



**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)**

**8th Quarterly Progress Report
(January - March, 2020)**



May 21, 2020



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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
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Contractor	Joint Venture of Gesellschaft für Organisation, Planung und Ausbildung (GOPA Consultants) and Services and Solutions International Ltd. (SSIL)

List of Abbreviations

ADP	Annual Development Programme
API	Application Programming Interface
APR	Annual Progress Report
BCC	Bangladesh Computer Council
BNBC	Bangladesh National Building Code
BPJ	Best Professional Judgement
BTRC	Bangladesh Telecommunication Regulatory Commission
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 Katiripakhya (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 is the Executive Summary of the eighth (8th) Quarterly Progress Report (QPR) summarizing the key findings, challenges and opportunities, conclusions and recommended corrective actions of the Monitoring and Evaluation (M&E) team. This 8th QPR covers the third quarter of the current fiscal year (Q3 of FY 2019-2020) from January 1 until March 31, 2020. In addition to specific 3rd 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. 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

Under **Component A, DDM** made very little progress renovating the office spaces for the ERCC and the NDMRTI in its own building in Dhaka (Sub-component A-1) and implementing the training, exercises and drills (TED) Program under Sub-component A-5. For the other three (3) sub-components of Component A under **DNCC’s** stewardship, the construction or renovation of emergency response (ER) facilities under Sub-component A-2 was almost completely finished as was the procurement and distribution of search-and-rescue (SAR) equipment under Sub-component A-4. All that is lacking now on DNCC’s part are several goods packages of emergency communication technology (ECT) equipment under Sub-component A-3.

RAJUK has the lead role for implementing **Component B** (Vulnerability Assessments of Critical and Essential Facilities) and **Component C** (Improved Construction, Urban Planning and Development).

Under Component B, RAJUK made significant progress, a big improvement over the previous quarter’s (Q2) performance between September and December of 2019. For example, RAJUK approved the Comprehensive Situation Analysis Report (CSAR), including recommendations and the “way forward” solutions, as well as five separate seismic vulnerability and prioritization methodologies prepared by the consultants (NKY JV) under Sub-component B-1. However, all of these products were approved between 5 – 9 months late. Under Sub-component B-2, RAJUK approved the Geological Survey Plan, the “Preliminary Assessment Report” setting forth the results of the assessment and the results achieved, and the strategic framework based on the results achieved and the “way forward” planning work. Thus, overall progress under Component B was very good in the 3rd quarter.

Regarding Component C, RAJUK’s progress was less impressive, with mixed results. Under **Sub-component C-1, the Community Outreach Campaign Report** and activities, as well as the **URU training materials and documentation** are way behind schedule. The **Capacity Building Program and URU Staff Training Report** are both due in early June 2020.

Under **Sub-component C-2, the Strategic Plan Report with the E-Permit Implementation Action Plan** was reviewed and revised, but has not yet been approved by RAJUK. It is now over a year late. The **Business Rules Specification (BRS) Report** was submitted in mid-April, over 9 months late, and is pending review and revision, and final approval. There are no tentative dates for completing either milestone.

A contract has still not been signed with a consulting firm to implement **Sub-component C-3 (the Professional Accreditation Program)**. This is important because it is one of four “systems” identified in the Project’s Results Framework under the 4th PDO-level Outcome Indicator. Without establishing the PAP, it will not be possible to fully achieve this PDO-level target.

Progress under **Sub-component C-4 (Improved Enforcement of the Bangladesh National Building Code)** is also way behind schedule. The **Concept Note Report** has been reviewed and revised, but not yet approved by RAJUK. There is still no tentative date for its completion – more than six months after the original due date for its approval. The next major deliverable, due now, is the submission of the proposed **Program for Building Codes and Construction Code Enforcement Report** (draft version). It is expected to be reviewed and revised by the end of May, and approved by the end of June 2020.

Overall, for Component C, the results were very mixed and uneven. Some progress was made, but all of it was months behind schedule due to very slow implementation in the first two quarters of the fiscal year (FY 2019-2020). Of the total number of 27 milestones that were ‘active’ in the third quarter, 11 were “completed” (seven of those were “completed late”). Out of the 44 milestones for Component C, including 17 “projected” milestones due during this quarter (Q4), more than half (23) were related to the design and construction of the URU building, consuming vast amounts of time, resources, and management focus to construct this building. However, if the new systems and analytical tools that are being developed under Components B and C by consultant teams for RAJUK are not fully implemented by RAJUK, then a new building *in and of itself*, will serve no purpose in contributing toward achieving the second half of the Project’s Development Objective (PDO) to “strengthen systems to reduce the vulnerability of future building construction to disasters in Dhaka and Sylhet.” The idea that the building will be a visible “iconic” representation of RAJUK’s ‘new image,’ as asserted by their management, is not sufficient justification for the time, effort, and focus devoted to its design and construction.

Finally, also under RAJUK’s direction, the **design and construction of the Urban Resilience Unit (URU) building is progressing steadily, but is lagging several months behind schedule.** RAJUK completed its evaluation of construction bids received for the URU building, which was reviewed and approved by the Bank, and it reviewed and revised the EIA Report for the URU building, which was approved in April *after* this reporting period ended. It also signed a contract to procure truck-mounted Cone Penetration Technology (CPT) equipment, and published a tender to supply and install PA system, telecommunication, access control & security and general electrical equipment as well as to procure field equipment to conduct vulnerability assessments of vulnerable, high-priority structures and ECT equipment needed for the deployment of the Electronic Construction Permitting System. All these milestones were completed late.

Component D (Project Coordination, Monitoring and Evaluation) is implemented by PCMU, which manages the work of the M&E team. Of the 15 ‘active’ milestones during the 2nd quarter, 11 were “completed on-time (9) or late” (2); the other four (4) milestones were “due, but still in-progress.” PCMU submitted the Interim Unified Financial Report (**IUFR**) to the World Bank in February, and is assisting in the collection and consolidation of the revised DPPs (RDPPs) by all four IAs, which were completed by DDM and PCMU, but are still on-going for RAJUK and DNCC.

In this quarter, PCMU now needs to: (i) complete consolidating the **RDPPs** from the four IAs; (ii) negotiate an extension of the M&E consulting firm’s contract with additional funds and some changes in the schedule of deliverables; (iii) monitor the findings of the internal audit report for

all IAs; and (iv) coordinate the convening of the 12th PSC meeting in order to approve progress reports and other contractual deliverables of the M&E team.

Meanwhile, the M&E team: (i) prepared the **Project Monitoring Information System (PMIS)** training materials, and conducted some PMIS orientation training; (ii) finished uploading all the Monitoring Status Reports (**MSRs**) for all implementing agencies (IAs) into the PMIS; (iii) prepared the 7th Quarterly Progress Report (**QPR**), which was reviewed by the Progress Review and Technical Committees composed of all four IAs, which was subsequently revised and re-submitted for consideration and approval by the Project Steering Committee (PSC); and (iv) submitted the **Mid Term Review Report (MTRR)**, which was prepared and presented to the Project Implementation Committee (PIC) on March 19, 2020. We subsequently revised it based on the PIC's comments, including a new section on the "Strengths, Weaknesses, Opportunities, and Challenges" (**SWOC**) of the Project. Both reports are now pending final approval by the PSC, which was unable to do this on-time due to the Covid-19 virus emergency and the shutdown of the Government in April and May.

The milestones of the M&E team that are now pending include submitting: (i) this **8th QPR**, (ii) the Revised Implementation Baseline Report (**R-IBR**), if authorized by PCMU; (iii) the **M&E Advisory Report** at a date still to-be-determined (TBD); (iv) the Consolidated Environmental & Social Management Program (**ESMP**) for IAs conducting activities with physical, environmental, and/or social impacts; and (v) the Consolidated 2nd Annual Progress Report (**2nd APR**) and **9th QPR** in July.

Finally, there is a **Component E (Contingency Emergency Response)** of the URP, which is rarely discussed, but which has recently become a distinct possibility given the emergent risk posed by the Covid-19 virus. This component was established in case the Government decided to request the World Bank to re-allocate project funds as an "Immediate Response [funding] Mechanism" to cover emergency response and recovery costs and to channel additional funds should they become available following an adverse natural or man-made event that caused a major disaster. If the current situation in Bangladesh were to worsen in the coming weeks and months, this mechanism could be triggered. The M&E team is not suggesting such a course of action be taken now, but we would be remiss in our duty if we did not inform URP decision-makers of this existence of this contingency emergency funds response mechanism at this time.

II. Analysis of Financial Progress and Projections

There were no financial figures available to us at the time this draft of the 8th QPR was prepared. Therefore, tables of quarterly allocations for the first three (3) quarters are provided (Q1 – Q3 of FY 2019-2020), but the quarterly expenditures for the third quarter are still missing. We will provide those figures, plus the "rolling totals" for all three quarters of the fiscal year, when the IMED-3 and -5 as well as the IUFR for the 3rd quarter are available to us. All available financial numbers are provided in Chapter 4 of this report.

III. Challenges and Opportunities

In addition to the set of challenges and opportunities that we have mentioned consistently over the past two years (listed in sections 5.3 – 5.7 of Chapter 5), there are two (2) new major challenges and an enormous opportunity that have arisen this year (2020).

First, the **two major challenges** are the **Covid-19 virus** that is spreading throughout Dhaka and Bangladesh at an alarming rate, and secondly, there is a **lack of strong, effective leadership of the overall Project**.

The first challenge is easy to understand, but the impacts of the Covid-19 virus have been enormous and may be long-lasting as well. No one knows exactly what will happen in terms of the impacts over the coming months and possibly years, but it is very likely that things will never be the same again. We will likely have to adapt to a “new normal” and a new way of doing our work on the Project. This will affect our access to people and places, and change the way that we communicate from relying on face-to-face meetings and verbal briefings in large meetings to more use of electronic and telephonic communication means and smaller meetings with social distancing practices.

The second major challenge we face now is a continuing lack of strong, effective leadership of the overall Project. The PSC was originally perceived to be the “apex platform/forum for overall guidance, policy advice/decision, and coordination of project activities addressing inter-agency issues that may arise during implementation,” according to the World Bank’s Project Appraisal Document (PAD, p.54). However, the PSC does not meet regularly enough nor does it have the time or management focus to function in a day-to-day executive capacity. The PCMU was envisioned to be a “coordinating” body for the overall Project, in addition to its own duties under Component D, but it lacks the authority and mandate to effectively *direct or manage* the Project’s other implementing agencies (i.e., DNCC, DDM, and RAJUK). It cannot tell other IAs what to do, institute corrective measures to keep the Project running on-time, or make other decisions that would promote the achievement of the Project’s objectives over the actions that some IAs pursue for their own agency-specific reasons or priorities. Thus, we have recommended the formation of an “**Executive Director or Committee**” that would report only to the PSC. The purpose of this Executive Director or Committee would be to actively manage and direct the day-to-day implementation of the Project with the authority to suggest or make procedural or personnel changes by the IAs in order to facilitate the effective implementation of the Project.

There is also a new **opportunity** that has arisen in the past few months. It is the “**restructuring of the URP and its extension by nearly two years**.” The Government requested this restructuring in June of last year, which was then accepted by the World Bank in mid-January 2020, and acknowledged by the Government in early February. There was no change to the Project’s Development Objective (PDO), only minor definitional changes to the PDO-level Outcome Indicators in the Updated Results Framework, and their deadline targets were stretched out over the 6th and 7th years of the extension. However, several more substantive changes and additions were made to the Intermediate Results Indicators (IRIs) including the incorporation of four (4) new IRIs, stretching out of their milestone target dates over the last two years of implementation, and reallocating US \$6 million from PCMU and DDM to RAJUK to finance the construction of its new URU building.

The opportunity that the restructuring of the Project represents is profound. It is as if the Project has been given a second life. It is essentially a ‘new’ Project, connected to the first ‘phase’ of the URP, but separate and distinct in some important ways. At the time the Project was restructured in January of this year, disbursements from the Bank’s line-of-credit stood at 35% of the US \$173 million loan. That means that now that the Project has been restructured, the remaining disbursements (loosely speaking, the remaining “expenditures”) will be evaluated under the new Updated Results Framework with its PDO Outcome Indicators and IRI targets and deadlines. Thus, upwards of 65% of the final “split” evaluation of the Project’s performance will be judged against the extent to which it met those targets, and thereby indicating that it achieved its ultimate objective (that is, the PDO).

However, to assume that if we continue working as we have over the past 4½ years would be erroneous. In the M&E team’s Mid-Term Review Report (MTRR), we assessed the Project’s

performance up to the time that it was restructured. What we determined through a variety of means (known as ‘triangulation’) of key individual interviews, reviewing Project documentation, monitoring data, and our own observations was that the Project had not been implemented in an efficient or sustainable manner. We also found that its relevance to Bangladesh’s national priorities and the Bank’s current Country Partnership Framework (CPF) was tangential, and its effectiveness was mixed and uneven. We therefore concluded that the Project’s performance had likely not been “above the line” in terms of the Bank’s four evaluative criteria.

