2). Out of these 10, only two (2) were “Completed late”, while one (1) was “due, but still on-going,” and four (4) milestones were “due, but made no progress.”

Table 2.10: Status of Sub-component C-2 (RAJUK): Establish a Construction Permitting (e-permitting) System

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	2	0	1	4	0	7

- **Completed late: (2)**
 - 1) Approved the Electronic Construction Permitting Assessment Report (CPAR). The original due date was June 30, 2019; the actual date of completion was October 3, 2019.
 - 2) Submittal of the Strategic Plan Report with the E-Permit Implementation Action Plan. Due date was April 30, 2019; but actual date of completion was November 10, 2019.
- **Due, but on-going: (1)**
 - 1) Review and revised Strategic Plan Report and E-Permit Implementation Action Plan. Due date was May 30, 2019 and no tentative date for completion was given.
- **Due, but no progress: (4)**
 - 1) Approval of the Strategic Plan Report and E-Permit Implementation Action Plan. Due date was June 30, 2019; no tentative due date for completion has been given.
 - 2) Submittal of the Business Rules Specification (BRS) Report. Due date was June 30, 2019; no tentative date for completion has been given.
 - 3) Review and revision of the Business Rules Specification (BRS) Report. Due date was July 31, 2019; no tentative date for completion has been given.
 - 4) Approval of the Business Rules Specification (BRS) Report. Due date was August 29, 2019; no tentative date for completion has been given.
- **3-month projection:**
 - 1) Given that one (1) milestone is still “due, but on-going” and four (4) more milestones were also “due, but making no progress,” those five (5) milestones must be completed this quarter (Q3).

Main Accomplishments

RTI International submitted its main due deliverable, the Construction Permitting Assessment Report (CPAR), on April 21, 2019. After many long discussions and a series of meetings between RTI and Rajuk, the CPAR was finally approved on October 3rd, five and a half (5.5) months late. The next main deliverable is the Strategic Plan Report and E-Permit Implementation Action Plan. It was submitted to RAJUK by RTI on November 10, 2019 and is pending review, revision, and approval this quarter (Q3).

Non-accomplishments

The Strategic Plan Report and E-Permit Implementation Action Plan was supposed to be completed in this reporting period (Q2), but has now been re-scheduled to be approved in February, 2020. The Business Rules Specification (BRS) Report has also been due since June 30, 2019, but there is still no tentative date being given for its completion.

❖ Sub-Component C-3: Professional Accreditation Program

Under Sub-component C-3, there was no activity apparent indicating that any progress was made to contract a consulting firm to implement this sub-component.

Table 2.11: Quarterly Totals for URP Sub-component C-3

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	0	0	0	1	0	1

Due, but no progress: (1)

1. Approval of ToR. Due date was December 31, 2018.

Main Accomplishments or Non-accomplishments

RAJUK has been trying to revise the TOR for Sub-component C-3 for the World Bank's „no objection“ since May 28, 2019. Since then, despite repeated assurances that those adjustments would be made and that a contract would imminently be signed so that work could commence on Sub-component C-3, nothing of any import or substance has resulted from those efforts. Even the previous World Bank Aide Memoire of June 2019 stated that a consultancy services package would be prepared for a professional accreditation program (under S-8) to get underway that would be merged with the existing consulting agreement with ICC & SDC under the S-9 contract for Sub-component C-4. But, that has not materialized over the past seven months. Thus, the M&E team concludes that there is still no apparent progress being made to start this important sub-component.

Sub-Component C-4: Improved Enforcement of Building Code

Under this Sub-component C-4, the M&E team is tracking 25 milestones, among which four (4) were active during the reporting period (Q2). Out of those four milestones, three (3) were “completed late” while one (1) was projected to be completed during this quarter (Q3).

Table 2.12: Quarterly Totals for URP Sub-component C-4

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	3	0	0	0	1	4

Completed late: (3)

1. Approval of the Situation Analysis Report. Due date was September 30, 2019, but the actual date of approval was December 17, 2019.
2. Approval of the Concept Note Report. Due date was October 27, 2019; actual completion date was November 17, 2019.
3. Confirmation of the availability of the key personnel. The original due date for this milestone was December 30, **2018**; but it was not accomplished until October 1, 2019 – **nine (9) months late**.

3-month projection:

As one milestone is still “due, but made no progress,” only the revised Concept Note Report should be achieved during this quarter (Q3).

1. Revised Concept Note Report (as conditionally approved).

Main Accomplishments and Non-accomplishments

The main achievement was the approval of the Situation Analysis Report (SAR) by RAJUK on November 17, 2019.

Besides that, a draft version of Concept Note Report was submitted and a validation workshop for that Concept Note was organized by the consulting team of ICC and SDC on September 8, which resulted in the Revised Concept Note Report being conditionally approved on November 17, 2019.



Presentation of future Urban Resilience Unit (URU) design at PIU office, Rajuk

❖ URU Building: Design and Supervision of Construction

Note: this is not applicable to any specific URP Sub-component, but applicable across all six sub-components under RAJUK's responsibility.

Under this “activity,” the M&E team is currently tracking 79 milestones in all. However, of those, only 27 were active during the reporting period. Out of those 27, six (6) were “completed on time,” three (3) were “completed late,” four more were “due, but still on-going,” and the remaining 14 milestones were projected to be completed during this quarter.

Table 2.13: Quarterly Totals for URU Building Design and Construction

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
6	3	0	4	0	14	27

➤ Completed on time: (6)

- 1) Tender submitted to procure equipment for the exploration of truck-mounted Cone Penetration Technology (CPT) equipment. The original due date was October 20, 2019 and the tender was completed a month later on September 20, 2019.
- 2) The evaluation of the bids received to provide the truck-mounted CPT equipment was completed and approved by the World Bank on its due date of Nov. 21, 2019.
- 3) The NOA from the Bank to procure the truck-mounted CPT equipment was obtained a few days before its due date of December 21, 2019.
- 4) Contract was signed for the truck-mounted CPT equipment on December 30, 2019 almost a full month **before** its due date of January 21, 2020.

- 5) Contract was signed on December 22, 2019 to hire leased lines for the Project's pilot sites to facilitate the networking of infrastructure to support the electronic construction permitting (e-permit) system ECPS.

➤ **Completed late: (3)**

- 1) RAJUK approved the Final URU Building Design (all structural and MEP design, BoQ, bidding documents, and the Design Report) on December 9, 2019.
- 2) Tender was floated to construct the URU building. The original due date was September 20, 2019; it was completed on November 7, 2019.
- 3) Tender was closed and the bids to construct the URU building were opened for their evaluation by RAJUK's PIU. The due date was November 5, 2019; it was completed on December 30, 2019.

➤ **Due, but on-going: (4)**

- 1) Procurement and delivery of seismic field equipment for the URU (G-13). Original due date was November 30, 2019; no tentative completion date has been given.
- 2) Completion of evaluation to construct the URU building. Due date was December 5, 2019; there is still no tentative date for completion.
- 3) Review and revision of EIA Report for the URU building prepared by the BUET consultancy team (S-15). Due date was September 30, 2019; no tentative date for completion has been given.
- 4) Approval of the EIA Report for the URU building (S-15). Due date was October 30, 2019; there is still no tentative date set for completion.

➤ **3-month projection: (14)**

As four milestones are still "due, but on-going," those should be completed this quarter (Q3). Besides that, fourteen more milestones are projected to be completed this quarter (Q3). Those projected milestones are:

- 1) Procurement and delivery of seismic lab equipment for the URU (G-12).
- 2) Procurement and delivery of field equipment for the Vulnerability Assessment of structures and geo-physical aspects of Dhaka (G-15).
- 3) Procurement and delivery for truck-mounted CPT equipment (G-17).
- 4) Tender floated to procure and install PA system, telecommunications, access control & security and general electrical equipment for the PIU office (G-18).
- 5) Tender closed to procure and install the PA system, telecommunications, access control & security and general electrical equipment for the PIU office (G-18).
- 6) Completion of the installation of the PA system, telecommunications, access control & security and general electrical equipment for the PIU office (G-18).
- 7) Obtain the Bank's NOA to procure and install the PA system, telecommunications, access control & security and general electrical equipment for the PIU office (G-18).
- 8) Tender floated to procure 10 motorcycles for the PIU of RAJUK Part (G-19).

- 9) Tender closing to procure 10 motorcycles for the PIU of RAJUK Part (G-19).
- 10) Completion of Evaluation to procure 10 motorcycles for the PIU of RAJUK Part (G-19).
- 11) Provide NOA to procure 10 motorcycles for the PIU of RAJUK Part (G-19).
- 12) Approval given by the CCGP to construct the URU building (W-1).
- 13) Sign contract with selected firm to construct the URU building (W-1).
- 14) Mobilization of selected firm to construct the URU building (W-1).

Main Accomplishments and Non-accomplishments

Among the most important deliverables generated during the 1st quarter of the fiscal year 2019-2020 were: (i) the URU building design (with structural and MEP designs, BoQ, bidding document and the Design Report); (ii) the Inception Report for the Environmental Impact Assessment of the proposed URU buildin. (S-15); and (iii) the Interim EIA Report for the URU building.

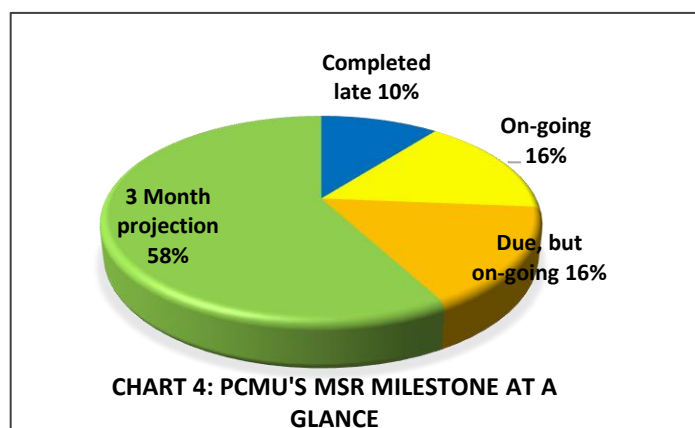
Unfortunately, RAJUK has still not officially provided its approval of the Final URU Building Design and Design Report, or for the tender to construct the URU building (package W-2).

2.4 Component D: Project Coordination, Monitoring and Evaluation

The Project Coordination and Monitoring Unit (PCMU) has primary responsibility for the following objectives to:

- Coordinate, monitor and evaluate the activities of the URP to ensure its effective implementation;
- Develop effective methodologies in coordination with the implementing agencies to effectively implement the project;
- Support and facilitate the project management of sub-projects in procurement and financial management;
- Conduct regular quarterly and annual monitoring reports, as well as a mid-term review and end-of-project evaluation;
- Conduct and manage strategic studies and other pilot projects, as needed; and
- Enhance the capacity of project related officials through local and foreign training and study visits.

There are 82 milestones that the M&E Team has been tracking as milestones for PCMU, among which eight (8) were active this past quarter (Q2) and 11 more of the total 19 are projected for this quarter (Q3). The chart 4 represents the PCMU's all milestone status at a glance.