IV. Recommendations and Conclusions

Now with its restructuring in January, the Project essentially has a ‘new start’ and can take steps to improve its performance over the remaining two years to achieve a more satisfactory achievement of its objective (PDO) “*to strengthen the capacity of Government of Bangladesh agencies to respond to emergency events and to strengthen systems to reduce the vulnerability of future building construction to disasters in Dhaka and Sylhet.*” To do that, it needs to **strengthen its management capacity**. This is consistent with our recurring recommendation over the past two years to institute more effective contract management and oversight procedures to address the 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.

Thus, our first and most important recommendation to senior Project managers and decision-makers is to create and empower an “**Executive Director or Committee**” reporting only to the PSC with the authority to direct and manage the four (4) implementing agencies, including the power to make procedural and/or personnel changes to facilitate the Project’s implementation. While IAs could seek remedy to any unjust or unfair decision taken by that Executive, the final decisions would be up to the PSC to make. This recommendation is sustained in far greater detail in sections 6.1 and 6.2 of the main report.

Secondly, 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 development objective (PDO).

Therefore, the M&E team will encourage this shift from focusing on outputs to focusing on outcomes by briefing managers on the advances of the URP in terms of the extent to which it is achieving the revised IRIs and PDO-level Outcome Indicators under the “restructured” Results Framework. To do this, the M&E team has developed a **Draft Revised Indicators Baseline Report** (R-IBR) with estimated baselines established at the time that the Project was restructured. If authorized by PCMU and the PSC, the M&E team will use these baseline values for all the indicators in the Results Framework and assess the progress made against them in its quarterly progress reports (QPRs). This will become increasingly important the closer we get to the end of the URP. This recommendation is discussed in greater detail in section 6.3.

The last two recommendations of the M&E team are of a secondary importance to the previous two recommendations. They are to: (i) enhance RAJUK’s capacity to absorb and internalize multiple technical assistance packages, and (ii) improve the flow of information and advance notification of upcoming activities between the M&E team and the four implementing agencies. These are described in more detail in sections 6.4 and 6.5.

CHAPTER 1

Background

1.1 Introduction

This document is the eighth 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 January 1st and March 31st, 2020. In addition, we have included brief updates on progress made since the beginning of April 2020, to the extent that information was available.

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 provide detailed updates on URP implementation progress.
- 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, 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 8th QPR remains identical to the approach used for all seven previous QPRs.

CHAPTER 2 Progress of URP by Project Components in 3rd 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 3rd 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 know which tasks are progressing satisfactorily, and which ones require more management attention.

Out of an overall total of 166 "milestones", we found that 17 were "completed on time," and 27 were "completed late." In addition, seven (7) were still "on-going" on March 31st, 49 milestones were "due, but still on-going," another 16 milestones were "due, but [had made] no progress," and 49 were not due until the next quarter (the current 4th quarter). Thus, subtracting the 49 "inactive" milestones, out of a total of 117 applicable milestones, 44 (37%) had been completed either on-time or late. Another 56 (48%) were "in progress," the great majority of which were "due, but still on-going." Finally, 16 milestones, or 13.5%, were "due, but making no progress." Table 2.1 below provides decision-makers with a quick summary of our monitoring results for the all four components and 13 sub-components for the whole Project, before we describe these results in more detail for each sub-component individually.

Table 2.1: Quarterly Summary of Status and Progress of URP (January 1 – Mar. 31, 2020)

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	0	0	2	0	0	2
A2 (DNCC)	0	0	1	3	0	3	7
A3 (DNCC)	4	4	0	9	3	11	31
A4 (DNCC)	1	1	0	0	0	1	3
A5 (DDM)	0	0	0	3	5	1	9
B1 (RAJUK)	0	9	0	9	0	2	20
B2 (RAJUK)	0	3	2	1	0	3	9
C1 (RAJUK)	0	0	0	6	0	1	7
C2 (RAJUK)	0	2	0	1	2	3	8
C3 (RAJUK)	0	0	0	1	0	0	1
C4 (RAJUK)	0	1	0	1	0	3	5
URU Building (RAJUK)	4	4	0	5	0	10	23

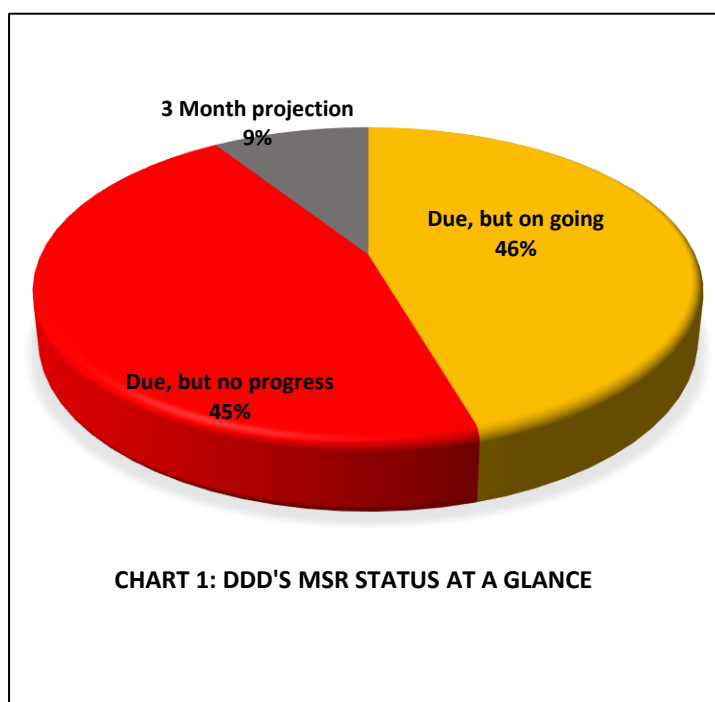
Progress of URP by Project Components in 3rd Quarter of Current Fiscal Year

Component Name	Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Sub-total
D (PCMU)	9	2	0	4	0	9	24
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	2	0	1	2	5
Total	18	26	7	49	16	49	166

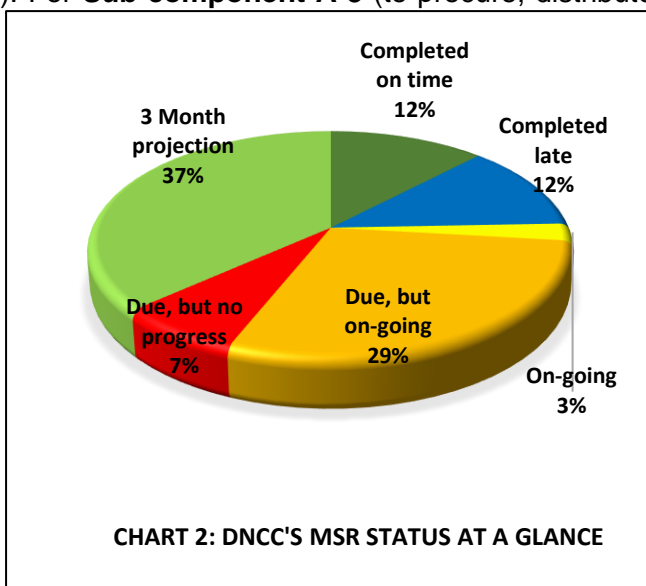
2.1 Component A: Reinforcing the Country's Emergency Management Response Capacity

Component A is implemented jointly by the Dhaka North City Corporation (DNCC) on behalf of itself, Dhaka South CC, Sylhet CC, and FSCD, and by 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 in order briefly below:

DDM made very little progress under Sub-component A-1 to renovate office space on several floors of the DDM building to house the National Disaster Management Research and Training Institute (NDMRTI and on the ground floor for the Emergency Response and Communication Centre (ERCC). **DDM also made very little 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 nine (9) active milestones made “no progress” at all in the quarter. Both of these activities continued to display a pattern of delays in the 3rd quarter. The pie chart above (Chart 1) depicts the status of all of DDM's milestones at a glance.



For the three sub-components (A-2, A-3 & A-4) which **DNCC** is responsible for implementing, they made uneven **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), none of the four (4) ‘active’ milestones were “completed” but were “in progress” during the quarter while another three (3) milestones are projected to be completed this quarter (Q4). For **Sub-component A-3** (to procure, distribute, and install specialized emergency communications technology (**ECT**) **equipment**, DNCC completed eight (8) milestones with another nine (9) “due, but still ongoing” and three (3) more had made “no progress” in the quarter. Eleven (11) more are projected to be completed in the 4th quarter for a total of 31. Finally, under **Sub-component A-4** (to procure and distribute specialized search and rescue (**SAR**) **equipment**, DNCC completed both due milestones with one more projected to be completed in the current quarter. The pie chart above (Chart 2) shows the status of all of DNCC’s milestones at a glance.



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

Among the total 20 milestones only 2 are applicable for Sub-component A-1 for this reporting quarter, those are “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	0	0	2	0	0	2

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

❖ Due, but on-going: (2)

- 1) Completion of renovation work (ERCC). Due date: July 15, 2019; revised due date: August, 2020
- 2) Completion of renovation work (NDMRTI). Due date: July 15, 2019; revised due date: August, 2020

Main Accomplishments and Non- Accomplishments in Last Quarter

The contract for the NDMRTI renovation work was signed with the selected contractor under a works package on October 27, 2019. However, separate contracts were subsequently signed on 12 November 2019 for the NDMRTI and ERCC renovation work, with the actual construction work starting on 07 December 2019, as described in the last (7th) QPR.

During the M&E team's field monitoring activities in January 2020, it was observed that the renovation work of NDMRTI had been postponed for three weeks due to training being held on the floors of the DDM building being renovated. In addition, the last field monitoring review conducted in mid-March revealed that progress to renovate the ground floor for the ERCC had also slowed down since this space, used to park cars, had not yet been vacated. According to the construction company, they had been attempting to resolve these issues with DDM. Since late March, renovation work has been suspended due to the COVID-19 virus.

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

Under **Sub-Component A-2**, DNCC is responsible for building, renovating, and outfitting ER facilities in Dhaka and Sylhet for local-level city corporations (DNCC, DSCC, and SCC) and FSCD. There were a total of seven (7) milestones under Sub-component A-2 in the 3rd quarter, among which six (6) were applicable in this reporting period (Q3). Of those, four (4) milestones were "on-going" while three (3) more are planned to be completed during this quarter.

Table 2.3: Quarterly Totals for URP Sub-component A-2

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	0	1	3	0	3	7

MSR Milestones for Sub-component A-2 in 3rd Quarter

MSR "On-going" Milestones: (1)

- 1) Completion of work on the Emergency Operational Centre (EOC) in DNCC under package W-2.3. Original due date: May 21, 2020.

Due, but on-going: (3)

- 1) Completion of work at the DRM Office and Urban Resilience Unit in the Emergency Operational Centre (EOC) in DSCC under package W-2.2. Original due date: September 25, 2019.
- 2) Tender floated to construct Greenfield tower for DNCC, DSCC, and SCC under package W-2.4 Original due date: March 30, 2020.
- 3) Tender floated to construct Greenfield tower for FSCD under package W-2.5 Original due date: Feb 15, 2020.

3-month projection: (3)

- 1) Work completed on EOC in DNCC under package W-2.3.
- 2) Contract signed to construct Greenfield tower for DNCC, DSCC, and SCC under package W 2.4.
- 3) Contract signed to construct Greenfield tower for FSCD under package W 2.5.

Main Accomplishments and Non-accomplishments

Under **Sub-Component A-2** during the 3rd quarter, very little physical work was done. There was work underway in the two EOCs: the one for DSCC, which was 80-85% completed; and the other EOC in DNCC, which was 60% - 65% completed. Due to the country-wide lockdown for the Covid-19 virus, work was suspended on March 25.



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

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

Under **Sub-Component A-3**, there are 90 milestones that the M&E Team has been tracking, among which 20 were active last quarter (Q3). Of these, four (4) were “completed on time” and four (4) more were “completed late,” nine (9) were “due, but on-going”, while three (3) more had made “no progress.” The remaining 11 are expected to be completed this quarter (Q4), 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
4	4	0	9	3	11	31

MSR Milestones for Sub-component A-3 in 3rd Quarter

MSR Milestones “Completed on-time”: (4)

- 1) Technical specifications and detailed cost estimate under Pk-G- 1.17 to procure two (2) mobile command & control vehicles (MCCVs - 1 truck and 1 van) for FSCD. Completed on January 16, 2020.
- 2) Include in Procurement Plan under Pk-G-1.17 procurement of two (2) MCCVs (1 truck and 1 van) for FSCD. Completed on February 15, 2020.
- 3) Tender floated under Pk-G-1.18 to procure ECT equipment for the EOCs in DSCC and SCC. Completed on February 15, 2020.
- 4) Tender floated under Pk-G-1.19 to procure ECT equipment for the command-and - control rooms for FSCD in Dhaka and Sylhet. Completed on March 2, 2020

Completed Late: (4)

- 1) Tender floated under Pk-G-1.14 to procure ECT equipment for the EOC in DNCC. Completed on March 19, 2020.

- 2) Tender floated under Pk-G-1.17 to procure the two MCCVs for FSCD. Completed on March 24, 2020.
- 3) Contract signed under Pk-S-11 to conduct sub-soil exploration and testing at different location to construct the Greenfield tower for DNCC, DSCC, and SCC. Completed on January 7, 2020.
- 4) Tender evaluation under G-1.8 to procure specialized ECT equipment (DMR Network and related installations for Very High Frequencies) for FSCD. Completed on January 12, 2020.

❖ **Due, but on-going: (9)**

- 1) Delivery of equipment under G-1.4 to procure specialized ECT equipment (Lot-01: DMR Network, Ultra High Frequency radio terminals, and related installations) for SCC. Due date: Feb 24, 2020.
- 2) Delivery of equipment under Pk-G-1.9 to procure specialized ECT equipment (DMR Network and related installations for UHF) for DNCC. Due date: Feb 24, 2020.
- 3) Delivery of equipment under Pk-G-1.10 to procure specialized ECT equipment /Procurement of Specialized ECT Equipment (DMR Network and related installations for UHF) for DSCC. Due date: Feb 22, 2020.
- 4) Tender floated under Pk-G-1.15 to procure ECT equipment for the ERCC & NDMRTI.
- 5) Tender floated under Pk-G-1.16 to supply furniture for the EOCs in DNCC, DSCC, and SCC and for the Command & Control Centre of FSCD.
- 6) Tender evaluation for package S-9 to prepare ward level GIS maps for DNCC, DSCC, and SCC. Due date: Sep 15, 2019.
- 7) Completion for 'services' package S-11 to conduct sub-soil exploration and testing work at different locations in DNCC, DSCC, and SCC. Due date: Jan 30, 2020.
- 8) Allocation of frequencies for DNCC and SCC (2 milestones) from the Bangladesh Telecommunication Regulatory Commission (BTRC) is still pending.

❖ **Due, but no progress: (3)**

- 1) Delivery of equipment under Pk-1.2 to procure specialized ECT equipment (DMR Network and related installations for UHF) for city corporations (Lot-2: High Frequency). Due date: Oct. 30, 2019
- 2) Contract signed under Pk-G-1.8/Procurement of Specialized ECT Equip to procure specialized ECT equipment (DMR Network and related installations for UHF) for FSCD. Due date: Oct. 15, 2019
- 3) Contract signed under Pk-S-9 to prepare GIS maps at Ward level for DNCC, DSCC, and SCC. Due date: Oct. 30, 2019

❖ **3-month projection: (11)**

- 1) Tender Evaluation of G-1.14 to procure ECT equipment for the EOC in DNCC.
- 2) Contract signed for G-1.14 to procure ECT equipment for the EOC in DNCC.
- 3) Tender Evaluation of G-1.15 to procure ECT equipment for ERCC & NDMRTI.

- 4) Contract signed for G-1.15 to procure ECT equipment for ERCC & NDMRTI.
- 5) Tender Evaluation of G-1.16 to supply furniture for the EOCs in DNCC, DSCC, and SCC and for the Command & Control Center of FSCD.
- 6) Contract signed for G-1.16 to supply furniture for the EOCs in DNCC, DSCC, and SCC as well as for the Command & Control Center of FSCD.
- 7) Tender Evaluation of G-1.17 to procure two Mobile Command & Control Vehicles (MCCVs) for FSCD.
- 8) Contract signed for G-1.17 to procure two MCCVs (1 truck and 1 van) for FSCD.
- 9) Tender Evaluation of G-1.18 to procure ECT equipment for the EOCs in DSCC and SCC.
- 10) Tender Evaluation of G-1.19 to procure ECT equipment for the Command and Control Rooms (CCR) of FSCD in Dhaka and Sylhet.
- 11) Contract signed for G-1.19 to procure ECT equipment for the Command and Control Rooms (CCR) of FSCD in Dhaka and Sylhet.

Main Accomplishments and Non-accomplishments in Last Quarter

Under **Sub-Component A-3**, it should be mentioned that there were six (6) previous “due, but still on-going” milestones had not advanced any further in the last quarter. In addition, the only major activities completed under this quarter were finalizing the technical specifications and cost estimation, which appears to be at least 5 times more than the most conservative estimate, and floating the tender for the two MCCVs. The M&E team objected to the excessive cost estimates for the two MCCVs in the last QPR and Mid-Term Review Report on the grounds that there are much better uses of US \$5-6 million, such as providing more urban SAR (USAR) training for FSCD personnel. Another tender was floated to procure ECT equipment for the EOCs in DSCC, DNCC, SCC, and FSCD. Yet another contract was signed to conduct sub-soil testing in DNCC, DSCC & SCC (under Package S-11). That work was 90% completed by the end of March.

On the other hand, delivery was still pending for four (4) ECT equipment packages (G-1.2, G-1.4, G-1.9 & G-1.10) due to delays in obtaining the approval of BTRC for frequency allocations. The tender evaluations of two more packages (G-1.8 & S-9) have been delayed since August and September 15th, 2019, respectively.

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

Under **Sub-Component A-4**, the M&E Team tracked just three 3 milestones. Among these, one (1) milestone was “completed on time,” one (1) was “Completed late,” and the last one (1) is expected to be completed this quarter (Q4).

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	0	0	0	1	3

MSR Milestones for Sub-component A-4 in 3rd Quarter❖ **MSR Milestones “Completed on-time”: (1)**

- 1) Tender Evaluation of G-2.11 to procure SAR equipment (five (5) rescue boats).
Original due date: March 30, 2020; actual completion date: March 12, 2020.

❖ **MSR Milestones “Completed late”: (1)**

- 1) Delivery of equipment under Pk-G-2.10 to procure hazardous materials (HazMat) handling equipment for FSCD. Original due date: Dec 20, 2019; actual completion date: April 16, 2020.

❖ **3-month projection: (1)**

- 1) Contract signed under G-2.11 to procure SAR equipment (rescue boats).

Main Accomplishments and Non-accomplishments in 3rd Quarter

Under **Sub-Component A-4**, the tender evaluation of G-2.11 (3 rescue boats) was accomplished on March 12th, and hazmat handling equipment (G-2.10) for FSCD was delivered late in April 16th after the end of the 3rd quarter. Its due date had been December 20, 2019. Finally, most of the previously delivered ambulances are being engaged to transport Covid-19 patients in Dhaka area hospitals. (<https://bit.ly/2VFh2rq>)

**Hazardous Materials delivered for FSCD**❖ **Sub-Component A-5: Multi-Agency Training, Exercises & Drills (TED) Program**

Under **Sub-Component A-5**, the M&E Team tracked nine (9) milestones this past quarter. Of these, three (3) were “Due, but still on-going,” five (5) were “due, but made no apparent progress,” and the last one (1) was expected to be completed in the current quarter (Q4).

Table 2.6: Quarterly Totals 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	0	0	3	5	1	9

➤ **Due, but on-going: (3)**

- 1) Table-top TED exercises. Due date was April 15, 2019.
- 2) Finalization of TED Program course materials. Due date was April 30, 2019.
- 3) Delivery of drills in urban search-and-rescue (USAR). Due date was May 15, 2019.

➤ **Due, but no progress: (5)**

- 1) Design, delivery and training in preparing and carrying out emergency operational plans (EOPs). Due date was May 20, 2019.
- 2) TED Program Progress Report-1. Original due date was September 10, 2019, but it was later postponed and re-scheduled five (5) months later after the commencement of training in late November (it was re-scheduled to start by April 24th, but that has been “paused” again due to the Covid-19 virus and GoB shutdown).
- 3) 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 in late November (now by July 24, 2020).
- 4) First (1st) TED Program Performance M&E Program Report. Original due date was October 24, 2019, but it was also re-scheduled to be submitted six and a half months after the start of training (that is, by May 7, 2020). However, the delivery of that report has been postponed again due to the Covid-19 virus and GoB shutdown
- 5) 2nd TED Program Performance M&E Report. The original due date was February 10, 2020; the revised due date for this report is now August 22nd.

➤ **3-month Projection: (1)**

- 1) 3rd TED Program Progress Report. The original due date was May 10, 2020, but this has also been re-scheduled to be submitted 7½ months after training starts (June 7, 2020).

Main Accomplishments and Non- Accomplishments in Last Quarter

During the last quarter, the only activity that was completed were two courses (Introduction to urban resilience) in Sylhet with 40 participants in each two-day session from SCC and FSCD in early March.

In addition, a 5-day exercise in Urban Search & Rescue (USAR) training was conducted at FSCD, Mirpur-10, Dhaka in March with 16 participants from FSCD.



Urban Search and Rescue Training under TED Program

Recently, there has been a clear situation of dysfunction and controversy between the TED Program consulting team (C3NTRE / REM) and DDM's PIU. There have been frequent and abrupt changes in key personnel on the C3NTRE / REM team, and the PIU has expressed its displeasure with the consulting firm openly and clearly. We were also informed (after the fact) that all international TED staff left Bangladesh in mid-March. This issue needs to be addressed immediately for the good of the Project since the smooth and continuous execution of the TED Program is of the highest priority and urgency. Any disruption or interruption of the TED Program for any period of time poses an enormous risk to the URP's successful achievement of the PDO-level Outcome Indicators and IRIs. PCMU should step forward and intervene in this matter so that there are no further delays in the TED Program's implementation.

DDM was also supposed to form a grievance redress committee (GRC) 16 months ago (by February 12, 2019), but while they appointed a focal point (the former Deputy Project Director), that individual was transferred to another ministry one year ago and the focal point position has not been filled. In addition, the GRC has 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 remains the case to this day.

Latest update: Due to COVID-19 virus outbreak in Bangladesh, all TED training and exercises have been postponed since March 15, 2020. There is no tentative date for re-starting these activities at this time.

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 of **Component-B** 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.

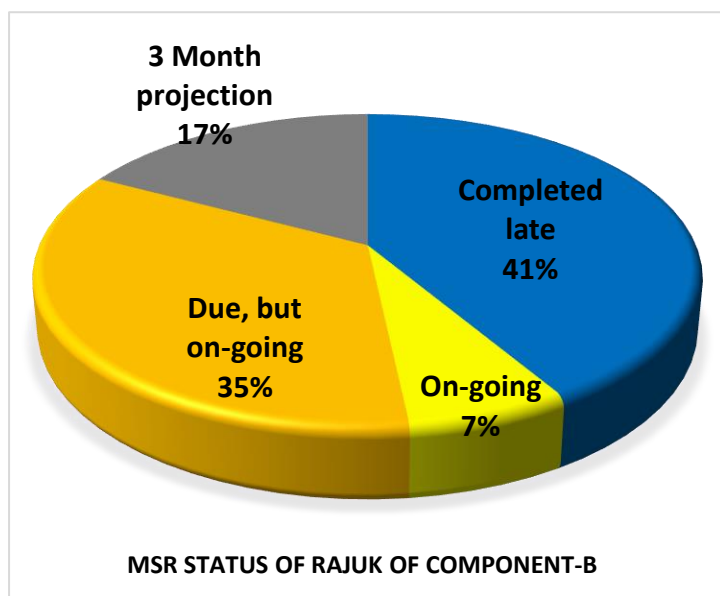


Table 2.7: Quarterly Totals for Component B: Vulnerability Assessments of Critical and Essential Facilities in Dhaka (RAJUK)

Sub component	Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Sub-total
B1	0	9	0	9	0	2	20
B2	0	3	2	1	0	3	9
Total	0	12	2	10	0	5	29

❖ 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 metro area of Dhaka, 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.

Under this sub-component, the M&E team tracked 20 milestones, 18 of which were active during this reporting quarter. Out of the total of 20, nine (9) were completed late, and nine (9) were “Due, but on-going.” The other two milestones are expected to be completed this quarter.