Besides, Table 2.14 below shows their numerical value with detail analysis:

Table 2.14: Quarterly Totals for Component D: Project Coordination, Monitoring and Evaluation

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	2	3	3	0	11	19

➤ **Completed late: (2)**

- 1) Submission of the Sixth Quarterly Progress Report (6th QPR)
- 2) Review and Revision of the 6th QPR

➤ **Ongoing: (3)**

- 1) Preparation of PMIS training material
- 2) Preparation and submittal of the Draft Mid-Term Review Report (MTRR)
- 3) Preparation and submittal of the Draft 7th QPR (this document)

➤ **Due, but ongoing: (3)**

- 1) Approval of the 6th QPR (Approved after the reporting period on January 12, 2020 following the New Year's holidays)
- 2) Submittal of the MTRR
- 3) Submittal of the Consolidated Environmental & Social Management Program (ESMP)

3-month projection: (11)

- 1) Finalize uploading the weekly Monitoring Status Reports (MSRs) for all IAs by the M&E team in the PMIS;
- 2) Conduct PMIS training of IAs PIUs;
- 3) Review and revise the MTRR based on comments received from IAs of 1st Draft;
- 4) Approval of MTRR by PSC;
- 5) Convene 11th PSC meetings (this already occurred on January 12, 2020);
- 6) Submit, review, revise and approval of MTRR;
- 7) Submit, review, revise and approval of 7th QPR.

❖ **Common Key Agreed Actions (KAAs) for All IAs**

Table 2.15: Quarterly Totals of Common Key Agreed Actions (KAAs) for All IAs

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	0	1	1	1	2	5

➤ **Due but ongoing: (1)**

- 1) Uploading all post review package documents in World Bank's Systematic Tracking Exchange in Procurement (STEP) system – led by PCMU.

➤ **Ongoing: (1)**

- 1) Upgrade the Financial Management System (FMS) as a URP-wide, fully integrated multi-user FMS system using the IBAS++ software package – led by PCMU.

➤ **Due but no progress: (1)**

- 1) Submission of Sustainability Plans - (all IAs)

➤ **3-month projection: (2)**

- 1) Implementation of a labour influx monitoring system (LIMS) and quarterly reports (not applicable at this time until RAJUK begins construction of URU building); and
- 2) Activate the Grievance Redress Committees and select Focal Person (GRCs for each IA), and implement a single, common Grievance Redress Mechanism (GRM) – led by PCMU.

Accomplishments

Under **Component D**, PCMU has made continuous progress coordinating the continuous series of meetings used to monitor the progress and problems/obstacles of the URP, and has assisted the M&E team in conducting our monitoring activities with all the IAs. However, it has not done as good a job, and could be more proactive and forceful, in carrying out its own internal tasks and functions. These include holding the other three IAs accountable for their lack of progress, or more actively leading efforts to complete the “common KAAs” set out by the World Bank, like the single, integrated FMS or the Sustainability Plans required of all four IAs. Or conversely, they could advocate more forcefully with the Bank that some of the “common KAAs” are not applicable at times, as the M&E team has done consistently in our QPRs and briefings to senior URP managers.

As for the M&E team, we are in full swing preparing the Mid-Term Review Report (MTRR), which will be submitted later this quarter (Q3). More than two dozen (27) “Key Individual Interviews” have already been conducted with Project managers, technical staff, consultants, and other stakeholders. The M&E team is now in the laborious process of reviewing all relevant Project documents going back to the 2015 Project Appraisal Document (PAD) and all nine (9) of the World Bank’s Aide Memoires prepared by their Implementation Support Review (ISR) mission teams going back to December 2015 and including this January’s ISR Aide Memoire. The results of that analysis of objective information will then be compared and contrasted with the more subjective opinions and perceptions of the KII respondents to either confirm or reject their opinions and perceptions.

➤ **Non-accomplishments**

The Sustainability Plans (SPs) are now an entire year over-due, but there is no indication that any actions are planned in the near future by any of the IAs to start developing them. Given that the URP has been extended for another 22 months until April 30, 2022, it does not make much sense to start that process now when so much work is on-going and needs to get done in that time. Thus, the M&E team believes that **a more appropriate due date** for the submittal of the draft SPs would be at the end of the next fiscal year (FY 2020-2021) in **June 2021**.

Secondly, the **GRCs** exist on paper only and a common **GRM** for all four IAs has not been developed. This is an effort that PCMU should lead by contracting local consultants or a consulting company to prepare a GRM and train all four IAs in using it when they undertake actions with physical or social impacts, such as constructing buildings and other structures.

PCMU has an over-abundance of funds and always falls far short of its quarterly allocations, which have already been cut back by 30%. The M&E team cannot perform this function for them, as they had hoped, since the M&E team cannot prepare procedures to be implemented, and then criticize their implementation. This is obvious. Therefore, we continue to try to disabuse the PCMU of their belief that the M&E team will use its Safeguard specialists to prepare the GRM (and other procedures, protocols, and guidance to the IAs), and reiterate our suggestion/recommendation that PCMU lead this effort.

Thirdly, preparation and adoption of the **LIMS** and submission of quarterly reports to the World Bank are contractual obligations that are not being adequately carried out by PCMU and appear to currently be inactive. All three of these activities have not been started, but we believe that when construction work starts on the URU building, it will be necessary to have a functioning GRM/GRC, LIMS, and **ESMP** to comply with the contractual conditions of the World Bank's credit agreement with the GoB. Now is the time to begin developing all those systems, so they are in place in time.

CHAPTER

3

Rolling Total of Physical Progress since July 2019

This section of the 7th QPR presents the cumulative or “rolling” totals of physical progress that has been made since July 1st, 2019 in both the 1st and 2nd quarters of this fiscal year (FY 2019-2020) up to December 31, 2019 with projections for the next six (6) months until end of June 2020. The information is presented below in sequential order for each Project sub-component. There is a cumulative summary table in **Annex-2** as well.

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

❖ Sub-component A-1: Renovation and Outfitting of Building for ERCC and NDMRTI (DDM)

DDM is responsible for implementing Sub-component A-1 to renovate office spaces on several floors of the DDM building to locate the Emergency Response and Communication Centre (ERCC) and the National Disaster Management Research and Training Institute (NDMRTI). There have been a total of eight (8) milestones applicable for Sub-component A-1 over the first two quarters of this fiscal year (Q1 & Q2 of FY 2019-2020). Of these, six (6) have been “completed late” and two (2) have been “Due, but on-going”.

Table 3.1: Rolling Total Table for URP Sub-component A-1

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	06	0	02	0	0	08

Since the value of the milestone are exactly the same as the totals for Sub-component A-1 in that section of Chapter 2, we refer the reader to that section of Chapter 2 for the details about the description of these milestones.

❖ Sub-component A-2: Renovation and Outfitting of City Corporation and FSCD DRM facilities (DNCC)

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. There are a total of 31 milestones for Sub-component A-2, among which we tracked the progress of 10 milestones, including five (5) projected milestone during the last two quarters of FY 2019-2020.

Table 3.2: Quarterly Totals for URP Sub-component A-2

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	6-month projection	Total
2	2	0	1	0	5	10

Completed late (2): Works packages W-1.1 & W-1.2 were completed to build command and control rooms over newly constructed warehouses at FSCD Compound, Mirpur-10 in Dhaka and at the FSCD fire station in South Surma, Sylhet. The status for other milestones was described at Chapter 2.

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

Under **Sub-Component A-3**, the M&E Team tracked a total of 97 set of milestones. Within that number, we tracked 28 milestones over the first two quarters of this fiscal year between June 1st and December 31st, 2019. Among these, 12 were “completed on time,” eight (8) were “completed late,” six (6) were “due, but on-going,” two (2) more were “due, but making no progress,” while the remaining 27 are projected to be completed by the end of June.

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	6-month projection	Total
12	8	0	6	2	27	55

The status of completed, on-going, and due milestones have been described in chapter 2. In addition, DNCC has undertaken the following 19 new “goods” procurement packages to be completed by June 30, 2020. Of these 19 milestones over the next six months or final two quarters of this fiscal year:

- All 19 are goods packages;
- 10 involve procurement packages for ECT equipment (#1-10),
- Six (6) involve the procurement of two (2) mobile command & control vehicles (1 truck and 1 van) for FSCD (#14-19); and
- Three (3) involve buying office furniture for the ERCC and NDMRTI in the DDM building in Dhaka (11-13).

Projection till June 2020 (New Packages)

- 1) Contract signed for goods package G-1.5/2 to procure ECT equipment for the Emergency Operation Center (EOC) in Sylhet City Corporation (SCC);
- 2) Contract signed for goods package G-1.6/2 to procure ECT equipment for the command and control room (CCR) at the FSCD South Surma station in Sylhet;
- 3) Contract signed for goods package G-1.7/2 to procure ECT equipment for the command and control room (CCR) at the FSCD Mirpur-10 station in Dhaka;
- 4) Contract signed for goods package G-1.12/2 (Lot 1) to procure specialized ECT equipment (VHF and HF radio terminals and related installations) for DNCC;
- 5) Tender floated for goods package G-1.14 to procure ECT equipment for the EOC in DNCC;
- 6) Tenders evaluated for goods package G-1.14 to procure ECT equipment for the EOC at DNCC;

- 7) Contract signed for goods package G-1.14 to procure ECT equipment for the EOC in DNCC;
- 8) Tender floated for goods package G-1.15 to procure ECT equipment for the ERCC & NDMRTI in the DDM building in Dhaka;
- 9) Tenders evaluated for goods package G-1.15 to procure ECT equipment for the ERCC & NDMRTI in the DDM building in Dhaka;
- 10) Contract signed for goods package G-1.15 to procure ECT equipment for the ERCC & NDMRTI in the DDM building in Dhaka;
- 11) Tender floated for goods package G-1.16 to supply furniture for the EOCs in DNCC, DSCC, and SCC, as well as for the FSCD command & control room in Sylhet;
- 12) Tenders evaluated for goods package G-1.16 to supply furniture for the same structures as above in #11;
- 13) Contract signed for goods package G-1.16 to supply furniture for the same structures as above in #11;
- 14) Finalize technical specifications completed for goods package G-1.17 to procure two (2) mobile command & control vehicles (1 Truck and 1 Van) for FSCD;
- 15) Contract signed for goods package G-1.17 to procure the two (2) vehicles (MCCVs);
- 16) Delivery of the two (2) MCCVs for FSCD;
- 17) Tender floated for goods package 1.17 to procure the MCCVs;
- 18) Tenders evaluated for goods package G-1.17 to procure the two MCCVs; and
- 19) Contract signed for goods package G-1.17 to procure the MCCVs.

❖ Sub-component A-4: Procurement of Specialized Search and Rescue Equipment

Under **Sub-Component A-4**, the M&E Team is tracking a total of 42 milestones. Within this number, we tracked 6 milestones over the first two quarters of the current fiscal year. Among these, two (2) were “completed on time,” one (1) was “completed late,” one (1) was “on-gong,” one (1) was “Due, but still on-going,” and only one (1) more milestone is projected to be completed by June 30 2020.

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	6-month projection	Total
2	1	1	1	0	1	6

The status of completed, on-going, and due milestones was described in Chapter 2. In addition to those, DNCC has undertaken one (1) new package under A-4 to be completed by June:

- Contract signed for goods package G-2.11 to procure Search and Rescue equipment (5 rescue boats).

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

Under **Sub-Component A-5**, the M&E Team is tracking a total of 41 set of milestones. Within this number, we tracked 10 milestones over the first two quarters of the fiscal year. Among these 10 milestones, only one (1) was “completed late,” while two (2) were “due but on-going,” five (5) were “due but made no progress,” and the remaining two (2) were projected to be completed by June 2020.

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	Projection till June 2020	Total
0	01	0	02	05	02	10

The status of completed, on-going, and due milestones was described in Chapter 2. In addition to those, DDM projects the following two milestones under A-5 will be completed by June 2020.