Table 2.8: Quarterly Totals for URP Sub-component B-1

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	9	0	9	0	2	20

➤ MSR Milestones Completed late: (9)

1. Approved Comprehensive Situational Analysis Report (CSAR) including recommendations and way forward solutions (MD-01). Original due date was August 12, 2019; the actual date of completion was January 12, 2020 - **5 months late**.
2. Developed a state-of art methodology as a decision tool for the government to assist in their investment choices. (DEA) under D-04.2.a. Original due date was July 17, 2019; actual date of completion was January 28, 2020 - **6½ months late**.
3. Detailed methodology and framework of survey and assessment studies including the prioritization of facilities, structures and vulnerable public assets conducted and put in a report as part of the (DEA) under D-04.2.a. Original due date was July 17, 2019; actual date of completion was January 28, 2020 - **6½ months late**.
4. Development of a specific Prioritization Methodology for Seismically Vulnerable Public Buildings (RVA-PEA)(D-05.1). Original due date was April 14, 2019; actual date of completion was January 28, 2020 – **5½ months late**.
5. Developed a specific Prioritization Methodology for Seismically Vulnerable Public Buildings (DEA) under D-05.2. Original due date was July 17, 2019; actual date of completion was January 28, 2020 – **9 months late**.
6. Prepared a Unified and Integrated Analysis Methodology (RVA-PEA) under D-06.1. Original due date was April 14, 2019; actual date of completion was January 28, 2020 - **9½ months late**.

7. Prepared a Unified and Integrated Analysis Methodology (DEA) under D-06.2. Original due date was July 17, 2019; actual date of completion was January 28, 2020 – **5 months late**.
8. Reviewed and revised individual reports for structures assessed (minimum 2,000,000 Sqm) of Rapid Visual Assessment (RVA) under MD-02. Original due date was July 14, 2019; actual date of completion was February 14, 2020 - **six months late**.
9. Approved individual reports for structures assessed (minimum 2,000,000 Sqm) of Rapid Visual Assessment (RVA) under MD-02. Original due date was August 14, 2019; actual date of completion was March 7, 2020 - **nearly 7 months late**.

➤ **Due, but on-going: (9)**

1. Prepare and submit a Comprehensive Report on the Outcomes of the Rapid Visual Assessment (D-08). Original due date was August 22, 2019 – **now over 8 months late**.
2. 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 - **also over 8 months late**.
3. 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 7 months late**.
4. 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 6 months late**.
5. Submit 2nd level (Preliminary Engineering Assessment or PEA) of vulnerability assessment reports with ranking of all the buildings with a total floor area of 500.000 sqm (MD-04). Original due date was October 14, 2019 – **now nearly 8 months late**.
6. Review and revise 2nd level (PEA) of vulnerability assessment reports with ranking of all the buildings with a total a floor area of 500.000 sqm (MD-04). Original due date was November 14, 2019 - **now nearly 7 months late**.
7. Approved 2nd level (PEA) of vulnerability assessment reports with ranking of all the buildings with a total floor area of 500.000 sqm (MD-04). Original due date was December 14, 2019 - **now nearly 6 months late**.
8. Final PEA Report for all structures (D-09). Original due date was November 22, 2019 - **now over 7 months late**.
9. Material Test Report (D-11.1). Original due date was March 05, 2020 - **2 months late**.

Major Accomplishments

Under **Sub-component B-1**, approval of the “main deliverable” **Comprehensive Situation Analysis Report** (MD-01) was completed on January 12, 2020 - **5 months late**; and the individual assessment reports for structures (minimum 2,000,000 Sqm) of Rapid Visual Assessment (RVA) (MD-02) on March 7, 2020 - (DEA)(D-04.2.a) – **six months late**.

The state-of art decision tool methodology, the detailed methodology and framework of survey and assessment studies including the prioritization of vulnerable facilities, structures, and public assets, the two unified and integrated analysis methodologies, and the specific methodologies to prioritize seismically vulnerable public buildings that were developed by the consultants were

approved by RAJUK last quarter. All these methodologies were **approved between 5½ and 9½ months late**.

Non-accomplishments

However, there were another 10 milestones or deliverables that were due in the 3rd quarter (that is, by March 31, 2020), but are “still “due, but on-going.” These milestones include the submission, review and revision, and approval of the 1st level (RVA) vulnerability reports (minimum 3,000,000 Sqm) with rankings of all the remaining buildings (MD-03), 2nd level (Preliminary Engineering Assessment) of vulnerable buildings totalling a floor area of 500.000 sqm (MD-04). A comprehensive report on the outcomes of the Rapid Visual Assessment (D-08) was due by March 31, 2019.

3-month projection:

As nine (9) milestones are “due, but on-going,” those nine should be completed this quarter (Q4). In addition, two (2) more milestones need to be completed this quarter (Q4), by June 30. They are the following milestones:

1. Submit 2nd level (Preliminary Engineering Assessment) assessment of vulnerable buildings (totalling 500,000 sqm of floor area) in ranked order under MD-05. The due date is June 21, 2020.
2. Material Test Report (D-11.2). Due date is May 11, 2020.

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

Under this sub-component, the M&E team tracked six (6) milestones this reporting period, and projects that another three (3) should be completed this quarter (Q4). Out of the six active milestones, three (3) were “completed late,” two (2) were “on-going,” and one (1) was “due, but on-going.”

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

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
0	3	2	1	0	3	9

➤ Completed late: (3)

1. Approval of the Geological Survey Plan (MD-3.1). Original due date was August 31, 2019; the actual date of completion was January 13, 2020 – **4½ months later**.
2. Approval of the “Preliminary Assessment Report” setting forth the results of the assessment and the results achieved (MD-3.2). Original due date was September 20, 2019; the actual date of completion was January 13, 2020 – **nearly 4 months later**.
3. Approval of the strategic framework based on the results achieved and the “way forward” planning to overcome shortcomings and possible consequences and their associated risks (MD-3.3). Original due date was September 20, 2019; the actual date of completion was January 13, 2020 – **nearly 4 months later**.

➤ **On-going: (2)**

1. Preparation of the Detailed Geotechnical Study (including all field and all laboratory tests) by means of Standard Penetration Tests (SPT) (at a minimum, a total length of 15,000 meters to be conducted (GD-2). The due date is was June 30, 2020.
2. Preparation of the Detailed Geotechnical Study by means of Cone Penetration Tests (CPT), performing all necessary tests, collecting all necessary data and information, and furnishing them in the form of a standard subsoil investigation report (at a minimum, a total length of 5,000 meters will be conducted) (GD-3). The due date is June 30, 2020.

➤ **Due, but on-going: (1)**

1. At the same bore hole locations, shear wave velocity profiles will be obtained from indirect tests so that the test results from the direct and indirect geophysical tests can be compared at the selected grid points (GD-04). The due date was August 30, 2019 – **already 9 months late!**

Main Accomplishments and Non-accomplishments

Under **Sub-component B-2**, the “main deliverables” of the **Geological Survey Plan** (MD-3.1), the **Preliminary Assessment Report** (MD-3.2), and the **Strategic Framework** (MD-3.3) were all approved on January 13, 2020. In addition, the consultants completed all 115 STP (4,749 meters) tests, prepared and submitted 44 SPT reports to RAJUK, and completed 37 downhole tests. There are still a large number of detailed geotechnical studies (including all field and all laboratory tests) by means of Standard Penetration Tests (SPT) as well as Cone Penetration Tests (CPT) under GD-2 and GD-3, respectively, that are due on June 30, 2020. Similarly, shear wave velocity profiles from the indirect tests in order to compare them with direct tests at the selected grid points (GD-04) were due by August 30, 2019, and are **now over 9 months late**.

Physical field work has been postponed since late March as the whole country has been locked down due to the COVID-19 pandemic. No date to restart field work has been indicated at this time.

3-month projection:

As three (3) milestones are still “on-going,” those are expected to be completed this quarter. Beside those, three more ‘new’ milestones are due to be completed by June 30, 2020. They are:

1. Submittal of the Revised Interim SEA Report for the DMDP (D-01). The due date was April 15th, but submission of the SEA Report is still pending.
2. Approval of the Interim SEA Report for the DMDP (D-01). Due date is June 15, 2020.
3. Draft analysis report final comprehensive report on the outcomes of the geotechnical and geological studies with recommendations should be completed and submitted. This should include a compilation of the seismic and hazard maps and risk profiles for the greater metropolitan area of Dhaka (MD-4.1). The due date is June 30, 2020.

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 (under C-1);
- ❖ Establish an electronic construction permitting (e-permitting) system (under C-2);
- ❖ Establish a professional accreditation program for engineers, architects, and planners (under C-3); and
- ❖ Improve building code enforcement within RAJUK's jurisdiction (under C-4).

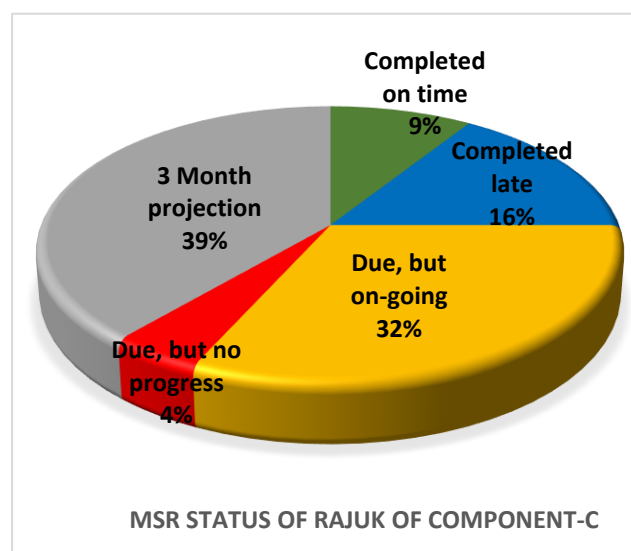


Table 2.9: Summary Table of Milestone Totals for Component C plus URU building

Sub component	Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Sub-totals
C1	0	0	0	6	0	1	7
C2	0	2	0	1	2	3	8
C3	0	0	0	1	0	0	1
C4	0	1	0	1	0	3	5
URU	4	4	0	5	0	10	23
Total	4	7	0	14	2	17	44

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

Under this component the M&E team is tracking 26 milestones, among which seven (7) were active during this reporting quarter. Out of those, none were completed, six (6) were “due, but on-going,” and one is expected to be completed this quarter (Q4).

Table 2.10: 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	0	0	6	0	1	7

MSR Milestones

❖ Due, but on-going: (6).

1. Submission of the Community Outreach Campaign Report. Due date was August 3, 2019; the revised due date for submission is March 30, 2020. **The report is already late under the revised due date.**

2. Review and revise the Community Outreach Campaign Report. The due date was September 3, 2019 – **this is now over 8 months past due.**
3. Approval of Community Outreach Campaign Report. Due date was October 3, 2019. **this is now over 7 months past due.**
4. Submission of the URU training materials and documentation. Due date was November 3, 2019. There is no tentative date for completion, but **it is now over 7 months past due.**
5. Review and revise URU training materials and documentation. Due date was December 3, 2019 - **this is now over 6 months past due.**
6. Approval of the URU training materials and documentation. Due date was January, 2020 - **it is now over 4-5 months overdue.**

Major Accomplishments

According to RAJUK, the consulting firm under **Sub-Component C-1** (RTI International) has missed the due date targets for all scheduled milestones and deliverables due to the COVID-19 pandemic. However, it is difficult for the M&E team to understand why at least the *submission* of these reports and training materials would necessarily be ‘held up’ due to the virus.

3-month Projection:

As six milestones that are “due but on-going” are expected to be completed this quarter (Q4). In addition, one more milestone needs to be completed by June 30, 2020:

1. Submission of the Capacity Building Program Report and URU Staff Training Report. The due dates or both are June 3, 2020.

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

Under this component, the M&E team is tracking 20 milestones, among which five (5) were active during the reporting period (Q3) and three (3) more are expected to be completed this quarter (Q4). Out of the five active milestones, one was “completed late”, one was “due but on-going”, and three (3) more milestones were “due, but made no progress.”

Table 2.11: Quarterly Totals for URP Sub-component C-2

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter Projection	Total
0	2	0	1	2	3	8

Status of individual MSR Milestones

❖ Completed late: (2).

1. Reviewed and revised the Strategic Plan Report with the E-Permit Implementation Action Plan. Due date was May 30, 2019; actual date of completion was April 12, 2020 – **over 11 months late!**
2. Submit Business Rules Specification (BRS) Report. Due date was June 30, 2019; actual date of completion was April 12, 2020 – **over 9 months late.**

❖ **Due, but on-going: 1**

1. Approval of Strategic Plan Report with E-Permit Implementation Action Plan. Due date was June 30, 2019. There is no tentative date for completion of this milestone, but it is **already over 11 months late!**

❖ **Due, but no progress: 2**

1. Review and revise the Business Rules Specification (BRS) Report. Due date was July 31, 2019. There is no tentative date for completion, but it is **already over 8 months late.**
2. Approval of Business Rules Specification (BRS) Report. Due date was August 29, 2019. There is no tentative date for completion, but it is **already over 7 months late.**

Main Accomplishments and Non-accomplishments

Under **Sub-Component C-2** the consulting team (RTI International) submitted two main deliverables: (i) the revised Strategic Plan Report with E-Permit Implementation Action Plan, and (ii) the Business Rules Specification (BRS) Report on April 12, 2020. However, neither deliverable have been approved yet, and both are **between 6 months and 1 year late.**

The Strategic Plan Report with E-Permit Implementation Action Plan and Business Rules Specification (BRS) Report were supposed to have been reviewed, revised, and approved **prior** to this past quarter, and **they are still have not had tentative dates for completion given.**

3-month Projection:

As one milestone is “due but on-going” and two (2) milestones are “due but no progress”, those three are expected to be completed this quarter. In addition to those, three (3) more milestones should be completed this quarter (by June 30, 2020).

1. Submittal of In-House Testing (IHT) & User Acceptance Testing (UAT) Report. The due date was April 30th, but the testing and testing report are still pending at this time.
2. Review and revision of In-House Testing (IHT) & User Acceptance Testing (UAT) Report. The due date is May 30, 2020.
3. Approval of the In-House Testing (IHT) & User Acceptance Testing (UAT) Report. Due date is June 30, 2020.

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

Under Sub-component C-3, there was no apparent activity indicating that there is not any visible progress being made to contract a consulting firm to implement this sub-component.

Table 2.12: 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	1	0	0	1

❖ **Due, but on-going: 1**

1. Approval of the TORs. Due date was December 31, 2018. This is **now almost 1 ½ years behind schedule**, and is one of the five (5) “systems” in the 4th PDO-level Outcome Indicator.

Main Accomplishments or Non-accomplishments

RAJUK shared the draft TORs for C-3 with the World Bank on May 28, 2019. In mid-June, a meeting was held in the WB's office in Dhaka to discuss the scope of the TOR with stakeholders. There has been **no substantive progress** made to start this sub-component since then. According the latest Aide Memoire of January 2020 from the World Bank, only the procurement method for the consultancy services package to create the Professional Accreditation Program under S-8 using the Consultants Qualification Selection (CQS) procedure was disclosed.

Meanwhile, RAJUK is revising the final ToRs. More importantly, the approval of the Bangladesh National Building Code (BNBC), currently being amended again, is still pending final approval by the Government. Without the BNBC, it will not be possible to fully achieve the desired results of activities under this sub-component.

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

Under this component, the M&E team tracked just 2 milestones, with three (3) others expected to be completed by the end of this quarter. Among the two 'active' milestones, one was "completed late" while the other was "due, but on-going."

Table 2.13: 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	1	0	1	0	3	5

MSR Milestones

❖ Completed late: (1)

1. Reviewed and revised the Concept Note Report. Original due date was September 27, 2019 with a revised due date for its submission of January 31, 2020. However, it was not even submitted until April 10, 2020.

❖ Due, but on-going: 1

1. Approval of the Concept Note Report. The due date was October 27, 2019, one month after its review and revision, but there is still no tentative date for its completion – **more than six months after its original due date for approval!**

3-month projection:

As two milestones are "due but on-going" those two are expected to be completed this quarter. Besides those two, three (3) more milestones are programmed to be completed by June 30, 2020.

1. Submittal of the proposed Program for Building Codes and Construction Code Enforcement Report (draft version). Due date is April 28, 2020.
2. Review and revision of the proposed Program for Building Codes and Construction Code Enforcement Report (revised version) by May 28, 2020.

3. Approval of the Proposed Program for Building Codes and Construction Code Enforcement Report (final version) by June 28, 2020.

❖ URU Building: Design and Supervision of Construction

This is not applicable to any specific URP Sub-component, but rather applies across all six sub-components of Components B and C under RAJUK's management.

Under this 'activity,' the M&E team is tracking 83 milestones, among which 22 were active during this reporting quarter. Out of those 22, four (4) were "completed on time," three (3) were "completed late," six (6) were "due, but on-going," and the remaining 10 milestones are expected to be completed this quarter.

Table 2.14: 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
4	4	0	5	0	10	23

MSR Milestones

❖ Completed on time: (4)

1. Contract signed under Pkg. G-17 to procure equipment for exploration of RSLUP profile truck-mounted CPT equipment. Due date was January 21, 2020; it was **completed nearly two weeks early** on January 9, 2020.
2. Tender published and closed under Pkg. G-18 to supply and install PA system, telecommunication, access control & security and general electrical equipment for PIU office. Due dates were February 25 and March 16, 2020; the tender was published and closed on-time for both milestones.
3. Tender published under Pkg. G-20 to procure ECT equipment to deploy the Electronic Construction Permitting System (ECPS) in RAJUK. The due date was March 10, 2020; it was completed on-time.

❖ Completed late: (4)

1. Completed evaluation of construction bids for the URU building (under W-1). Due date was November 10, 2019; it was completed on February 15, 2020, more than **four months late**.
2. Supplied and delivered field equipment to conduct vulnerability assessments of vulnerable, high-priority structures (under G-15). Due date was February 15, 2020 and it was completed on March 24, 2020.
3. Reviewed and revised the EIA Report for the URU building. Due date was September 30, 2019; it was completed **six months late** on March 30, 2020.
4. Approval and recommendation from the World Bank for the URU building construction contract (under W-1). Due date was December 4, 2019; the date of the Bank's approval was March 31, 2020 – **almost four months later**.

❖ Due, but on-going: (5)

1. Supply and deliver seismic lab equipment for the URU building (G-12). Due date was February 15, 2020. Time has been extended up-to May 15, 2020 for supply the equipment.
2. Supply and deliver seismic field equipment for URU (G-13). Due date was March 21, 2020. Time has been extended up-to October 15, 2020 for supply the equipment.
3. Approval of the URU building construction contract (W-1) by the Cabinet Committee of Government Procurement (CCGP). The due date for their approval was March 15, 2020, but there is still no tentative date for obtaining their approval at the current time.
4. Provision of Notification of Award (NoA) for Pkg. W-1 from the World Bank to construct the URU building. Due date was March 30, 2020, but no tentative date for completion has been given.
5. Approval of the EIA Report for the URU building (S-15). Due date was October 30, 2019. The Final EIA was submitted and accepted by RAJUK and the WB on April. RAJUK has now uploaded the EIA onto its URU website at <http://uru.gov.bd/en/document/123>

Main Accomplishments and Non-accomplishments

Among the most important milestones or deliverables completed during the 3rd quarter were: the contract signed for the truck-mounted CPT equipment; the bid tender published for ECT equipment to deploy the ECPS; completion of the evaluation for the construction contract for the URU building; and review, revision, and approval of the Final EIA by the World Bank on March 31, 2020.

However, there were another six (6) milestones or deliverables due in the 3rd quarter (that is, by March 31, 2020). These milestones included: the supply and delivery of seismic lab equipment for the URU building; approval and recommendation from the CCGP for the URU building; and final approval of the EIA Report for the URU building by RAJUK (S-15).

3-month Projection:

In addition to these five (5) milestones that are “due but on-going,” which are expected to be completed this quarter, there are 10 more milestones that are expected to be completed this quarter by June 30, 2020. They are:

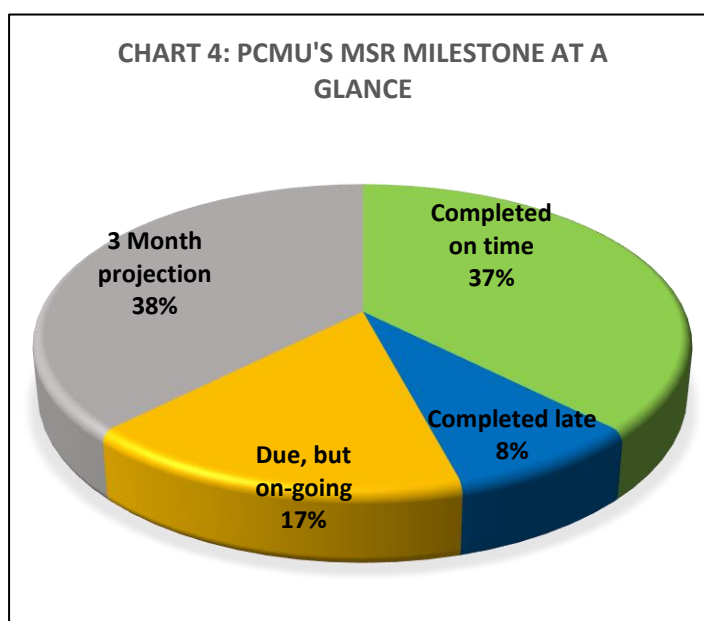
1. Installation and training in the use of seismic lab equipment for the URU building (G-12) and for field equipment used to conduct vulnerability assessments of selected vulnerable structures (G-15). The due dates for both milestones are May 15, 2020.
2. Completion of the evaluation of bids and Notification of Award (NOA) to supply and install PA system, telecommunication, access control & security and general electrical equipment for the PIU office (G-18). Due date is April 15, 2020. The due date to sign the contract to procure the equipment is due one month later on May 15, 2020.
3. Closing of the tender, and its evaluation completed; receiving the Notification of Award from the Bank and signing the contract (G-20); procuring the ECT equipment for the ECPS are all due between April 8 and June 8, 2020.
4. Signing of the construction contract and mobilization of the construction team for the URU building (under W-1). Due date is April 30, 2020.

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 49 milestones that the M&E Team has been tracking as milestones for PCMU, among which 15 were active this past quarter (Q3), and nine (9) more are projected to be completed during this quarter (Q4). Nine (9) milestones were “completed on-time,” two (2) were “completed late,” and four (4) were “due, but on-going.” Chart 4 shows the status of all of PCMU’s 24 milestones at a glance.



Below, Table 2.14 below shows their numerical values followed by detailed 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
9	2	0	4	0	9	24

MSR Milestones for PCMU

❖ Completed on time: (9)

1. Prepared Project Monitoring Information System (PMIS) training materials for PMIS orientation. Completed on January 30, 2020.
2. Finalized uploading Monitoring Status Reports (MSRs) for all implementing agencies (IAs) onto the PMIS. Completed on January 30, 2020.

3. PMIS training conducted for implementing agencies (IAs) on February 28-29, 2020.
4. Reviewed and revised 7th QPR based on comments received from Project Review Committee on February 20, 2020.
5. Presented 7th QPR to Technical Committee of IAs on March 12, 2020.
6. Reviewed and revised Mid Term Review Report (MTRR) by the Project Implementation Committee (PIC) on March 19, 2020.

Update:

1. Prepared and submitted 8th QPR (January-March 2020) on May 10th ten days late due to delays caused by Government shutdown caused by coronavirus outbreak.
2. Prepared a Revised Indicators Baseline Report (R-IBR); but it has not been submitted to PCMU for contractual reasons.
3. PCMU submitted the Interim Unified Financial Report (IUFRR) to World Bank on February 15, 2020.

❖ **Completed late: (2)**

1. Prepared and submitted Draft Mid-Term Review Report (MTRR). Due date was February 29, 2020; but submitted on March 10, 2020 due to coronavirus shutdown.
2. Prepared and submitted Draft 7th QPR. Due date was January 31, 2020; but submitted on February 5, 2020.

❖ **Due, but on-going: (4)**

1. Submission of Consolidated Environmental & Social Management Program (ESMP) for IAs, especially RAJUK's construction of the URU building. Due date was August 31, 2019. No tentative due date or funding have been given.
2. Review and approval of MTRR by PSC.
3. Review and approval of 7th QPR by PSC.
4. Preparation of the revised DPPs (RDPPs) by IAs approved by PCMU/PC. Due on February 15, 2020; completed for DDM and PCMU, but still on-going for RAJUK and DNCC.

➤ **3-month Projection (9)**

1. Contract extension and modification for M&E consulting firm. Due by May 30, 2020.
2. Submission of Draft Revised Implementation Baseline Report (R-IBR), depending on successful contract negotiations regarding payment for new unforeseen deliverable due to "restructuring" of the URP.
3. Draft R-IBR to be reviewed by PCMU/ Progress Review Committee and by Technical Committee, and approved by PSC. No due date set yet, pending negotiations.
4. Submit Draft 2nd Annual Report & 9th QPR by July 31, 2020.
5. Review of Draft 2nd Annual Report & 9th QPR by PCMU at Progress Review Committee and by all IAs at Technical Committee meetings in August 2020, and approved by PSC in September.
6. Submit Draft M&E Advisory Report (Due date: TBD with PCMU).

7. M&E Advisory Report reviewed by PCMU/Review Committee and by all IAs at Technical Committee meetings, and then approved by PSC (Due date: TBD with PCMU, preferably 2 weeks of submission).
8. Convene quarterly 12th PSC meeting in May 2020.
9. Monitor internal audit report findings for all implementing agencies. Due by June 30th 2020.