6-Month Projection: (2)

- 1) TED Program Performance M&E Program Report-2 (Due date is February 10, 2020)
- 2) TED Program Progress Report-3 (Due date- May 10, 2020)

3.2 Component B: Vulnerability Assessment (VA) of Critical and Essential Facilities

Under this sub-component, the M&E team is tracking 59 milestones, among which 24 were active during the two reporting quarters. Out of these 24, three (3) were “completed late,” 17 were “due, but were still on-going,” one (1) was “due, but made no progress,” and the remaining three (3) milestones are projected to be completed by the end of this fiscal year in June.

Table 3.6: Quarterly Totals for URP Sub-component B-1

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	6 Month projection	Total
0	3	0	17	1	3	24

The status of completed, on-going, and due milestones was described in Chapter 2. In addition, under Sub-component B-1, the following activities are projected to be completed by June 2020.

6-Month Projection: (3)

1. Submittal of 2nd level (Preliminary Engineering Assessment or PEA) (MD-05) of the vulnerability assessment reports with a ranking of all the remaining buildings (totalling 500,000 sqm).
2. 1st Materials Test Report (D-11.1)
3. 2nd Material Test Report (D-11.2)

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

Under this component, the M&E team has been tracking 44 milestones, among which 20 were active during the first two quarters. Out of these 20, the status of eight (8) were “completed late,” nine (9) were “due, but on-going,” and the remaining three (3) were projected to be completed during the next two quarters by June 2020.

Table 3.7: Quarterly Totals for URP Sub-component B-2

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	6 Month projection	Total
0	8	0	9	0	3	20

The status of completed, on-going, and due milestones was described in Chapter 2. In addition to those, the following three (3) activities are projected to be completed by June 2020.

6-Month Projection: (3)

1. Conduct detailed Geotechnical Study (including all field and laboratory tests) by means of standard penetration tests (SPT) for at least a total length of 15,000 meters (GD-2.2).
2. Conduct detailed Geotechnical Study by means of cone penetration tests (CPT), (at a minimum, a total length of 5,000 meters will be conducted) (GD-3.2).
3. Preparation of a Draft Analysis Report of the Geotechnical and Geological Studies with Recommendations as well as a Final Comprehensive Report on the Outcomes of the Geotechnical and Geological Studies reflecting the results and “way forward” recommendations. This will include the compilation of the Seismic and Hazard maps and risk profiles for the greater metropolitan Dhaka area (MD-4.1).

3.3 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. These sub-components include:

- ✓ Create and operationalize an Urban Resilience Unit (URU) in RAJUK (C-1);
- ✓ Establish an electronic construction permitting (e-permitting) system (C-2);
- ✓ Set up a professional accreditation program (PAP) for engineers, architects, and planners (C-3); and
- ✓ Improve building code enforcement within RAJUK jurisdiction (C-4).

❖ Sub-component C-1: Create and Operationalize an Urban Resilience Unit (URU) in RAJUK

Under this sub-component, the M&E team has been tracking 26 milestones. Among these, nine (9) were active during the first two quarters. Out of these nine (9), two (2) were “completed

Rolling Total of Physical Progress since July 2019

late,” five (5) were “due, but still on-going,” and the remaining two 2() milestones are projected to be completed by June 30, 2020.

Table 3.8: Quarterly Totals for URP Sub-component C-1

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	6 Month projection	Total
0	2	0	5	0	2	9

The status of completed, on-going, and due milestones was described in Chapter 2. In addition to those, the following two (2) activities are projected to be completed by June 2020.

6-Month Projection: (2)

1. Approval of the URU training materials and documentation; and
2. Submission of the Capacity Building Program Report and URU Staff Training Report.

❖ **Sub-component C-2: Establish an Electronic Construction Permitting (e-permitting) system**

Under this sub-component, the M&E team has been tracking 20 milestones, among which 10 were active during the first two reporting quarters. Out of these 10, two (2) were “completed late,” one (1) was “due, but still on-going,” four (4) milestones were “due, but had made no progress,” and the remaining three (3) milestones are projected to be completed by 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	6 Month projection	Total
0	2	0	1	4	3	10

The status of completed, on-going, and due milestones was described in Chapter 2. In addition to those, the following three (3) milestones are projected to be completed by June 2020.

6-month projection till June 2020:

1. Submittal of the In-House Testing (IHT), and User Acceptance Testing (UAT) Report;
2. Review and Revision of the In-House Testing (IHT), and User Acceptance Testing (UAT) Report; and
3. Approval of the In-House Testing (IHT) and User Acceptance Testing (UAT) Report.

❖ **Sub-component C-3: Professional Accreditation Program**

The Status for Sub-component C-3 (the Professional Accreditation Program), as described in Chapter 2, remained unchanged.

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

Under this sub-component, the M&E team has been tracking 25 milestones, among which nine (9) were active during the reporting quarters. Out of these, one (1) was “completed on time,” four (4) were “completed late,” and the remaining four (4) are projected to be completed by June 30, 2020.

Table 3.10: Quarterly Totals for URP Sub-component C-4

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	6 Month projection	Total
1	4	0	0	0	4	9

The status of completed, on-going, and due milestones was described in Chapter 2. In addition, the following four (4) milestones are projected to be completed by June 2020.

6-Month Projection: (4)

1. Update the Concept Note Report (which was conditionally approved);
2. Submit the proposed Program for Building Codes and Construction Code Enforcement Report (initial draft report);
3. Review and Revise the proposed Program for Building Codes and Construction Code Enforcement Report (initial draft report); and
4. Approve the proposed Program for Building Codes and Construction Code Enforcement Report (Final)

❖ URU Building: Design and Supervision of Construction

Note: This is not applicable to any specific URP Sub-component, but applicable across all six sub-components under RAJUK’s responsibility.

Under this “activity,” the M&E team has been tracking 79 milestones. Among these, 27 were active during the first half of the fiscal year (Q1 & Q2). Out of these 27, six (6) were “completed on time,” three (3) were “completed late,” four (4) were “due, but still on-going,” and the remaining 14 milestones are projected to be completed in the next two quarters by June 2020.

Table 3.11: Quarterly Totals for URU Building Design and Construction

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	6 Month projection	Total
7	8	0	4	0	17	36

The status of completed, on-going, and projected milestones are the same as described in Chapter 2 involving the design and construction of RAJUK’s URU building. Among the 17 projected milestones, 14 were described in Chapter 2; the remaining three (3) are as follows

1. Contract to be signed to supply and install a PA system, telecommunication, access control and security, and general electrical equipment for RAJUK’s PIU Office (G-18);
2. Contract signed to procure 10 motorcycle for RAJUK’s PIU staff (G-19); and
3. Approval by DoE of the construction of the URU building (W-1).

3.4 Component D: Project Coordination, Monitoring and Evaluation

As can be seen in the table below, the M&E team has been tracking a total of 32 tasks that it and the PCMU are responsible for completing by June 30, 2020. Of these 32 milestones, we have concluded that half (20) are “not applicable at this time,” which are mostly projected to be completed by June 30th. Besides these 20, of the 12 “active” milestones, four (4) were “completed on time,” two (2) were “completed late,” three (3) were “on-going”, and another three (3) were “due, but still on-going.”

Table 3.12: Rolling Total Table for URP Component D

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	6 Month projection	Total
4	2	3	3	0	20	32

Completed milestones for the first half of the current fiscal year included the submission, revision and approval of the 1st Annual Progress Report, the 6th Quarterly Progress Report; and the 10th and 11th PSC meetings. This is the Draft 7th QPR and we are also working now to submit the Mid-term Review Report (MTRR) this quarter (Q3).

The 20 projected milestones mainly encompass submitting the 8th and 9th Quarterly Progress Reports, the 2nd Annual Progress Report, the M&E Implementation Summary Report, and the M&E Advisory Report for all IAs by the end of this fiscal year. However, given that the URP has been extended for another 22 months until April 30, 2022, it does not make much sense to prepare these “end-of-project” type document that are always done just prior to the closing of a World Bank project. Between the next two QPRs (the 8th & 9th QPRs) and the MTRR, there is more than enough work for the M&E team to do and for senior URP managers to review and taken into consideration as they manage the project over the next two years (April 30, 2022).

CHAPTER

4

Financial Analysis for 2nd Quarter FY 2019-20

The Urban Resilience Project (URP) is being implemented at a total cost of 138,145 Lac BDT over nearly seven (7) years (August 3, 2015 to April 30, 2022). More than 96% of that cost is in the form of a donor-provided “line of credit” from the World Bank. The URP was supposed to be completed by June 30, 2020. However, in the first three years, there was very little progress (at least in relation to what was expected). Therefore, in late 2019, the Government of Bangladesh (GoB) was forced to request the Bank to extend and restructure the Project. Subsequently, the Bank accepted that request and extended the Project for 22 months until April 2022. It also restructured the Results Framework, and reallocated Project funds among the four IAs.

Stepping down from this Project-long perspective to a fiscal year perspective, thus far in the first half of this fiscal year (FY 2019-2020), the URP has spent a total of **5,402.72** Lac BDT, or **23%** of its semi-annual allocation for the first two quarters of **23,399** Lac BDT.

In the 2nd quarter only, the allocation for all IAs was **12,372 Lac BDT** with total expenditures of only **3,286.36 Lac BDT**. This represents just over one-quarter (only **27%**) of the total quarterly URP allocation between October 1st and December 31st, 2019. According to the M&E team’s analysis, this ratio of expenditure vs allocation is too low, and needs to increase significantly (by more than four-fold) during the remaining 10 quarters of the Project’s lifespan. The financial progress for each implementing agencies is described below.

4.1 Department of Disaster Management (DDM)

The Department Disaster Management (DDM) is implementing two URP Sub-components A-1 and A-5 at a total cost of **12,550 Lac BDT** (or 16.3 million USD).

In the 2nd quarter of FY 2019-20, DDM spent a total of **1,028.7 Lac BDT**, which is just under **103%** of its allocation of 1,000 Lac BDT for the quarter. This amount is also more than 3 times its expenditures in the previous quarter (Q1), which were only 322 Lac BDT. This marked increase in expenditures was almost entirely due to the start of Phase-2 training courses in November and December by the TED team, after a 7.5-month delay under Sub-component A5.

Table 4.1: DDM’s Quarterly Allocation vs Actual Expenditures during last 2 Quarters (in Lac BDT)

Quarter	Allocation (in Lac BDT)	Expenditures (in Lac BDT)	Ratio
1 st Quarter (July-Sep 2019)	500	322.24	64.4%
2 nd Quarter (Oct-Dec 2019)	1,000.00	1,028.71	102.9%
Both quarters combined (July 1st – December 31st)	1,500.00	1,350.95	90%

Combining the first two quarters (July to December 2019) of this fiscal year as shown above in Table 4.1, the overall ratio or percentage of expenditures to the semi-annual allocation was **90%**. This is a significant improvement in financial performance by DDM.

The programmed quarterly allocation for DDM in the current quarter (Q3) is 1,500 Lac BDT, and then 2,000 Lac BDT in the fourth and final quarter of this fiscal year. So, in order to maintain this high expenditure-to-allocation ratio, DDM will need to continue ramping up its physical progress to renovate the office space for the ERCC and NDMRTI under Sub-component A-1 and to push forward with TED training and exercises under Sub-component A-5, in order to perform well financially in the 2nd half of this fiscal year ending on June 31st.

Table 4.2 shows the expenditures of DDM per sub-component. Out of their total quarterly expenditures, more than **95% (or 980 Lac BDT)** was paid under Sub-component A-5 to implement Phase-2 training. Almost no funds (only 5.7 Lac BDT, or well less than 1%) were spend for Sub-component A-1 in the 2nd quarter. The other 4% of total expenditures last quarter (42.45 Lac BDT) was spent on DDM's Project Implementation Unit (PIU).

Table 4.2: DDM's Quarterly Expenditures by sub-components during last 2 Quarters by sub-components (in Lac BDT)

Component A: Reinforcing the country's Emergency Response Management (ERM) Capacity	Expenditures for 1 st Quarter (July-Sept) of FY 2019-20	Expenditures for 2 nd Quarter (Oct-Dec) of FY 2019-20
Sub-component A-1: Renovate and equip office space for the ERCC and NDMRTI	0	5.7 (0.5%)
Sub-component A-5: TED Program	274.7 (85.1%)	980.3 (95.5%)
PIU Expenditures	48.07 (14.9%)	42.45 (4%)
Total Expenditures	322.24 (100%)	1028.47 (100%)
Allocation	500	1000
% of Expenditures to Allocation (previous two quarters)	64.4%	102.87%

NB: Figures in parentheses indicate percentage from total expenditure.

Although, the renovation work under A-1 (renovation of the NDMRTI and ERCC) had been started, it slowed down considerably in the 2nd quarter due to the fact that the required space on the ground floor had not been vacated, precluding work progress. In addition, the renovation work of the two floors for the new office space of the NDMRTI was postponed for three weeks from January 7th until the 23rd due to a scheduled training course.

4.2 Dhaka North City Corporation (DNCC)

DNCC is implementing the other three (3) sub-components of Component A: to reinforce the country's emergency response management (ERM) system. The three sub-components under DNCC's management are

- **A-2:** to design, build and outfit Local City Corporations and FSCD with ERM facilities in Dhaka and Sylhet;
- **A-3:** to procure specialized emergency communications technology (ECT) equipment for the ERM system; and
- **A-4:** to procure specialized search and rescue (SAR) equipment.

These three sub-components, implemented by DNCC, have a total cost of **74,605 Lac BDT**

(96.9 million USD). This represents more than half (54%) of the URP's total expenditures.

As can be seen in Table 4.3, in the 2nd quarter of this fiscal year, **DNCC spent only 663.29 Lac BDT, which was only 9% of its total quarterly allocation**. DNCC's spending was much higher (1,377.65 Lac BDT) in the previous quarter (July-Sept 2019), as shown in Table 3.2, or more than twice last quarter's expenditures.

Table 4.3: DNCC's Quarterly Allocation vs Actual Expenditures during last 2 Quarters (in Lac BDT)

Quarter	Allocation	Expenditures	Ratio
1 st Quarter (July-Sep 2019)	7,431.25	1,377.65	18.5%
2 nd Quarter (Oct-Dec 2019)	7,431.25	663.3	9%
Both quarter (July-Dec'19)	14,862.5	2,041	14%

Combining the last two quarters (July to December 2019) over the first half of this fiscal year, we see that the ratio of expenditures-to-allocations was **14%** of the semi-annual total. This was very poor, given DNCC's strong past financial performance in the previous fiscal year. Senior URP management should ask why this slowdown in physical progress, which is subsequently causing this slowdown in financial progress, is occurring.

The distribution of DNCC's current expenditures by sub-component is shown in Table 4.4 below. Expenditures to procure specialized ECT equipment (under Sub-component A-3) topped all three sub-components at nearly 80%, distantly followed by procurement of search and rescue (SAR) equipment under Sub-component A-4 at just 15%, and A-2 to design, build and outfit local level City Corporations and FSCD with DRM facilities at 4%. DNCC's PIU costs in this quarter were only 9.8 lac BDT, or just 1%, of total expenditures. This was remarkable given PIU costs represented 42.45 lac BDT (4%) and 94.36 lac BDT (6%) for DDM, and RAJUK, respectively.

Table 4.4: DNCC's Quarterly Expenditures by Sub-components during July-September 2019 (in Lac BDT)

Component A: Reinforcing the Country's Emergency Management Response Capacity	Expenditures for First Quarter (July-Sept) of FY 2019-2020	Expenditures for 2 nd Quarter (Oct-Dec) of FY 2019-2020
Sub-component A-2 : (Design, Build and Outfit Local level City Corporations and FSCD with DRM Facilities)	65.4 (4.7%)	24.74 (3.73%)
Sub-component A-3 : (Procure Specialized ECT equipment for DRM and Emergency Response)	1,231.0 (89.4%)	526.36 (79.36%)
Sub-component A-4 : (Procure Specialized Search and Rescue Equipment)	68.9 (5.0%)	102.39 (15.44%)
Expenditures of PIU	12.4 (0.9%)	9.8 (1.48%)
Total Expenditures	1,377.65 (100.0%)	663.29 (100.0%)
Quarterly Allocation (Lac BDT)	7,431.25	7,431.25
% of Expenditures to Quarterly Allocation (previous vs. last Q)	18.5%	8.9%

NB: Figures in parentheses indicate percentage from total expenditure.

Expenditures on all of these sub-components and PIU costs stayed about the same as *relative percentages*, with the exception of expenditures under A-4, which tripled from 5% in the 1st quarter to 15% in the 2nd quarter. However, *in absolute terms (BDT or USD)*, **expenditures in the 2nd quarter were down more than half (down 54% from 1,378 Lac BDT to 663 Lac BDT) from the 1st quarter.**

The poor financial performance in the October-December'19 period was due to the fact that five (5) packages had to re-tendered, including for ECT equipment due to the non-compliance of contractors who submitted tenders. In addition, the purchase of the **two (2) MCCVs** was repeatedly delayed due to complicated technical specifications. However, it may have been fortunate that their procurement has not yet been finalized given their exaggerated costs (estimated at **US \$6 million**), which seems totally unjustified to the M&E team based on outside expert input we received. There are also far more important items and tasks for which US \$6 million could be put to better use in our opinion.

4.3 RAJUK: Quarterly Allocation vs Actual Expenditures

RAJUK is implementing **Component B** (Vulnerability Assessment of Critical and Essential Facilities) and **Component C** (Improved Construction, Urban Planning and Development) at a **total cost of 42,990 Lac BDT (US \$55.8 million), or roughly 30% of total URP expenditures** over the entire project period.

As can be seen in Table 4.5, **RAJUK spent 1,452 lac BDT, or about 41% of its quarterly allocation of 3,530 Lac BDT in the 2nd Quarter of FY 2019-20.** Compared to the previous quarter (July-Sept 2019), RAJUK's expenditures in the 2nd quarter (July-September 2019) increased substantially from the 1st quarter by more than 1,064 Lac BDT. In other words, RAJUK's expenditures were about **3.7 times** higher than those in the 1st quarter (388 vs. 1,452 Lac BDT). That is good. Combining the last two quarters (July to December 2019) over the first half of this fiscal year shows the ratio of expenditures to allocations was about **30%**, which is not as good. The projected allocation for RAJUK in the 3rd quarter is **5,325 Lac BDT and 6,060 Lac BDT in the 4th quarter.** Therefore, in order to maintain financial progress in-line with its allocations over the remainder of this fiscal year, RAJUK will need to expend far more in the 3rd and 4th quarters (January to June 2020).

Table 4.5: Rajuk's Quarterly Allocation vs Actual Expenditures during last 2 Quarters (in Lac BDT)

Quarter	Allocation	Expenditure	Ratio
1 st Quarter (July-Sep 2019)	2,685.00	387.9	14.40%
2 nd Quarter (Oct-Dec 2019)	3,530.00	1452.16	41.14%
Both quarter (July-Dec'19)	6,215.00	1840.06	30%

The distribution of quarterly expenditures by sub-components, as shown in Table 4.6, is quite remarkable. What it shows is that **only two (2) of the seven (7) 'sub-components under Components B and C** (including the URU building which is not officially a "sub-component," but represents a significant undertaking by RAJUK) **made any financial progress, and no payments were made by RAJUK for Component B (B-1 and B-2), in the 2nd quarter.**

The only two sub-components to make any financial progress were under Component C, specifically C-1 and C-2. RAJUK paid about 867 Lac BDT (~ 20%) to the RTI consultants under

Sub-component C-1 (creation and operationalization of the URU) due to the fact that the "Institutional Design and Organizational Study" (IDOS) was finally approved by RAJUK after five (5) revisions were submitted in response to evolving comments from RAJUK and the World Bank on October 31st, and was paid for before December 31st, 2019. This has also allowed work to begin since November 2019 on the Community Outreach Campaign Report, which is the next main deliverable under C-1 to be submitted this quarter (Q3).

Regarding Sub-component C-2, the same consulting firm (RTI International) submitted its first draft of the "Construction Permitting Assessment Report" (CPAR) in late April 2019, which also went through several rounds of comments from the World Bank and revisions by RTI over the ensuing five months. RAJUK finally approved the CPAR until October 2, 2019. RAJUK paid the consultants **490.6 Lac BDT** (US \$578,810), which represented about one-third (34%) of their total expenditures for the 2nd quarter.

Table 4.6: Rajuk's Quarterly Expenditures by sub-components during last two Quarters by sub-components (in Lac BDT)

Components B and C	Expenditures for 1 st Quarter (July-Sept)	Expenditures for 2 nd Quarter (Oct-Dec)
Component B: Vulnerability Assessment of Critical and Essential Facilities		
Sub-component B-1 (package S-4): Vulnerability Assessment and Prioritized Investment Plan for Critical Assets	0	0
Sub-component B-2 (package S-5): Risk Sensitive Land Use Planning (RSLUP) practices	0	0
Sub-total: Component B	0	0
Component C: Improved Construction, Urban Planning and Development		
Sub-component C-1 (package S-6): Create and operationalize the URU in RAJUK	224.8 (58%)	867.2 (60%)
Sub-component C-2 (package S-7): Establish an Electronic Construction Permitting System (ECPS)	0	490.6 (34%)
Sub-component C-3 (package S-8): Set up a Professional Accreditation Program (PAP) for Engineers, Architects and Planners	0	0
Sub-component C-4 (package S-9): Improve Building Code Enforcement within RAJUK's jurisdiction	0	0
Sub-total: Component C	224.8 (58%)	1357.8 (94%)
PIU Expenditures	163.1 (42%)	94.36 (6%)
Total Expenditures	387.9 (100.0%)	1452.16 (100%)
Allocation	2,685.0	3,530.00
% of Total Expenditures to Allocation	14.4%	41.14%

NB: Figures in parentheses indicate percentage calculated from Total Expenditures.

It was also observed that RAJUK's PIU expenses took a sharp drop from previous quarters, down from 163 Lac BDT in the 1st quarter to 94.36 Lac BDT this past quarter, equivalent to just 6% of their quarterly expenditures. That would seem to be a good sign of more effective management of PIU operations by its managers, which is now. However, given how little physical and financial progress was made (only 41% of their quarterly allocation was expended), their PIU costs were still unjustifiably high compared to the other implementing agencies: more

than twice as high as DDM's and nearly 10 times higher than DNCC's costs. At times, the PIU has appeared to be a "ghost town" with empty desks, covered computers and monitors screens, and dust everywhere, indicating that little to no work is currently going on there.

The M&E team is even more concerned about the startling trend in the lack of activity and progress made by RAJUK's PIU, and by the inadequate number of PIU managers dedicated full-time to the Project. The M&E team has been informed that there has been a significant exodus of temporarily contracted staff leaving the PIU lately for better, permanent jobs. This is particularly worrisome given our long-standing concern over **RAJUK's lack of internalization of technical expertise** that it needs to build while the international consultants are present here in Dhaka. Those consultants, it might be added, have also been clamouring for more "shoulder-to-shoulder" interaction and "face time" spent working with RAJUK's PIU staff in order to transmit their knowledge and expertise to the PIU staff, which they say is still badly lacking now.