❖ Common Key Agreed Actions (KAAs)

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	2	0	1	2	5

- **KAAs “Completed on-time” or “Completed late”:** None
- **On-going KAAs: (2)**
 - 1) Uploading all post review package documents in World Bank’s Systematic Tracking Exchange in Procurement (STEP) system – led by PCMU.
 - 2) Upgrading 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 and Non-accomplishments

Under **Component D**, PCMU has made progress coordinating the series of meetings used to monitor the progress and problems/obstacles of the URP. In January 2020, the URP M&E Information Management Technology (ICT) team completed preparing the PMIS training materials. The IAs were formally invited by PCMU to take part in the training sessions with a view to learn how to access and operate the PMIS. The ICT team conducted the first batch of the two-day training sessions with PCMU on February 28-29, 2020 (details of the training are included in Annex-1). Training for the other IAs was scheduled later that month, but due to the country-wide Coronavirus pandemic shut-down, all subsequent trainings were postponed. As soon as the PIU offices of those IAs resume operations, training shall resume.

In addition, the 7th QPR and the Mid Term Review Report (MTRR) were submitted to PCMU. Both reports were reviewed by the internal review committee attended by all four IAs, and later they were presented to the URP Technical Committee. Now, both reports are pending review

and approval by the Project Steering Committee (PSC). Preparation of the Revised Development Project Proposals (RDPP) by each IA is still on-going with some progress. The RDPPs for DDM and PCMU were approved from the Programming Division of the Planning Commission, but approvals of the two RDPPs from DNCC and RAJUK are still pending.

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 its use when they undertake activities 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 reduced by 30%. The M&E team cannot perform this function for them, as they had hoped, since the M&E team obviously cannot prepare procedures to be implemented, and then criticize their implementation. 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 be currently inactive. None of these three 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 Environmental & Social Management Program (**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.

➤ **Projections and Future Concerns**

The next three months are crucial for the M&E team as well as for PCMU as a couple of very important tasks need to be completed. After restructuring the project, all RDPPs need to be approved by the Planning Commission. This work is still ongoing and is being led by PCMU. The Mid-Term Review Report (MTRR), coinciding with the restructuring of the Project, is also another critical deliverable that is still pending final approval by the PSC.

An issue of high priority and urgency is the extension and modification of the M&E consulting firms' contract with PCMU. The contract needs to be finalized by the end of this month (May 2020) in order to allow the M&E team to continue its monitoring work and deliver quarterly progress reports (the only indicator in the Results Framework under Component D managed by PCMU) over the remainder of the URP's lifespan (until April 2022).

Secondly, due to the Project's restructuring in January 2020, the M&E team has also prepared a Draft of the Revised Baseline Indicator Report (R-IBR) and will "update" the PMIS to reflect the new Results Framework (RF) to facilitate the "split" evaluation of the URP for the periods before it was restructured, **and after** it was restructured. These products will be submitted once contract negotiations are successfully concluded between the M&E consulting firms and PCMU. If new baselines are not established for the revised indicators in the RF, it will not be

possible to evaluate the Project's progress since its restructuring with any precision or certainty.

Finally, since the project has been officially extended by 22 months, we believe there are valid reasons for **not** submitting the last two Project "close-out" deliverables (i.e., the URP M&E Implementation Summary Report, and the URP Final Report) at this time. It would be logical for them to be submitted just prior to the end of the Project in April 2022. All of these changes in the Project's structure and timing necessitate the re-negotiation of the M&E consulting firms' contract with PCMU by the end of May 2020 to avoid an interruption in service provision.

CHAPTER

3

Rolling Total of Physical Progress since July 2019

This section of the 8th QPR presents the cumulative or “rolling” totals of physical progress that has been made since July 1st, 2019 in all of the first three (1st, 2nd and 3rd) quarters of this fiscal year (FY 2019-2020) up until March 31, 2020. We also have included projections for the next three (3) months until end of June 2020. The information is presented below in sequential order for each Project sub-component.

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 three quarters of this fiscal year (Q1, Q2 & Q3 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	6	0	2	0	0	8

The most significant achievement of the fiscal year under Sub-component A-1 was the administrative approval of the renovation work of the NDMRTI and ERCC from the MoDMR in October 2019. Accordingly, the contract for the NDMRTI and ERCC renovation works were signed with the selected contractor in October and November 2019, respectively. Later, work orders were issued on November 5th, and physical work commenced on December 7th, 2019. For subsequent progress made after December 2019 we refer the reader to the section of Chapter 2 for Sub-component A-1. However, it should be noted that these advances have taken the better part of **four years to achieve**, far too long, and we are still months away from having functional office spaces for the ERCC and NDMRTI.

❖ 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 11 milestones, including three (3) projected milestone during the last three quarters of FY 2019-2020.

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

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	Next quarter projection	Total
2	2	1	3	0	3	11

The major achievements for this fiscal year was the completion of two (2) FSCD command-and-control rooms: one at Mirpur-10 in Dhaka and the other at the South Surma FSCD station in Sylhet. In addition, a contract was signed for the construction of a new EOC for DNCC this fiscal year, and construction is now underway. The status for other milestones during this past quarter was described in Chapter 2.

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

Under **Sub-Component A-3**, the M&E Team tracked a total of 90 set of milestones. Within that number, we tracked 40 milestones over the first three quarters of this fiscal year between July 1, 2019 and March 31, 2020. Among these, 16 were “completed on time,” 12 were “completed late,” nine (9) were “due, but on-going,” three (3) more were “due, but making no progress,” while the remaining 11 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	Next quarter projection	Total
16	12	0	9	3	11	51

In the first three quarters of this fiscal years under Sub-component A-3, at least four (4) ECT packages were re-tendered for EOC and Command and Control centres. In addition, few ECT equipment packages were delivered (Pk-G-1.2 & 1.3) for FSCD and DSCC. In addition, a tender was floated, contract signed, and work completed for package S-10 (sub-soil exploration and testing at different locations for FSCD). The status of the other “Due, but on-going”, and “Due, but no progress” milestones in the above table have been described in Chapter 2.

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

Under **Sub-Component A-4**, the M&E Team has been tracking a total of 42 milestones this fiscal year. Of these, six (6) milestones were ‘active’ in the first two quarters: three (3) of which were “completed on time,” two (2) were “completed late,” and 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	Next quarter projection	Total
3	2	0	0	0	1	6

In this fiscal year, major achievements under this sub-component were the delivery of the 64m Turn Table Ladders (TTL), specialised search and rescue equipment (i.e., 10 ambulances and the delivery of hazardous materials (HazMat) handling equipment. The only remaining milestone this year is to sign a contract to procure three (3) SAR boats.

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

Under **Sub-Component A-5**, the M&E Team has tracked a total of 41 milestones. Of these 10 milestones cover first three quarters of the fiscal year. : one (1) was “completed late,” while three (3) were “due, but on-going,” five (5) were “due, but made no progress,” and one (1) is 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	03	05	01	10

The status of nine (9) of the 10 rolling total milestones of the above table are in Chapter 2 for the first two quarters of the year under Sub-component A-5. So, we refer the reader to that section of Chapter 2 for details about the descriptions of those milestones. The only milestone that was met before the 3rd quarter (“completed late”) was the ‘commencement of TED training’ in late November 2019. The TED team delivered a series of six (6) training courses of two days’ duration under Track-3 (Introduction to Bangladesh Urban Resilience) from November 24th for the next three weeks until December 12, 2019. The target number of participants/attendees was 240 (DDM: 70, FSCD: 60, DNCC & DSCC: 50, and RAJUK: 10); the actual number of attendees were 216 during the first day and 203 the second day.

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

Under **Sub-component B-1**, the M&E team has been tracking 58 milestones, among which 23 were tracked over the first three (3) quarters of the fiscal year. Of these, 12 milestones were “completed late,” nine (9) were “due, but on-going,” and the remaining two are programmed to be completed within the next quarter (by the end of June 2020).

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

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Total
0	12	0	9	0	2	23

Only three (3) milestones were completed in the first two quarters of the fiscal year under **Sub-component B-1**. They were: (i) 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)**. The **Analysis of the Outcomes and Framework Plan Report** was also a key accomplishment, although it is not considered a “Main Deliverable.” All other milestones completed are described in the previous chapter (**Chapter 2**).

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

Under **Sub-component B-2**, the M&E team has been tracking 44 milestones, among which 16 were tracked over the first three quarter of the fiscal year. Of these 16 milestones, 10 were “completed late,” two (2) more were “on-going,” (1) one was “due, but on-going,” and the remaining three (3) are expected to be completed during this quarter (Q4).

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

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Total
0	10	2	1	0	3	16

Seven (7) milestones were completed in the first two quarters of this fiscal year. Among these, the most important ones were: (i) the **Final Strategic Environmental Assessment (SEA) Report** of the greater metropolitan area of Dhaka; (ii) approval of the **Situation Analysis and Diagnosis Report (SADR)** analyzing the current planning and development context under RAJUK’s jurisdiction; the **Geotechnical and Geological Survey Plan (MD-3.1)**; and a **Strategic Framework** based on the results achieved and “the way forward” planning to overcome the shortcomings and possible consequences and risks (MD-3.3). Apart from those main achievements, all other milestones are described in the relevant section of **Chapter-2**.

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 Sub-component C-1, the M&E team is tracking 26 milestones, among which 9 were tracked during the first three quarters. Out these 9 (nine), two (2) were “Completed late,” six (6) were “Due, but on-going,” and the last (1) one is expected to be completed in June 2020.

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

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

Rolling Total of Physical Progress since July 2019

By far the most important achievement under Sub-component C-1 in the first two quarters of the fiscal year was the revised **Institutional Design and Organizational Study (IDOS) Report**. There were no other major accomplishments in the last (3rd) quarter. All other milestones and achievements in the 3rd quarter are described in the relevant section of **Chapter 2**.

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

Under **Sub-component C-2**, the M&E team has been tracking 20 milestones, among which 10 were tracked over the first three quarters of the fiscal year. Out of 10, 4 are in “Complete late”, 1 is in “Due, but on-going”, 2 milestones are in “Due, but no progress” and remaining 3 milestones need to be completed within June 30, 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	3 Month projection	Total
0	4	0	1	2	3	10

Only two (2) milestones were completed during the first two quarters of the fiscal year. Those two (2) milestones were the **Construction Permitting Assessment Report (CPAR)**, and the **Strategic Plan Report**, submitted to RAJUK in November 2019. All other milestones are for the 3rd quarter only are described in the relevant section of **Chapter 2**.

❖ Sub-Component C-3: Professional Accreditation Program

Under **Sub-component C-3**, there has been no substantive activity or progress made throughout the fiscal year since a consulting firm to implement this sub-component has not been contracted by RAJUK.

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

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

As we approach the 5-year mark of the URP, there has still not been any tangible progress made to implement Sub-component C-3, which is one of three “systems” under the original Results Framework (RF) and is now one of five (5) “systems” under the restructured RF. According to the Bank’s *Aide Memoire* of June 2019, the consultancy services package under S-8 to create a Professional Accreditation Program (PAP) may be merged with the consulting agreement with ICC & SDC under the S-9 contract for Sub-component C-4. More importantly, the approval of the Bangladesh National Building Code (BNBC) is still pending approval by the GoB. That is necessary in order to fully achieve the desired results of the PAP.

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

Under **Sub-Component C-4**, two (2) major milestones were completed in the first two quarters of the fiscal year among the five (5) that were “completed” either “on-time” (1) or “late” (4). They were the **Situation Analysis Report (SAR)**, and the **Concept Note Report**, which was submitted but not approved until April 2020. The one milestone (Approval of **Concept Note Report**) that was “due, but on-going” and there are three (3) more that are expected to be completed by the end of this quarter (Q4). The status of all other milestones from the 3rd quarter are described in the relevant section of **Chapter 2**.

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

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Total
1	4	0	1	0	3	9

❖ URU Building: Design and Supervision of Construction

Under this component the M&E team is tracking 83 milestones, among which 37 were tracked for the first three quarters of the fiscal year. Out of these 37, 10 were “Completed on-time”, 12 were “Completed late”, five (5) were “Due, but on-going,” and the remaining 10 milestones need to be completed at this quarter (Q4).

Table 3.12: Rolling Totals for URU Building

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Month projection	Total
10	12	0	5	0	10	37

Among the most important deliverables generated during the two quarters of the fiscal year 2019-2020 were, URU building design; the Inception and Draft Report for the Environmental Impact Assessment (EIA) for the proposed 10-story building for the URU under package S-15.

In addition to those, the tender was floated (after re-tendering it) and evaluated, proposed to the World Bank for its NOA by RAJUK, which was granted; the contract to procure truck-mounted CPT equipment was signed, and seismic field equipment for the URU (G-13) was procured while the tender for PIU office communication equipment under G-18 was published. All other milestones for the 3rd quarter are described in the previous chapter (**Chapter 2**).

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 30 milestones that it and the PCMU are responsible for completing by June 30, 2020. Of these 30 milestones, 13 have been “completed on-time,” four (4) were “completed late,” four (4) more are “on-going” (but not yet due), and the other nine (9) are planned for the current quarter.