It is also obvious to the M&E team from various physical visits made to the PIU lately that their management is conducting too many other tasks and is implementing the URP mostly as "additional duty." This, despite the fact that an agreement was reached with the World Bank way back in February of 2016 in which the Bank wrote in its Aide Memoire (paragraph 11.i: **Full-time charge for PIU staff: The importance of making these charges full-time as soon as possible was discussed with, and agreed to, by the Project Director and Chairman of RAJUK.**”).

4.4 PCMU Quarterly Expenditures vs Targets

PCMU's expenditures consisted only of salaries and allowances for its managers and staff as well as office supplies and services. PCMU's expenditures are presented in Table 4.7. As shown, **PCMU's total expenditures in the 2nd Quarter of FY 2019-20 were 120.17 Lac BDT against a target of 410.75 Lac BDT, or just 29.26% of its quarterly allocation.**

Table 4.7: PCMU's Quarterly Allocation vs Actual Expenditures during last two Quarters (in Lac BDT)

Name of the Quarter	Allocation	Expenditure	Ratio
1 st Quarter (July-Sep 2019)	410.75	50.6	12.30%
2 nd Quarter (Oct-Dec 2019)	410.75	120.17	29.26%
Both quarter (July-Dec'19)	821.50	170.77	21%

Compared to the previous quarter (July 1-September 31, 2019), PCMU's total expenditures more than doubled from 50 Lac BDT in the 1st quarter (all of that spent on its PIU) compared to 120 Lac BDT in the 2nd quarter (of which 39.2 Lac BDT or 33% was spent on its PIU). In other words, in the first half of this fiscal year, PCMU's overall financial expenditures were 170.8 Lac BDT, which only reached 21% of their combined 1st and 2nd quarterly allocation of 821.5 Lac BDT. And of those semi-annual expenditures of 170.8 Lac BDT amount, PCMU spent 89.8 Lac BDT, or more than half (53%), on its PIU. This was by far the highest among all IAs as a percentage of PIU costs to Project expenditures.

During the 2nd quarter PCMU's PIU cost of 39.2 Lac BDT represented 32.6% of their total expenditures. This was 5 times higher than RAJUK's PIU costs as a percentage of its overall expenditures, 7 times higher than DDM's PIU costs, and 22 times higher than DNCC's PIU costs. In absolute terms, PCMU's PIU costs of 39.2 Lac BDT were 42% of RAJUK's 94.4 Lac BDT, but RAJUK's expenditures were more than 12 times higher than PCMU's. Similarly,

PCMU's PIU costs 4 times higher than DNCC's, even though DNCC spent 5.5 times as much as PCMU's costs while DDM's PIU costs of 48.7 Lac BDT were 25% more than PCMU's, but DDM's expenditures were more than 8.5 times more than PCMU's.

In the first half of this fiscal year quarter, RAJUK's PIU costs as a percentage of its overall expenditures were the next highest at 14.5%, while DDM's PIU costs were just 6.75% of total expenditures; and DNCC's PIU costs were just 1.1%. In terms of absolute expenditures on their PIUs, RAJUK's total PIU expenditures of 267.5 Lac BDT in the first half of the year were three times (3X) higher than DDM and PCMU while their overall total expenditures were slightly higher than DDM's (1,840 Lac BDT for RAJUK compared to 1,351 for DDM), but were nearly 11 times more than PCMU's over that period. DNCC's PIU combined costs for the two quarters of 22.2 Lac BDT was the lowest by far (about ¼ of DDM's and PCMU's PIU costs) in absolute terms as well as in terms of a percentage of their overall expenditures (just 1.1%).

Table 4.8: PCMU's Quarterly Expenditures by sub-component in October-December, 19 in Lac BDT

Component D: Project Coordination, Monitoring and Evaluation	Expenditures for Previous Quarter: July-September	Expenditures for Current Quarter: October-December
Goods, Non-consulting and Consulting services	0	81 (67%)
Expenditures of PCMU (PIU Expenditures)	50.63 (100.0%)	39.17 (33%)
Total: Component D	50.63 (100%)	120.17 (100%)
Allocation	410.75	410.75
% of Expenditures to Allocation (from previous vs. last quarter)	12.3%	29.2%

NB: Figures in parentheses indicate percentage from total expenditure.

4.5 Overall URP Financial Progress up to December 2019

Agency-wise financial progress, as shown in Table 4.8, indicates that DNCC maintained the highest level of financial progress, having made over half (56%) of its total expenditures over the life of the Project so far in just under two-thirds (2/3) of the Project's life span (53 months thus far out of 81 months, which will be reached at the end of April, 2022). However, it should also be mentioned that the last quarter's expenditures by DNCC were very poor for them, reflecting only 1% of the total allocated cost of the URP in the 2nd quarter.

By comparison, DDM has only reached 25%, RAJUK 20%, and PCMU 15%, of their total financial expenditure targets, respectively, over that same period of time (51 months) by the end of 2019. Considering the additional 22 months by which the URP has recently been extended, IAs will need to achieve a quarterly expenditure-to-allocation rate of about 65% over the remaining 28 months of Project implementation (that is, from January 2020 until April 2022) to spend the available "credit line" of 138,145 Lac BDT made available to implement the URP by the World Bank back in March 2015.

Table 4.9: Overall Financial Progress of URP up till December 2019

IA's	Total Approved Cost	Financial Progress		Cumulative Expenditures up to December 2019
		Cumulative up to Sept. 2019	Expenditures in 2 nd Q of FY 2019-20	
DDM	12,550	2,113.20 (17%)	1,028.71 (8%)	3,141.91 (25%)
DNCC	74,605	41,003.95 (55%)	663.29 (1%)	41,667.24 (56%)
RAJUK	42,990	7,080.10 (16%)	1,452.16 (3.3%)	8,532.26 (20%)
PCMU	8,000	1,079.88 (13%)	120.17 (1.5%)	1,200.05 (15%)
Total	138,145	51,277.10 (37%)	3264.33 (2%)	54,541.43 (39%)

NB: Figures in parenthesis indicate %

❖ Current Financial Situation and their Future Implications

- Only 39% of expenditures have been spent in over 65% of the URP's timeframe.
- So, now, we must spend 65% of resources in 39% of the time left.
- Current quarterly spending of 3,286 lac BDT = 2.4% of overall project approved cost.
- An average of ~ 9,286 lac BDT would need to be spent every quarter for the next nine (9+) quarters of the Project's remaining timeframe (83,582 lac BDT).

Therefore, it is obvious that the IAs must quicken their pace, both physically and financially.

CHAPTER 5 Challenges and Opportunities

What is most significant and surprising about the M&E team's main challenges and opportunities this past quarter has been their consistency over time since 2018 with previous Quarterly Progress Reports (QPRs). In other words, they have not changed much over the past year and a half. This would seem to suggest that the Project has not been able to address and resolve these issues as effectively or easily as hoped. More than anything else, there appears to be a lack of credible accountability or adequate incentives to ensure that work progress, both physically and financially, is maintained and accelerated during the next two years of URP implementation.

5.1 Challenge and Opportunity of More Effective Contract Management and Oversight

The primary reason for the delays and slower than expected progress made in the last quarter were due to two factors.

First, there have been serious problems with effectively and efficiently managing the consulting firms contracted by URP implementing agencies, which have slowed the Project's pace of implementation significantly and negatively affected its results and performance. This is evidenced by a series of continual delays and postponements of start dates for most of the key sub-components of the Project, including significant delays in A-3 procurement, for training under A-5, and for five out of seven (5/7) of the main service contracts under RAJUK's management (B-1, B-2, C-3. A prime example of this is the 7-month delay in the start date for the critical Sub-component A-5 (TED training program).

Second, despite these repeated delays and postponements time and time again, there have not been strong enough consequences or meaningful repercussions for implementing agencies that slowed down the URP's progress. For example, despite the repeated failures to meet one promised start date after another, there have not been any meaningful repercussions or consequences for DDM or MoDMR managers. In another example, RAJUK held up all approvals and payment for work done under Component B for most of the last quarter due to their dissatisfaction with the team leader of one of those contracts. In other words, there need to be more significant incentives (both positive rewards for good performance and consequences for poor results). These can be provided by stronger management oversight of IA performance coupled with rewards or punishments that are sufficient to motivate improved performance by IA managers.

The 'flip-side' of this challenge is the opportunity is that through more effective oversight by PCMU and the Planning Commission, coupled with invoking more meaningful consequences (both rewards and sanctions) for poor performance by IAs, the performance of IAs should improve noticeably.

5.2 More Efficient Review and Approval Processes of Consultants' Deliverables

What slowed down the progress of the URP during the past quarter, and in quarters previous throughout fiscal year 2018-19), was partly due to the less than satisfactory quality of consultant's deliverable. But, it was also due in large part to very slow and inefficient review and

approval (R&A) processes by both the IAs and the World Bank. The “added value” of that feedback and the revision of documents that occurred as a result are not known with any precision or confidence. But, it undeniably added significant amounts of time, effort, and additional expenditures to achieve the final products. This was true of all three IAs (DDM, RAJUK, and PCMU) who contracted consulting firms. For instance, to keep using the example of the TED training under Sub-component A-5, the consultant submitted eight (8) different revisions of its Phase 2 budget and seven (7) versions of its Program Implementation Plan (PIP) to DDM, which took 7.5 months to finally approve on October 30th. A similar process is repeating itself again with this quarter’s (3rd quarter) with the PIP and budget for TED activities to continue being delivered between now and April 2020. DDM/MoDMR delays in approving those has caused yet another delay in this 2nd round of courses to be delivered by the TED team that was supposed to start in mid-January after the holidays.

There have been other examples of inexplicably long delays in approving consultant’s products by IAs, and in paying them for their services and work products (financial progress). Examples of this include a number of products pending approval by RAJUK under Components B and C. For example, under Component B, there are a large number of detailed reports, methodologies, and studies that have been pending approval for months after having been submitted. There are a large number of products currently that are still pending final approval by RAJUK.

There are a number of easy-to-implement ways to accelerate the pace of the R&A process and reduce the long delays in approving them, such as by simplifying the multiple layers of management approvals required for technical products, by delegating approval authority to deputy PDs or other mid-level managers, or by agreeing to set periods of time in which approvals are to be given after which time the deliverable would be considered automatically approved. These strategies have been mentioned before, but there have not been any actions taken based on this issue being raised to senior Project managers by the M&E team.

These strategies represent opportunities that are available to senior Project managers to speed up the pace of implementation and achieve better results more efficiently (that is, with less effort, time, and cost).

5.3 Challenge and Opportunity to Turn Activities and Outputs into Outcomes and Achieve the PDO

For the past year now, the M&E team has been trying to draw Project Directors’ and senior decision-makers’ attention to the need to translate “outputs,” such as reports approved or contracts signed, into “outcomes.” That is, the measurable ways in which GoB agencies can show that they are more capable of responding to disasters in urban areas (under Component A), and that they are reducing the vulnerability of future development, buildings, and essential public infrastructure (“lifelines”) in Dhaka and Sylhet (under Components B and C).

For example, this report is filled with hundreds of ‘data points’ about the current status and progress made over the past two quarters of various “outputs,” such as activities and deliverables. However, those outputs are not what we are trying to achieve; they are only the means by which we hope we will achieve the URP’s dual objectives, the Project’s Development Objective (PDO), which is measured in part through two sets of “indicators.”

The first set of indicators are called intermediate results indicators (IRIs). They mostly measure ‘outputs,’ such as a training course or a new computerized system. However, they are not ‘outcomes,’ which are the procedures, capabilities, or actions that have changed as a result of generating those ‘outputs.’ Those changes in how things are done or how trained personnel

respond in a crisis are measured by PDO-level “outcome” indicators. Both sets of these indicators are contained in the Project’s Results Framework.

URP managers in all the IAs, but particularly in PCMU, need to focus their work on reaching the targets for these indicators in the Results Framework as building blocks toward achieving the Project’s dual objectives. Therefore, the M&E team is going to start briefing senior managers in the IAs on the status of these indicators and the progress that has been made in the current fiscal year to achieve them. Ultimately, the degree to which the Project achieved these dual outcomes is one of the primary ways by which the World Bank will determine if the URP was successful or not. That final evaluation will be a major factor in determining whether there will be a follow-up 2nd phase to the URP after 2022.

The opportunity we have by focusing more on “outcomes” than “outputs” is to significantly improve the chance of having achieved a successful project by the close of the URP in 2022. If we focus now on those outcomes to achieve the Project’s objectives, then we will make better decisions and take more relevant actions to improve our chances of being successful. The revised Results Framework is the key “controlling document” that should orient and direct all of the IA’s senior managers’ decisions, actions, and time.

5.4 Capacity of RAJUK to Absorb Multiple Technical Assistance Packages

RAJUK’s technical capacity to absorb all of the technical materials/products it is receiving from its six consulting “service” packages plus all the activities going on to design and construct the URU building is being severely tested. During the last quarter, their progress, both physically and financially, continued to slow significantly. Many, if not most, deliverables have been awaiting approval for months, holding up progress. For example, under Sub-component B-1 (Vulnerability Assessment), only three (3) milestones were “completed late,” but 17 more are still pending review and comment, or final approval; under B-1, those numbers are 1 and 9; under C-1, they are: 1 and 5; under C-2, they are 2 and 1 with 4 more “due, but making no progress” (even more worrisome); there has been no physical, substantive progress under C-3 since the start of the URP back in 2015, and C-4 has three (3) “completed” milestones. Only the URU building activity showed positive progress with nine (9) deliverables either completed “on-time” or “late,” with four (4) more pending, and 14 more due this quarter (Q3) by the end of March. Financial expenditures reflected this poor performance with expenses only made for two (2) sub-components (that is, C-1 and C-2) and for the PIU.

Finally, regarding the URU building, there have been long delays in moving preliminary processes forward in the initial design and appraisal processes under packages S-11 and S-15 (that is, the architectural and structural designs and drawings as well as the Environmental Impact Assessment (EIA) and clauses in construction contracts to ensure compliance with the World Bank’s Environmental, and (Public and Worker) Health and Safety Guidelines).

The opportunity that is present here is for RAJUK to delegate more authority to approve products and pay invoices more efficiently in a timely fashion. Many products linger to be approved for months and months. This subsequently delays payment, and more importantly, slows down follow-on work as well. RAJUK should take more assertive actions or steps to address the growing backlog of deliverables and stay on schedule, especially with respect to the URU building, which has a very ambitious timetable in order to finish by the Project’s closing.

5.5 Challenge of Improving the Flow of Information and Data Exchange

Enhancing the flow and exchange of information between IAs and with senior managers has been a consistent theme and constant challenge for senior URP managers, consultants, and the M&E team, since the start of the Project. Thanks to the efforts of PCMU and the Planning Commission and Ministry, this situation has improved over the few quarters, and the M&E team is receiving more cooperation in obtaining monitoring information that it requests. This is especially true now with the consultants (NKY JV) hired to perform work under Component B.

The only remaining area of concern is in the advance notification of upcoming events, such as validation and training workshops. There continue to be a series of activities that are conducted and products that are prepared and delivered without our prior notification or knowledge. This makes it difficult to provide a comprehensive view of all the work that is going on, and to provide decision-makers with the most complete understanding of the current status and progress of the Project.

The opportunity here is to improve the management oversight of the Project by giving the M&E team the access to information it needs to provide them with the most accurate and up-to-date information possible. With this information, decision-makers can assess the situation and make well-informed decisions that guide the Project toward a successful conclusion.

CHAPTER **6** Recommendations and Conclusions

The recommendations and conclusions of the M&E team that follow below flow directly and logically from the issues raised in the previous section on “Challenges and Opportunities.” Those, in turn, are based on the findings of our monitoring efforts over the past quarter, and most of our recommendations and conclusions go even further back in time than that.

6.1 Institute More Effective Contract Management and Oversight Procedures

The M&E team recommends that PCMU and the Planning Commission consider instituting more effective contract management and oversight procedures to ensure that all IAs implement their sub-components with greater efficiency and timeliness. Good performance should be rewarded; poor or slow performance should be addressed and corrected. This issue needs to be addressed directly. PCMU and senior URP managers should insist on greater accountability and transparency from IA Project Directors to get results that are expected and to ultimately make the project successful.

6.2 Implement More Efficient Review and Approval Processes of Consultants’ Deliverables

The M&E team has consistently recommended that IAs implement more rigorous procedures to stay on schedule and produce on-time results. For over a year now, since most of the consulting firms became operational, there has been strong efforts made to hold them accountable for producing products and activities. However, that same discipline, urgency, and accountability to ‘live up to their end of the bargain’ has often been missing from the IAs themselves. Again, this goes back to the previous points about greater accountability being exercised by PCMU and the Planning Commission to insist on achieving results through a system of incentives (rewards or consequences) for IA managers based on their performance.

6.3 Increase Management Attention on Achieving Outcomes and the PDO

The M&E team recommends that IA managers focus far more on achieving “outcomes” in the form of the intermediate results indicators (IRIs) and PDO-level “outcome” indicators contained in the Project’s recently revised Results Framework. The M&E team has repeatedly made this point in its reports and briefings, but has yet to see any active steps being taken to make that shift from counting the ‘outputs’ of activities, deliverables, and expenditures to an assessment of what ‘outcomes’ have been achieved as a result of those outputs that contribute toward achieving the Project’s objective (PDO). Therefore, the M&E team will attempt to encourage this shift from outputs to outcomes by briefing managers on the advances of the URP in terms of the extent to which it is achieving those IRIs and Outcome Indicators in the Results Framework.

6.4 Enhance RAJUK's Capacity to Absorb Multiple Technical Assistance Packages

The M&E team recommends that RAJUK take additional steps to speed up the processing of consultants' work programs by delegating more authority for approving those deliverables down to mid-level managers, and by providing more training for the new staff/contractors they have hired to enhance their capabilities to handle the current workload.

RAJUK also needs to "come clean" about the amount of time and effort that senior PIU managers are devoting to ensure progress is being made under Components B and C, and to ensure that the temporary contractors hired as PIU staff continue their work and can sustain the systems and tools that are being generated by the consulting firms after they leave.

6.5 Improve the Flow of Information and Advance Notification of Upcoming Activities

The M&E team recommends that IAs continue to allow the M&E team full and direct access to their contracted consultants in order to facilitate the flow of information and assist us in confirming the status of on-going work. In addition, we recommend that they also provide the M&E team with advance notification of their activities so that we may monitor them and report back to Project oversight committees on their progress. This would be to everyone's benefit.

Annexes

Annex 1	URP Result Framework
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)
Annex-4	Financial Target and Achievement of URP
Annex-5	Quarterly Physical and Financial Progress Monitoring Template
Annex-6	Disbursement Plan and Expenditure of IDA Credit
Annex-7	Update of Goods, works and Services packages
Annex-8	List of Sites visited

Annex-1: URP Results Framework

Updated by M&E team on February 2, 2020

Indicator Name	Unit of Measure		Baseline	Cumulative Target Values						Frequency	Data Source/ Methodology	Responsible for data collection	Comments
				YR1	YR2	YR3	YR4	YR 5	End target 30'Apr 22				
Project Development Objective Indicators													
Share of wards with decentralized emergency response services in Dhaka (DNCC/DSCC jurisdiction) ¹	Number	PAD Targets	0	0	0	23	45	68	68	Annual	DNCC, DSCC, FSCD/ Monitoring Reports	PCMU and M&E Consultants	Warehouses partially equipped with SAR and some ECT Kits as well.
		Actual Achieved	0	0	0	23	45	45 ⁱ					
Share of wards with decentralized emergency response services in Sylhet (SCC jurisdiction) ²	Number	PAD Targets	0	0	0	7	14	20	20	Annual	SCC, FSCD/ Monitoring Reports	PCMU and M&E Consultants	Warehouses partially equipped with SAR and some ECT Kits.
		Actual Achieved	0	0	0	0	20	20 ⁱ					
Increased capacity of officials and emergency management response personnel ³	Composite Scale	PAD Targets	N/A	Base line	Base line	Base line+1	Base line +2	Base line+3	Baseline +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	N/A					
Systems established to reduce vulnerability of new buildings in Dhaka and Sylhet ⁴ (End Target Revised)	Number	PAD Targets	0	0	0	0	1	3	4	Annual	RAJUK, SCC/ Monitoring Reports	PCMU and M&E Consultants	Work on three “systems” in progress, but no progress of PAP
		Actual Achieved	0	0	0	0	0	0					
Intermediate Results Indicators													
Component A													
DDM facilities renovated (ERCC, NDMRTI)	Number	PAD Targets	0	0	2	2	2	2	2	Annual	DDM/ Monitoring Reports	PCMU and M&E Consultants	Renovation work started but delayed as the space has not vacated
		Actual Achieved	0	0	0	0	0	0					

¹ 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

² Number of wards within five kilometers of at least one emergency management warehouse or equipped FSCD control room

³ 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 in January 2019 under the ongoing TED Contract

⁴ Systems include: Urban Resilience Unit (URU), Electronic Construction Permitting System (ECPS), the Professional Accreditation Program (PAP) and the Risk Sensitive Land Use Planning Practice (RSLUP)

Indicator Name	Unit of Measure		Baseline	Cumulative Target Values						Frequency	Data Source/ Methodology	Responsible for data collection	Comments
				YR1	YR2	YR3	YR4	YR 5	End target 30'Apr 22				
FSCD facilities constructed and/or renovated ⁵ (End target revised)	Number	PAD Targets	0	0	10	20	29	31	28	Annual	FSCD/ Monitoring Reports	PCMU and M&E Consultants	Revised target already achieved. <u>Detailed at endnote</u>
		Actual Achieved	0	0	0	13	28	28 ⁱⁱ					
DNCC/DSCC/SCC facilities constructed and/or renovated ⁶ (End Target revised)	Number	PAD Targets	0	0	10	15	24	26	30	Annual	DNCC/ Monitoring Reports	PCMU and M&E Consultants	8 Warehouses (Dhaka), 1 EOC associated with 1 URU (Sylhet), 3 DRM Offices (for each CC), 10 Zonal Control Rooms
		Actual Achieved	0	0	8	8	23	23 ⁱⁱⁱ					
DDM/DNCC/DSCC/SCC/FS CD and Satellite Control Room facilities equipped with ECT suites and/or kits ⁷ (End Target Revised)	Number	PAD Targets	0	0	0	25	53	57	100	Annual	DNCC/ Monitoring Reports	PCMU and M&E Consultants	22 “flyaway” communication kits are in place altogether.
		Actual Achieved	0	0	0	0	17	22 ^{iv}					
FSCD emergency management warehouses equipped with specialized search and rescue (SAR) ⁸ equipment (End Target Revised)	Number	PAD Targets	0	0	0	10	12	12	13	Annual	FSCD/ Monitoring Reports	PCMU and M&E Consultants	Revised target already achieved. (11 Dhaka, 2 Sylhet)
		Actual Achieved	0	0	0	0	13	13					
Multi-agency exercises and drills completed	Number	PAD Targets	0	0	2	4	8	12	12	Annual	DDM/ Monitoring Reports	PCMU and M&E Consultants	Not started
		Actual Achieved	0	0	0	0	0	0					
Training sessions to government officials and emergency management personnel delivered (New Indicator)	Number	PAD Targets	-	-	-	-	-	-	40	Annual	DDM/ Monitoring Reports	PCMU and M&E Consultants	1 st set of 6 trainings completed
		Actual Achieved	-	-	-	-	-	-	6				