Table 3.13: Rolling Total Table for URP Component D

Completed on time	Completed late	On-going	Due, but on-going	Due, but no progress	3 Months projection	Total
13	4	0	4	0	9	30

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 and 7th Quarterly Progress Reports; and the 10th and 11th PSC meetings. This is the Draft 8th QPR and we have also submitted the Draft and Draft Final versions of the Mid-Term Review Report (MTRR), which will hopefully be approved before the end of this fiscal year. Among the nine (9) projected milestones during this quarter and next are the 8th and 9th Quarterly Progress Reports, the 2nd Annual Progress Report, and the M&E Advisory Report for all IAs by the end of this fiscal year.

CHAPTER

4

Financial Analysis for 3rd 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) requested that the Bank extend and restructure the Project. Subsequently, the Bank accepted that request and agreed to extend 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 just **23%** of its semi-annual allocation for the first two quarters of **23,399** Lac BDT.

We couldn't not update the financial chapter as we haven't yet received the financial reports of the 3rd quarter of FY 2019-20 from the IAs due to the Covid-19 virus attack in the country and GoB shutdown. As soon as we receive those reports from agencies, we shall incorporate it in the next version of the QPR.

1.1 Department of Disaster Management (DDM)

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

The financial information for the 3rd quarter of FY 2019-20 is still not available due to the Covid-19 virus and Government shutdown since March. Therefore, we have left some data out of our summary tables, which we will ‘fill in’ in later versions of this QPR when that information is available to us.

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

Quarter	Quarterly Allocation	Quarterly Expenditures	Ratio
1 st Quarter (July – Sept. 2019)	500	322.24	64.4%
2 nd Quarter (Oct. - Dec. 2019)	1,000	1,028.71	102.9%
3 rd Quarter (Jan. - March 2020)	1,500	?	?
All quarters combined (July 1, 2019 – March 31, 2020)	3,000.00	?	?

Combining the first three (3) quarters (since July 1, 2019 until March 31, 2020) of this fiscal year as shown above in Table 4.1, the overall ratio or percentage of expenditures to the semi-annual allocation was **?**%.

The programmed quarterly allocation for DDM in the reporting quarter (Q3) was 1,500 Lac BDT, bringing the total allocations for the first three quarters to 3,000 Lac BDT. With the 4th quarter allocation of 2,000 Lac BDT, that will bring the total fiscal year total to 5,000 Lac BDT. 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 last quarter of this fiscal year ending on June 31st.

Table 4.2: DDM's Quarterly Expenditures by sub-components during last 3 Quarters (in Lac BDT)

Component A: Reinforcing the country's Emergency Response Management (ERM) Capacity	Expenditures for 1st Quarter (July-Sept) of FY 2019-20	Expenditures for 2nd Quarter (Oct-Dec) of FY 2019-20	Expenditures for 3rd Quarter (Jan-Mar) 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 and 3rd quarters 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, and has now been suspended again due to the Covid-19 virus.

1.2 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 (US \$96.9 million)**. This represents more than half (**54%**) of all 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 3 Quarters (in Lac BDT)

Quarter	Quarterly Allocation	Quarterly Expenditures	Ratio
1 st Quarter (July – Sept. 2019)	7,431.25	1,377.65	18.5%
2 nd Quarter (Oct. - Dec. 2019)	7,431.25	663.3	9%
3rd Quarter (Jan. - March 2020)	7,431.25	?	?
All quarters combined (July 1, 2019 – March 31, 2020)	22,294.75	?	?

Combining all three quarters of this fiscal year, we see that the ratio of expenditures-to-allocations was **?**%. This was very poor, given DNCC's strong past financial performance in the previous fiscal year. Senior URP management need to ask DNCC why there has been this slowdown in physical progress, and subsequent slowdown in financial progress, is occurring.

We are just waiting for the financial numbers to become available and will insert that info in the next, revised version of this QPR.

Table 4.4: DNCC's Quarterly Expenditures by Sub-components during last 3 Quarters (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	Expenditures for 3 rd Quarter (Jan-Mar) 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.

1.3 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.

Rajuk's Quarterly allocation and expenditures can be seen in Table 4.5. Combining all three quarters of this fiscal year shows the ratio of expenditures to allocations was about **?**%. The allocation for RAJUK in the 3rd quarter was **5,325 Lac BDT and will be 6,060 Lac BDT this 4th quarter**. Therefore, in order to maintain financial progress in-line with its allocations over the remainder of this fiscal year, RAJUK would need to spend far more in the 3rd and 4th quarters (January to June 2020) than it did in the 1st and 2nd quarters.

Table 4.5: Rajuk's Quarterly Allocation vs Actual Expenditures during last 3 Quarters (in Lac BDT)

Quarter	Quarterly Allocations	Quarterly Expenditures	Ratio
1 st Quarter (July – Sept. 2019)	2,685	387.9	14.4%
2 nd Quarter (Oct. - Dec. 2019)	3,530	1452.2	41.1%
3rd Quarter (Jan. – March 2020)	5,325	?	?
Combined quarterly totals (July 1, 2019 - March 31, 2020)	11,540.00	?	?%

➤ **Component B: Vulnerability Assessment of Critical and Essential Facilities**

The distribution of quarterly expenditures for the two sub-components of Component B, as shown in Table 4.6.

➤ **Component C: Improved Construction, Urban Planning and Development**

Will be updated as soon as we receive data from Agencies.

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

Components B and C	Expenditures for 1 st Quarter (July-Sept)	Expenditures for 2 nd Quarter (Oct-Dec)	Expenditures for 3rd Quarter (Jan-March)
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%)	?

Components B and C	Expenditures for 1 st Quarter (July-Sept)	Expenditures for 2 nd Quarter (Oct-Dec)	Expenditures for 3 rd Quarter (Jan-March)
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%)	?
Quarterly Allocations	2,685	3,530	5,325
% of Total Expenditures to Allocations	14.4%	41.14%	?

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

Analysis of this table will be conducted soon after we receive data from Rajuk.

1.4 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.

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

Quarter	Quarterly Allocations	Quarterly Expenditures	Ratio
1st Quarter (July – Sept. 2019)	410.75	50.6	12.30%
2nd Quarter (Oct. - Dec. 2019)	410.75	120.17	29.26%
3rd Quarter (Jan. – March 2020)	410.75	?	?
Combined quarterly totals (July 1, 2019 - March 31, 2020)	1,232.25	?	?%

Analysis of this table will be conducted soon after we receive data from PCMU.

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 1 st Quarter: July - Sept 2019	Expenditures for 2 nd Quarter: Oct. – Dec. 2019	Expenditures for 3 rd Quarter: Jan. - March 2020
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	120.17	?

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	(100%)	(100%)	
Allocation	410.75	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.

Analysis of this table will be conducted soon after we receive data from PCMU.

1.5 Overall URP Financial Progress up to December 2019

Agency-wise financial progress, as shown in Table 4.8. Analysis of this table will be conducted soon after we receive data from agencies.

IA's	Total Approved Cost	Financial Progress			Combined Cumulative Expenditures up to March 2020
		Cumulative expenditure up to June 19	Cumulative Expenditures in 1 st & 2 nd Q of FY2019-20	Expenditure for 3rd Q of FY 2019-20	
DDM	12,550				
DNCC	74,605				
RAJUK	42,990				
PCMU	8,000				
Total	138,145				

NB: Figures in parenthesis indicate %

❖ Current Financial Situation and their Future Implications

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

CHAPTER 5 Challenges and Opportunities

The most significant ‘new’ challenge facing the URP is the emergence of the **Covid-19 virus** that is not only affecting the normal functioning of the Project, but also gripping the entire Government and nation of Bangladesh. The impacts of this virus are, and will continue to be, widespread and profound in changing the ways that we do business and continue to work to carry out our tasks on a daily basis. This will further complicate the set of existing challenges that we have consistently faced throughout this Project.

However, this “challenge” is also an “opportunity” to do our work in more efficient and effective ways if we adapt our behaviours to the circumstances of this ‘**new normal**.’ These new patterns and protocols of work may include working remotely using electronic means of communications (that is, email and other ‘messaging’ services) to continue to move our work forward. Government officials involved in the implementation of the URP who are accustomed to being verbally briefed in face-to-face meetings to review and approve regular reports and studies will have to find new ways to carry out their duties. International consultants, who are more accustomed to video-conferencing and email or other messaging services, should find it much easier to adapt their work habits and methods to these new circumstances.

With the “**restructuring**” of the Project that occurred in January/February of this year (that is, during this reporting period), this is a **significant opportunity** to implement new procedures and protocols intended to help improve the performance of implementing agencies over the next two years to make the Project successful in meeting the targets of the indicators in the Project’s Results Framework. As suggested by the Mid-Term Review Report, the URP was likely not ‘satisfactorily’ successful before it was restructured. However, more ‘weight’ will be attached to this new ‘phase’ of the Project than will be to the initial 4½ years of Project implementation in the Project’s final “split evaluation.” That means that there is an opportunity to make the final overall evaluation of the Project ‘satisfactory’ if we perform better in the 2nd phase of the Project than we did in the 1st phase. But doing so will be made more difficult by the Covid-19 virus, and Project managers and directors will need to think about developing alternative work plans, extensions of consultant contracts, and new ways to review and approve deliverables.

5.1 Challenge and Opportunity posed by the Covid-19 Virus

The Covid-19 virus poses an unprecedented challenge on URP project managers and directors. Its impacts started to become evident as the 3rd quarter of the fiscal year (this reporting cycle) progresses. By the end of the quarter, the Government was about to shutter its offices for the next six weeks, and then to re-open its operations in a totally new and limited way. In addition, the impacts of the Covid-19 virus are far from over, and will likely continue to affect our ability and ways of working for months, and possibly years to come.

As was mentioned earlier, the virus will force us to work in new ways testing the resilience and adaptability of consultants and GoB officials working on the URP in the ‘**new normal**.’ Large meetings will not be possible for at least the rest of this last quarter of the fiscal year, which will likely continue to be the case for much, if not all, of next fiscal year (FY 2020-2021). Thus, the common practice of holding verbal briefings with officials to present the results and findings of studies and reports will have to be replaced by sharing those documents and submitting

comments electronically. New ways will also need to be agreed upon by GoB officials for approving deliverables. Project managers and directors will need to rely more on email and other forms of messaging than they ever have in the past. Passing files from office-to-office physically to gather required signatures for approvals may need to be replaced by electronic signatures and much greater use of electronic filing systems. This will test the resilience and adaptability of Government officials to find new ways of working successfully in a more modern and time-efficient manner, which is yet another challenge *and* opportunity.

5.2 Challenge and Opportunity of “Restructuring” the URP’s Results Framework

The URP was restructured at the beginning of this reporting cycle in late January. This involved basically three major adjustments to the Project: (i) it was extended by 22 months from June 2020 until April of 2022; (ii) Project funds were shifted from two IAs under Components A and D to RAJUK for carrying out tasks under Component C; and (iii) to make changes to the schedules and targets of several Intermediate Results Indicators (IRIs).

The “challenge” this poses to Project managers and directors is the same as before: to meet the ‘revised’ targets for the various IRIs (and PDO-level Outcome Indicators) by their new deadlines. Very few additional ‘burdens’ have been placed upon the IAs by these changes to the revised Results Framework (RF), which mostly took the form of stretching out deadlines and filling in some gaps in coverage of the original RF.

The “opportunity” is that by **restructuring the URP**, Project managers and directors now have a new chance to make the Project successful over the final two years. Why is this? It is due to the way that the World Bank evaluates “restructured” projects using a technique or method called a “**split evaluation**.” In the case of the URP, the Project will now be **evaluated and rated** as if it were two distinct projects: one that occurred before it was restructured in January 2020 when disbursements only stood at 35%, and after it was restructured until it closes. Whatever portion of the remaining funds that are in the URP’s ‘line-of-credit’ loan that are spent by then will be “weighted” by that amount (as a percentage) in the final split evaluation. Thus, if the Project spends all of the remaining funds (65%) available to it in the Bank’s line-of-credit for the URP, then whatever progress was made will be evaluated and rated using the Bank’s four (4) evaluative criteria of **relevance** to the nation’s current priorities, its **effectiveness** in achieving its objective, its **efficiency** during implementation, and the likelihood of the Project’s **sustainability** over time once it closes. A ‘weight’ of 65% would then be attached to the Project’s performance ratings during the “restructured” period, and would be weighed against the evaluative ratings of the pre-restructured period of Project implementation. These pre-restructured ratings would be given a weight of just 35% since the ‘weight’ attached to each set of ratings are based on disbursements, and not on the amount of time of implementation.

This means that the Project could still be considered to be “satisfactory” in terms of successfully meeting its objectives by the end of the Project if we make more progress toward achieving the Project’s objectives during the restructured period from now until 2022. However, managers should not assume that will happen if we continue to do things as we have until now. Some changes that should be considered by senior decision-makers are included in the last chapter of the QPR addressing “Conclusions and Recommendations.”