⁵ Two (2) FSCD Command & Control Room, 13 Emergency Warehouses, 13 Auxiliary Control Room

⁶ 8 Emergency Management Warehouses, 3 EOCs (DNCC, DSCC and SCC), 8 DRM Offices, 10 Zonal Control Rooms, 1 URU in SCC

⁷ 6 ECT suites and 94 “flyaway” communications kits

⁸ Turn Table Ladders, Emergency Tenders, HazMat Tenders, Rescue Boats, Rescue Drones, Water Rescue Equipment, Rescuer Carrying Vehicle, Breathing Apparatus, Personal Protective Equipment

Indicator Name	Unit of Measure		Baseline	Cumulative Target Values						Frequency	Data Source/ Methodology	Responsible for data collection	Comments
				YR1	YR2	YR3	YR4	YR 5	End target 30'Apr 22				
Component B													
Identification of critical and essential facilities and lifelines for Dhaka ⁹	Percentage	PAD Targets	0	0	50	100	100	100	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	Out of 5 million sqm 3 million sqm RVA done. So, 60% critical and essential facilities identified
		Actual Achieved	0	0	0	0	12.5	60					
Vulnerability of prioritized critical and essential facilities and lifelines assessed for Dhaka	Percentage	PAD Targets	0	0	0	25	75	100	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	3 million sqm RVA done out of 5m with prioritization. Still PEA, DEA pending.
		Actual Achieved	0	0	0	0	25	30					
Vulnerability reduction strategy and program for Dhaka developed. (New Indicator)	Yes/No	PAD Targets	-	-	-	-	-	-	YES	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	Ongoing work, (This is the end product of the above two indicators)
		Actual Achieved	-	-	-	-	-	-	NO				
Risk-sensitive land use planning practice developed for Dhaka. (New Indicator)	Percentage	PAD Targets	-	-	-	-	-	-	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	SEA, detailed geotechnical and geophysical study done to prepare micro zonation map.
		Actual Achieved	-	-	-	-	-	-	30				
Component C													
E-Permits for construction issued by RAJUK ¹⁰	Percentage	PAD Targets	N/A	0	0	0	Baseline set	Base line +30%	Base line +30%	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	Piloting process will be started soon as CPAR approved. Online backbone established.
		Actual Achieved	N/A	0	0	0	50	55	40				
RAJUK Urban Resilience Unit facility constructed	Percentage	PAD Targets	0	0	20	80	100	100	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	Evaluation of bidding document ongoing.
		Actual Achieved	0	0	0	0	25	25 ^v					
RAJUK Urban Resilience Unit facility equipped with laboratory and field-testing equipment	Percentage	PAD Targets	0	0	0	50	75	100	100	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	Test equipment procurement process is on-going.
		Actual Achieved	0	0	0	0	0	10					

⁹ 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

¹⁰ Baseline will be set one year after system is publicly launched

Indicator Name	Unit of Measure		Baseline	Cumulative Target Values						Frequency	Data Source/ Methodology	Responsible for data collection	Comments	
				YR1	YR2	YR3	YR4	YR 5	End target 30'Apr 22					
New building code implementation and enforcement strategy developed (C4) ¹¹ . (New Indicator)	Yes/No	PAD Targets	-	-	-	-	-	-	-	Yes			Ongoing. Situation analysis report and concept note report submitted and approved	
		Actual Achieved	-	-	-	-	-	-	-	No				
Professional Accreditation Program developed and/or strengthened for Engineers, Architects and Planners ¹² (Indicator Redefined)	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		Yes	Annual	RAJUK/ Monitoring Reports	PCMU and M&E Consultants	ToR?
		Actual Achieved	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No				
Component D														
Monitoring Reports produced ¹³ (End Target Revised)	Number	PAD Targets	0	4	8	12	16	20	18	Quarterly	PCMU	PCMU and M&E Consultants	The M&E Firm submitted two QPR in YR 5	
		Actual Achieved	0	0	0	0	4	2						

¹¹ New Indicator Rational: This was part of the original project scope, covered under C4: Improved Building Code Enforcement, but was not reflected in the original results framework.

¹² Revision rational: Defined further detail during implementation. For Structural Engineers the professional accreditation program will be developed, for other major engineering disciplines (mechanical, electrical), architects, and planners, the current accreditation will be strengthened.

¹³ Revision rational: Revised to reflect the number of reports to be produced within the project period after delay contract signing.

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 22 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

7th Quarter (October-December, 2019) MSR update with 3 Month Projection

Component Name	Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection (Jan-Mar, 2020)	Sub-total
A1	0	6	0	2	0	0	8
A2	2	0	0	1	0	4	7
A3	9	7	0	5	2	16	39
A4	1	1	1	1	0	0	4
A5	0	1	0	2	5	1	9
B1	0	3	0	17	1	1	22
B2	0	1	0	9	0	0	10
C1	0	1	0	5	0	1	7
URU building	6	3	0	4	0	14	27
C2	0	2	0	1	4	0	7
C3	0	0	0	1	0	0	1
C4	0	3	0	0	0	1	4
D	0	2	3	3	0	11	19
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	1	1	1	2	5
Total	18	30	8	56	18	51	181

Summary Table of Rolling Total since July, 2019 with projection up to June 2020

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	0	6	0	2	0	0	8
A2	2	2	0	1	0	5	10
A3	12	8	0	5	2	28	55
A4	2	1	1	1	0	1	6
A5	0	1	0	2	5	2	10
B1	0	3	0	17	1	3	24
B2	0	8	0	9	0	3	20
C1	0	2	0	5	0	2	9
URU building	7	8	0	4	0	17	36
C2	0	2	0	1	4	3	10
C3	0	0	0	1	0	0	1
C4	1	4	0	0	0	4	9
D	4	2	3	3	0	20	32
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	1	1	1	2	5
Total	28	47	8	56	18	90	247

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	Mirpur-10	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 Commission er	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: Financial Target and Achievement of URP

(In lac Tk.)

Sl. No	Implementing Agency (Implementation Period: 01/07/2015 ~ 30/06/2020)	Total Approved Cost (In lac Tk.)	ADP Allocation (2019-2020)	Cumulative total expenditure from July 2015 to June 2017 and % of Exp/Approved Cost	Annual expenditure from July 2017 to June 2018 and % of Exp/Approved Cost	Cumulative expenditure from July 2015 to June, 2018 and % of Exp/Approved Cost	Annual expenditure from July 2018 to June 2019 and % of Exp/Approved Cost	Cumulative expenditure from July 2015 to June, 2019 and % of Exp/Approved Cost	Financial Progress for FY 19-20			Rolling total up to December 2019 and % of Exp/Approved Cost
									Expenditure of Q1 of FY 19-20 (From July to September, 2019) and % of Exp/Alloc.	Expenditure of Q2 of FY 19-20 (From October to December, 2019) and % of Exp/Alloc.	Rolling Total of FY19-20 and % of Exp/Alloc.	
1	URP: DNCC	74,605	29,725	1002.6	17567.9	18570.6	21055.7	39626.3	1377.7	663.3	2040.9	41667.2
				1.3%	23.5%	24.9%	28.2%	53.1%	26%	12.5%	9.6%	55.9%
2	URP: RAJUK	42,990	17,600	244.3	1306.9	1551.2	5141.2	6692.4	387.9	1452.2	1840	8532.4
				0.6%	3.0%	3.6%	12.0%	15.6%	77.6%	145.2%	35.0%	19.8%
3	URP: DDM	12,550	5,000	286.2	416.4	702.6	1088.4	1791.0	322.2	1028.7	1351	3142
				2.3%	3.3%	5.6%	8.7%	14.3%	128.9%	164.9%	36.9%	25%
4	URP: PCMU	8,000	1,643	60.3	320.9	381.1	648.2	1029.3	50.6	120.2	170.8	1200
				0.8%	4.0%	4.8%	8.1%	12.9%	23.5%	55.9%	19.9%	15%
Total		138,145	53,968	1593.4	19612.4	21205.8	27933.6	49139.3	2138.4	3264.3	5402.7	54542
				1.2%	14.2%	15.4%	20.2%	35.6%	4%	6%	10%	39.5%

Annex-5: Quarterly Physical and Financial Progress Monitoring Template

(In Lakh TK.)

Component		Fiscal Year																			
		July 2019- June 2020																			
		1st Quarter (Jul-Sept 19)				2nd Quarter (Oct-Dec 19)				3rd Quarter (Jan-Mar 20)				4th Quarter (Apr-Jun 20)				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)	Target	500.00	25.00	475.00	3.98%	1000.00	50.00	950.00	7.97%	1500.00	75.00	1425.00	11.95%	2000.00	100.00	1900.00	15.94%	5000.00	250.00	4750.00	39.84%
Reinforcing the country's Emergency Management Response Capacity																					
Component A1: Renovate and equip ERCC & NDMRTI with basic office equipment	Achievement (Phy. Progress as the Percentages of total project)	0.00	0.00	0.00	0.00%	5.70	0.00	5.70	0.05%	0.00			0.00%				0.00%	5.70	0.00	5.70	0.05%
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.		274.17	0.00	274.17	2.18%	980.32	0.00	980.32	7.81%	0.00			0.00%				0.00%	1254.49	0.00	1254.49	10.00%

Component		Fiscal Year July 2019-June 2020																				
		1st Quarter (Jul-Sept 19)				2nd Quarter (Oct-Dec 19)				3rd Quarter (Jan-Mar 20)				4th Quarter (Apr-Jun 20)				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: DDM Part and operational expenditure of PIU		48.07	21.90	26.17	0.38%	42.69	16.77	25.92	0.34%	0.00				0.00%				0.00%	90.76	38.67	52.09	0.72 %
Others (Please specify if any)			0.00	0.00	0.00%	0.00	0.00	0	0.00%				0.00%					0.00%		0.00		0.00 %
Sub-Total of A (DDM part):		322.24	21.90	300.34	2.57%	1028.71	16.77	1011.94	8.20%	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%		1350.95	38.67	1312.28	10.76 %
2. Component A: (DNCC part) Reinforcing the country's Emergency Management Response Capacity	Target	7431.25	25.00	7,406.25	9.96%	7431.25	25.00	7,406.25	9.96%	7431.25	25.00	7,406.25	9.96%	7431.25	25.00	7,406.25	9.96%		29725.00	100.00	29625.00	39.84 %
Component A2: Design, Build and Outfit Local-Level City Corporation and FSCD DRM Facilities in Dhaka and Sylhet	Achievement (Phy. Progress as the Percentages of total project)	65.40		65.4	0.09%	24.74		24.74	0.03%	0.00			0.00%				0.00%		90.14	0.00	90.14	0.12%
Component A3: Supply, Installation and Integration of Specialized ICT Equipment for DRM and Emergency		1231.00		1231	1.65%	526.36		526.36	0.71%	0.00			0.00%				0.00%		1757.36	0.00	1757.36	2.36%