5.3 More Effective Contract Management and Oversight

The primary reason for the delays and slower than expected progress made in the last quarter (excluding the Covid-19 virus) were due to two factors. First, there continue to be delays and

problems managing the consulting firms contracted by URP implementing agencies. This has 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 continued delays in procuring ECT equipment under Sub-component A-3, significant interruptions in table-top trainings and exercises under Sub-component A-5, and for several of the main "consulting services" contracts under RAJUK's management under Components B and C.

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 repeatedly failing to meet one deadline or work plan target after another, there have not been any meaningful repercussions or consequences for DDM or MoDMR managers. 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 either PCMU or the Planning Commission, the performance of IAs should improve noticeably, and thereby make the Project successful ultimately.

5.4 More Efficient Review and Approval Processes of Consultants' Deliverables

One of the main factors that slowed down the progress of the URP during the past three quarters has been very slow, redundant, and inefficient review-and-approval (R&A) processes. While it is undoubtedly true that this was partly due to the less than satisfactory quality of consultant's deliverables in some cases, in many cases, there does not appear to be any credible reason for most of the delays in R&A processes. 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. There are many examples of inexplicably long delays in approving consultant's products by IAs, and in paying them for their services and work products (financial progress), that have been described in previous QPRs.

As with any challenge, there are a number of easy-to-implement "**opportunities**" or 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 yet. These strategies will speed up the pace of implementation and achieve better results more efficiently (that is, with less effort, time, and cost).

5.5 Challenge and Opportunity to Turn Activities and Outputs into Outcomes and Achieve the Project Development Objective (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 (that is, the Project’s Development Objective or 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 (RF).

URP managers in all the IAs, but particularly in PCMU, need to focus their work on reaching the targets for the indicators in the new “restructured” Results Framework as building blocks toward demonstrating that the Project’s dual objectives have been achieved.

For this reason, the M&E team has developed a new set of “**baselines**” for the PDO Indicators and the IRIs, estimated at the same time that the Project was restructured in January 2020. Progress against these revised baselines will be assessed on a quarterly on-going basis from this quarter until the end of the Project. This will help us to determine the extent to which the Results Framework’s indicators and the Project’s objectives were achieved. Those indicators are contained in a draft **Revised Indicators Baseline Report (R-IBR)** that the M&E team has prepared. However, it would be necessary for PCMU and the Planning Commission to first give the M&E team its approval to substitute the M&E Summary Report with the R-IBR now, while deferring the M&E Summary and Final Reports until the last quarter of the Project. If approved by PCMU / PC, the M&E team will start briefing senior managers of the IAs on the status of progress made against these ‘new’ indicator baselines.

Ultimately, the degree to which the Project achieves its dual objectives will be 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 a follow-up 2nd phase to the URP after 2022. The “opportunity” we have by focusing more on “outcomes” than “outputs” will significantly improve the chance that the Project will successfully achieve its objectives by the close of the URP in 2022. This will allow us to make better decisions and take more relevant actions to improve the Project’s 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. Therefore, **the M&E team is requesting authorization to present and use the R-IBR now in lieu of preparing the “close-out” M&E Summary and Final Reports.**

5.6 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 continues to be severely tested. Despite that, no corrective actions appear to have been implemented to remedy the situation. During the last quarter, their progress, both physically and financially, improved considerably after a dismal 2nd quarter. However, it continues to lag badly behind schedule, a situation which has been further slowed down and made significantly more difficult by the Covid-19 virus.

Conversely, there is an opportunity for RAJUK's PIU Project Director to delegate more authority to senior managers to more fully utilize their skills, experience, and resource to review and approve products and pay invoices more efficiently and quickly. That appears to be happening with respect to recent achievements under Component B in particular. However, the main concern of the M&E team is that RAJUK's management also appears to be fixated on the construction of the URU building, which consumes large amount of their attention, time, and interest. It is clearly their top priority even though the building itself does not contribute significantly to achieving the Project's objective. Meanwhile, other sub-components to build the "systems" that will reduce the vulnerability of future building stock and urban infrastructure are not being the attention, time, and focus they deserve and require. Therefore, the M&E team continues to insist that corrective steps need to be taken in order to ensure that RAJUK fulfils its responsibilities and obligations to 'satisfactorily' achieve its part of the Project's objective.

5.7 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 past few quarters, and the M&E team is receiving more cooperation in obtaining the information to monitor Project activities and products 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 receiving 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. For example, the M&E team was only provided with an electronic copy of the Final EIA for the URU building less than a week before it was posted on RAJUK's URU website. This made it impossible for us to provide a thoughtful, comprehensive review of the EIA. This has been true for much of the work that is going on in the Project, and has made it difficult for us to provide decision-makers with the most complete understanding of the current status and progress of the Project.

The "opportunity" here is to improve that advance notification and management oversight of the Project by giving the M&E team the access to information we need to provide them with the most accurate and up-to-date monitoring information possible. With this information, decision-makers can more accurately assess the current situation and make better-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 the “Challenges and Opportunities” facing the Project. While the Covid-19 virus has presented the Project with an enormous, unprecedented **challenge**, the “restructuring” of the Project represents an enormous **opportunity** to “start anew and think anew.” In this 8th QPR, we will structure our recommendations around those two foundational issues.

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 finally 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.

For example, the approval of frequency allocations of ECT equipment for DNCC and SCC by the Bangladesh Telecommunication Regulatory Commission (BTRC) has been pending for months. This inaction on BTRC’s part has been holding up the delivery of four (4) ECT equipment packages (G-1.2, G-1.4, G-1.9 & G-1.10). Another example is the failure of RAJUK to activate a Grievance Redress Committee and assign a Focal Point person before they start construction of the URU building, and PCMU for not having developed and implemented a single, common Grievance Redress Mechanism (GRM).

Given the **threat or challenge of the Covid-19 virus**, the IAs have been asked by the World Bank to prepare “impact assessments and contingency planning” since March. Due to the GoB’s shutdown, not all of the IAs have yet complied with several requests for these documents from the Bank at this time. Once that is done, it will be possible to assess what are the expected implications of the virus in terms of the pace of progress over the next year or so, and of the likelihood of the Project being successfully conclude in the Spring of 2022.

In terms of the **opportunities presented by the restructuring of the Project**, it is up to the GoB to take this opportunity to change the way the Project is being implemented in order to achieve better results than have thus far been produced. As the Mid-Term Review Report (MTRR) made abundantly clear, more than anything else, there has been 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.

Therefore, reiterating what the MTRR “strongly encouraged,” **the M&E team is recommending that the Project Steering Committee (PSC) establish an “Executive Director or Committee” to oversee the day-to-day operations and weekly, monthly, and quarterly progress** that the four IAs are making. PCMU lacks the authority to fill this role, and the PSC

lacks the time and focus. Thus, we propose that an ED or EC should report directly to the PSC and have adequate authority to insist on procedural and personnel changes, as needed. These “corrective actions” to address deficiencies and bottlenecks should help keep the Project running on-schedule and within its budgetary limitations. This is the key change in the Project’s operation that the M&E team believes will make it possible to “get the results that are expected and to ultimately make the project successful.”

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

The M&E team has consistently recommended that IAs implement more rigorous procedures to stay on schedule and produce on-time results. For the past 1½ years now, since most of the consulting firms became operational, there have been strong efforts made to hold them accountable for conducting activities and delivering products. 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. Thus, this is another reason why an **Executive Director or Committee** should be created with sufficient oversight and corrective action authority to facilitate the progress and results made by all four IAs of the URP. Conversely, to continue operating in the same way as we have up to now is to almost guarantee that the Project will not achieve its objectives by the Spring of 2022.

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). It may even be necessary to **extend consultants’ contracts** well into and possibly throughout the entire 22-month Project extension period. This is particularly true in the case of the training, exercises, and drills (TED) Program and the M&E team’s functioning. Training and “demonstrated capacity” are the one glaring area of ‘weakness’ that was pointed out in the Mid-Term Review Report as the “missing third leg” of the stool to “strengthen the capacity of the Government to respond to emergency events (the first part of the Project’s Development Objective). We already have the facilities, and we have almost all of the required equipment. What we still lack are the ER personnel, mostly in FSCD, who have been trained in the operation and maintenance (O&M) of those facilities and equipment.

Therefore, the M&E team recommends that the TED Program and M&E contracts be extended throughout the extension of the Project with additional scope and funding. We will also attempt to encourage the shift from focusing on outputs to focusing on **outcomes** by briefing managers on the advances of the URP in terms of the extent to which it is achieving the revised IRIs and PDO-level Outcome Indicators under the “restructured” Results Framework. To do this, the M&E team has developed a **Draft Revised Indicators Baseline Report (R-IBR)** with estimated baselines established at the time that the Project was restructured toward the end of January 2020. However, substituting the M&E Summary Report with the R-IBR and deferring the M&E Summary and Final Reports until the last quarter of the Project would need to be authorized and approved by PCMU and the Planning Commission first. Then, the R-IBR could be used by

the M&E team and presented in our quarterly progress updates to focus URP decision-makers on the criteria that will be used to evaluate the Project at its closing.

6.4 Enhance RAJUK's Capacity to Absorb and Internalize 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 sub-PD level managers. RAJUK also needs to "come clean" about the amount of time and effort that senior PIU managers are devoting to the Project to ensure progress is being made under Components B and C.

RAJUK should also provide more training for the new staff/contractors they have hired in the PIU to enhance their capabilities to handle the current workload, and to operate the new systems and tools being developed under Components B and C as permanent, full-time staff of the new URU in the future. This would accelerate the pace at which these tools and systems are implemented now while the Project is operational as well as facilitate the sustainability of these critical functions and capabilities in the future to reduce the vulnerability of the built environment (i.e., buildings and public "lifeline" infrastructure) in Dhaka, which is the second part of the Project's development objective (PDO).

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. Finally, we recommend that the contingency work plans and schedules, given the Covid-19 virus, be shared with the M&E team so we can track the progress of activities next fiscal year. This would be to everyone's benefit.

ANNEX

Training Program on Project Monitoring Information System (PMIS) under the Urban Resilience Project (URP)

Name: Training Program on Project Monitoring Information System (PMIS) under the Urban Resilience Project (URP)

Date: 1 – 2 March, 2020.

Time: 10:00 AM to 5:00 PM

Venue: Conference Room, Project Coordination & Monitoring Unit (PCMU), Programming Division, Planning Commission

Objective of the Training:

1. Provide an overview of the Project Monitoring Information System (PMIS)
2. Demonstrate PMIS Dashboard
3. Train users on data entry, submission, and reporting functions
4. Orient users to the administrative functions

Number of participants: 5

Participant's details:

SL No	Name	Designation
1.	Md. Khalilur Rahman Khan	Chief, Programming Division
2.	Md. Zafar Ullah	Director General
3.	Md. Khayrul Hasan	Director
4.	Jahan Ara	Deputy Director
5.	Abdul Matin	Financial Management Specialist

Training Agenda

Day 1 of PMIS Training

09:30 – 10:00	Registration
10:00 - 12:00	Overview of the Project Monitoring Information System (PMIS)
12:00 - 13:00	Dashboard: PMIS
14:00 - 15:00	Project Information Module <ul style="list-style-type: none">• Project Officials• Approved Cost• ADP/RADP Result Framework <ul style="list-style-type: none">• Project Development Objectives Indicators,• Intermediate Result Framework
15:00 - 15:45	Physical Progress/ Monitoring Status (Activity/Sub activity) <ul style="list-style-type: none">• By Component,• By Implementing Agency• Summary
16:00 – 17:00	Financial Progress <ul style="list-style-type: none">• By Component,• By Implementing Agency,• Summary IMED <ul style="list-style-type: none">• Monthly Report (IMED-05/2003)• Quarterly Report (IMED-03/2003) Knowledge Bank

Day 2 of PMIS Training

10:00 – 11:30	<p>Report Generation</p> <ul style="list-style-type: none"> • ADP, IMED, Result Framework, Monitoring status (Physical, Financial), Warehouses list, Procurement Plan, Disbursement. • Data Export (Excel & pdf)
11:30 – 13:00	<p>Data Collection/Data Entry</p> <ul style="list-style-type: none"> • ADP • Financial Progress • Monitoring Status/Physical Progress
14:00 – 15:15	<p>Data Collection/Data Entry</p> <ul style="list-style-type: none"> • Warehouse List, EOC, Command & Control Room • Disbursement Plan • Procurement Plan
15:15 – 15:30	<p>Data Collection/Data Entry</p> <ul style="list-style-type: none"> • Procurement Plan <ul style="list-style-type: none"> ○ Works Contracts, Goods Contracts, Service Contracts • Result Framework (Project Development Objectives Indicators, Intermediate Result Framework), • Monthly Report (IMED-05/2003) • Quarterly Report (IMED-03/2003)

Day 1 of PMIS Training



Day 2 of PMIS Training