Component		Fiscal Year July 2019-June 2020																			
		1st Quarter (Jul-Sept 19)				2nd Quarter (Oct-Dec 19)				3rd Quarter (Jan-Mar 20)				4th Quarter (Apr-Jun 20)				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	
Response within the National-Level NDRCC and NDMTI and the Local-Level FSCD and City Corporation Facilities in Dhaka and Sylhet																					
Component A4: Supply Specialized Search and Rescue Equipment.	68.86		68.86	0.09%	102.39		102.39	0.14%	0.00			0.00%				0.00%	171.25	0.00	171.25	0.23%	
Establishment of PIU of URP: DNCC Part and operational expenditure of PIU	12.39	12.39		0.02%	9.80		9.8	0.01%				0.00%				0.00%	22.19	12.39		0.03%	
Sub-Total of A (DNCC part):	1377.65	12.39	1365.26	1.85%	663.29	0.00	663.29	0.89%	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%	2018.75	0.00	2018.75	2.71%	
Component B: (Rajuk part) Vulnerability Assessment of Critical and Essential Facilities and Lifelines Component-C: (Rajuk part) Improved	Target	2685.00	150.00	2535.00	6.2%	3530.00	150.00	3380.00	8.2%	5325.00	150.00	5175.00	12.4%	6060.00	150.00	5910.00	14.1%	17600.00	600.00	17000.00	40.9%

Component		Fiscal Year																			
		July 2019-June 2020																			
		1st Quarter (Jul-Sept 19)				2nd Quarter (Oct-Dec 19)				3rd Quarter (Jan-Mar 20)				4th Quarter (Apr-Jun 20)				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			
Construction, Urban Planning and Development																					
Component-B1: Conduct a vulnerability assessment of critical and essential facilities and lifelines	Achievement (Phy. Progress as the Percentages of total project)	0.00			0%				0%				0%							0%	
Component-B2: Support the development of a risk sensitive land use planning practice in Dhaka	Achievement (Phy. Progress as the Percentages of total project)	0.00			0%				0%				0%							0%	
Sub-Total of B (Rajuk part):		0.00	0.00	0.00	0%	0.00	0.00	0.00	0%	0.00	0	0	0%	0	0	0	0%	0.00	0.00	0.00	0%
4. Component-C: (Rajuk part) Improved Construction, Urban Planning and Development	Target	0.00			0%				0%				0%								0%
Component-C1: Create and operationalise the Urban Resilience Unit (URU) in Rajuk to Support DRR Mainstreaming and Improve	Achievement (Phy. Progress as the Percentages of total project)	0.00			0%	867.20	0	867.2	2%				0%								0%

Component	Fiscal Year																				
	July 2019-June 2020																				
	1st Quarter (Jul-Sept 19)					2nd Quarter (Oct-Dec 19)				3rd Quarter (Jan-Mar 20)				4th Quarter (Apr-Jun 20)				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 Urban Resilience.																					
Component-C2: Establish an Electronic Construction Permitting System	224.81	0	224.81	1%	490.60	0	490.6	1%				0%				0%				0%	
Component-C3: Set Up a Professional Accreditation Program for Engineers, Architects and Planners	0.00			0%	0.00	0		0%				0%				0%				0%	
Component-C4: Improve Building Code Enforcement with Rajuk Jurisdiction	0.00			0%	0.00	0		0%				0%				0%				0%	
Establishment of PIU Rajuk Part and operational expenditure	0.00			0%	94.36	44.36	50	0%				0%				0%				0%	
Others (Please specify if any)	163.07	53.66	109.41	0%	0.00	0	0	0%				0%				0%				0%	
Sub-Total of C (Rajuk part):	387.88	53.66	334.22	1%	1452.16	44.36	1407.8	3%	0	0	0	0%	0	0	0	0%	0	0	0	0%	

Component		Fiscal Year July 2019-June 2020																			
		1st Quarter (Jul-Sept 19)				2nd Quarter (Oct-Dec 19)				3rd Quarter (Jan-Mar 20)				4th Quarter (Apr-Jun 20)				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	
Total of B and C (Rajuk art)		387.88	53.66	334.22	0.90%	1452.16	44.36	1407.8	3.38%	0	0	0	0.00%	0	0	0	0	0	0	4.28%	
5. Component-D: (PCMU part) Project Coordination, Monitoring and Evaluation (Implemented by PCMU)	Target	410.75	28.00	382.75	5.13%	410.75	28.00	382.75	5.13%	410.75	28.00	382.75	5.13%	410.75	28.00	382.75	5.13%	1643.00	112.00	1531.00	20.54 %
Goods, Non-consulting service and Consulting Services	Achievement (Phy. Progress as the Percentages of total project)	0.00	0.00	0	0.00%	81.00	0.00	81.00	1.01%	0.00			0.00%				0.00%	0.00	0.00	0.00	0.00%
Establishment of PIU of URP: PCMU Part and operational expenditure of PIU		50.63	7.79	42.84	0.63%	39.15	9.42	29.73	0.49%	0.00			0.00%				0.00%	170.80	7.79	163.01	2.14%
Sub-Total		50.63	7.79	42.84	0.63%	120.15	9.42	110.73	1.50%	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%	170.80	7.79	163.01	2.14%

Annex-6: Disbursement Plan and Expenditure of IDA Credit

Summary of Annual Disbursement (IDA credit) Plan for 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 Dec '19 (including initial advance)	Target	Actual (up to Dec'19)	Target	Actual (up to Dec' 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	3.99	11%	2.31%	173.00	45.44
Total =	179.41	173.00	45.44	100%	26.27%		

Summary of Breakdown of Expenditure of IDA credit for URP

(In million US\$)

Sl. No.	Category	Expenditure up to Dec'19
1	Goods (Components-A~D) (Category-1)	19.22
2	Works and non-consulting services (Components-A~D) (Category-1)	3.32
3	Consultancy Services (Components-A~D) (Category-1)	12.28
4	Incremental Operating Expenditure and Training (Components-A~D) (Category-1)	5.44
	Total	40.26

Summary of Annual Disbursement (IDA credit) plan of DNCC

(In million US\$)

Financial Year	Total DPP Provision	Disbursement (In million US\$)		Percent of Disbursement		Cumulative Disbursement (In million US\$)	
		Target	Actual up to Dec '19 (including initial advance)	Target	Actual (up to Dec'19)	Target	Actual (up to Dec'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	0	1%	0%	95.00	25.88
Total =	96.89	95.00	25.88	100%	27.24%		

Summary of Breakdown of Expenditure of IDA credit for DNCC

(In million US\$)

Sl. No.	Category	Expenditure up to Dec'19
1	Goods (Components-A2, A3 & A4) (Category-1)	17.28
2	Works and non-consulting services (Components-A2, A3 & A4) (Category-1)	3.32
3	Consultancy Services (Components-A2, A3 & A4) (Category-1)	0.98
4	Incremental Operating Expenditure and Training (Components-A2, A3 & A4) (Category-1)	4.14
	Total	25.73

Summary of Annual Disbursement (IDA credit) plan of PCMU

(In million US\$)

Financial Year	Total DPP Provision	Disbursement (In million US\$)		Percent of Disbursement		Cumulative Disbursement (In million US\$)	
		Target	Actual up to Dec '19 (including initial advance)	Target	Actual (up to Dec'19)	Target	Actual (up to Dec'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	0	46%	0%	10.00	1.976
Total =	10.39	10.00	1.976	100%	19.76%		

Summary of Breakdown of Expenditure of IDA credit for PCMU

(In million US\$)

Sl. No.	Category	Expenditure up to Dec'19
1	Goods (Component -D) (Category-1)	0.16
2	Works and non-consulting services (Component -D) (Category-1)	0.00
3	Consultancy Services (Component -D) (Category-1)	0.82
4	Incremental Operating Expenditure and Training (Component -D) (Category-1)	0.39
	Total	1.36

Summary of Annual Disbursement (IDA credit) plan of RAJUK

(In million US\$)

Financial Year	Total DPP Provision	Disbursement (In million US\$)		Percent of Disbursement		Cumulative Disbursement (In million US\$)	
		Target	Actual up to Dec '19 (including initial advance)	Target	Actual (up to Dec'19)	Target	Actual (up to Dec'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	2.82	20%	5%	53.00	13.30
Total =	55.83	53.00	13.30	100%	25.10%		

Summary of Breakdown of Expenditure of IDA credit for RAJUK

(In million US\$)

Sl. No.	Category	Expenditure up to Dec '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)	7.60
4	Incremental Operating Expenditure and Training (Components-B &C) (Category-1)	0.71
	Total	9.73

Summary of Annual Disbursement (IDA credit) plan of DDM

(In million US\$)

Financial Year	Total DPP Provision	Disbursement (In million US\$)		Percent of Disbursement		Cumulative Disbursement (In million US\$)	
		Target	Actual up to Dec '19 (including initial advance)	Target	Actual (up to Dec'19)	Target	Actual (up to Dec'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	1.17	20%	2%	15.00	3.48
Total =	16.30	15.00	3.48	100%	23.22%		

Summary of Breakdown of Expenditure of IDA credit for DDM

(In million US\$)

Sl. No.	Category	Expenditure up to Dec'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)	2.88
4	Incremental Operating Expenditure and Training (Components-A1 & A5) (Category-1)	0.20
	Total	3.44

Quarterly Disbursement Plan (URP)

(in million US\$)

Component		Fiscal Year July 2019-June 2020					Remarks
		1st Quarter (Jul-Sept 19)	2nd Quarter (Oct-Dec 19)	3rd Quarter (Jan-Mar 20)	4th Quarter (Apr-Jun 20)	Total	
Component A (A1 & A5): (DDM Part) Reinforcing the country's Emergency Management Response Capacity	Projection	0.36	1.54	2.00	1.72	5.62	
	Actual disbursement	0.37	0.8			0.37	
Component A (A2, A3, A4): (DNCC part) Reinforcing the country's Emergency Management Response Capacity	Projection					0	
	Actual disbursement					0.00	
Component B (B1, B2): (Rajuk part) Vulnerability Assessment of Critical and Essential Facilities and Lifelines Component-C (& C1, C2, C3, C4): (Rajuk part) Improved Construction, Urban Planning and Development	Projection	1.50	4.00	6.62	8.82	20.94	
	Actual disbursement	1.5	1.32			1.50	
Component-D: (PCMU part) Project Coordination, Monitoring and Evaluation (Implemented by PCMU)	Projection	0.00	0.24	0.59	0.24	1.06	
	Actual disbursement	0.00	0.00			0.00	

Annex-7: 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 .
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 .

Annexes

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			
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 (Communicatio ns Systems Ltd.)		LC opened on 29/09/18. PSI pending.

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										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
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

Annexes

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 delevary were 10/11/18.

Annexes

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										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
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 (77500000 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
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.

Annexes

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			
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 .
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

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			
27	URP-DNCC/ G-3	Procurement of Heavy Equipment (Lot-1: Crane)	Nos.	3	1050	764 (107649000 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.
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 .

Annexes

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										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
2	URP-DNCC/S-1a	Individual Consultant at procurement Specialist(National)	Person		157.25		OTM (NCB)	BG								N/A		Progressing of Tender Evaluation
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

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										Planned Date	Actual Date	Planned Date	Actual Date	Planned Date	Actual Date			
																		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.
10	URP-DNCC/S-7	GIS- Phase 1: Need Assesment 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 URPRAJUK-Phase I : 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 URPRAJUK-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		

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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
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%	

Annexes

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 Micro-bus 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-8: 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
02.	FSCD Office Postagola	1-storied Building	1295 sft	Completed	20 December, 2018

S/N	Warehouse Location	Type of Building	Size of the Building	Status of Construction	Visit date
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