GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

Local Government Engineering Department (LGED)

Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project

Consultancy Services for Monitoring and Evaluation (M & E)

LGED/RIVER/21-22/SD-2, IDA Credit No. 7167-BD



INCEPTION REPORT

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Submitted by:

SODEV Consult International Limited.

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EXECUTIVE SUMMARY

Bangladesh is extremely vulnerable to the effects of climate change and the Risk Index Ranks Bangladesh in the seventh position among the most affected countries in the World over the time span 1999-2018. Bangladesh is located at the foot of the highest mountain the Himalayas, which is also the world's highest precipitation zone. During monsoon seasons, the winds from the sea towards the land raise the water levels in the Bay of Bengal, inhibiting drainage from these rivers to the sea. As rainfall is also high during monsoon seasons, river flows, local rain, and raised levels for the Bay of Bengal result in flooding of vast areas in Bangladesh. Floods are especially destructive when peak flows in these rivers occur at the same time.

Flooding is a near-constant threat in Bangladesh, affecting millions of people annually and resulting in substantial losses to agriculture, infrastructure, and livelihoods. Large-scale floods in recent years, such as those in 2017 and 2020, have underscored the urgent need for resilient infrastructure. Key community infrastructures like roads, sanitation systems, and public buildings are particularly susceptible to flood damage, and the lack of accessible and safe flood shelters compounds the risks for vulnerable populations.

Women, children, people with disabilities, and economically marginalized communities bear the brunt of these disasters. Gender disparities become more pronounced during emergencies, where limited access to safe spaces, basic amenities, and health services exacerbates vulnerabilities. Existing flood shelters often lack gender-sensitive features such as separate toilets and secure areas for women and girls, resulting in low utilization during disasters. To address these pressing challenges, the Government of Bangladesh (GOB), through the LGED with support from the World Bank, has launched the Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project.

The Project Development Objective (PDO) of RIVER is to reduce the vulnerability of people in targeted communities to riverine and flash floods and improve the Country's capacity in Disaster Preparedness and Response.

Area Coverage: RIVER is designed to address the needs of flood shelters in 78 Upazilas of 14 Districts of Bangladesh. These 14 Districts are Kurigram, Lalmonirhat, Rangpur, Nilphamari, Gaibandha, Sirajganj, Pabna, Bogura, Gopalgonj, Rajbari, Madaripur, Faridpur, Sunamganj and Habiiganj

Project Components:

The project is being implemented by the Local Government Engineering Department (LGED) from January 2023 up to the project closing date of June 2028 through interrelated activities organized under the following components:

Component 1: **Resilient Flood Shelters and Community Infrastructure:** This component will finance land raising and construction of climate-resilient flood shelters in targeted flood-prone villages in non-coastal districts, installation of lightning protection systems, construction and/or rehabilitation of associated climate resilient shelter connecting and community roads, and resilient infrastructure as identified by the community.

Component 2: Strengthening Capacity for Disaster Preparedness and Response and Technical Assistance: This component will finance goods and services to increase the capacity of LGED and communities to plan, manage, and recover from floods, and strategic studies to increase long-term disaster and climate resilience.

Component 3: Project Management, Design and Supervision (D&S), Monitoring and Evaluation: This component will support the Government in implementing the project and in coordinating all project-related activities, monitoring, technical assistance, and training. The management, design and M&E activities under this component will integrate climate adaptation and mitigation measures and parameters.

Component 4: Contingency Emergency Response: The objective of this subcomponent is to cater to unforeseen emergency needs. In case of a major natural disaster, the Government may request the Bank to re-allocate project funds to this component (which presently carries a zero allocation) to support response and reconstruction.

On 11 January 2026, the Government of Bangladesh, through the Local Government Engineering Department (LGED), entered into a contract with **SODEV Consult International Limited** for rendering the Monitoring and Evaluation Consultancy Services for RIVER Project. The M&E Consultant team has been mobilized for rendering the services effective from 15 January 2026 at M&E Consultant Project Office located at House # 156 (Level-03), Lane # 03, Mohakhali, DOHS, Dhaka-1206. The duration of the consultancy services is up to the project closing date of 30 June 2028.

This Inception Report has been prepared by the M&E Consultant team to present, among others, an outline of the overall M&E methodology and strategy, reporting, work plan and staffing schedule, and activities undertaken to date.

Outline of the M&E Methodology and Strategy (Part of Component-3)

The Consultant's strategic approach and methodology in carrying out the tasks required for this M&E support assignment, as described in detail in its Terms of Reference (TOR), will generally be followed. Necessary modifications and/or additional details to the proposed approach and methodology are explained in this Inception Report. The assignment is organized in respect of tasks and deliverables as per TOR (Detailed in Section 2.4 to 2.6 of the Report) given below:

Review/Refinement of the overall Results Framework for the RIVER and the Project Logical Frameworks

- This is deemed necessary to incorporate the developments that have occurred since their preparation up to the present. Review/ Refinement of RIVER Project Results Framework has been initiated by the M&E Consultants. The comprehensive refinement of the frameworks will be done in collaboration with the PIU, the Design and Supervision (D&S) Consultants, Community Engagement, Mobilization, Resilience and Capacity Building (CEMRCB) Consultants and the World Bank, thus facilitating the attainment of consensus and promoting ownership of the Results Framework and Logical Frameworks.

Create a Comprehensive Monitoring and Evaluation Framework for the RIVER Project (Task 1)

- In order to carry out monitoring and evaluation systematically, the M&E framework, which serves as a plan for monitoring and evaluation, will be developed. It will have three main components: (i) refined and updated Results Framework and project components' Logical Frameworks; (ii) matrices of the monitoring and evaluation framework; and (iii) description/explanation on the monitoring and evaluation framework. Operational Risks Assessment will also be incorporated in the Comprehensive M&E Framework. The M&E Consultant is responsible for the preparation of the RIVER Project - M&E framework.

Monitoring and Evaluation of Implementation Progress of All Project Works and Activities (Task 2)

The RIVER Project will implement a rigorous impact evaluation strategy to assess its effectiveness, sustainability, and long-term development outcomes. This methodology combines quantitative and qualitative approaches across mid-term and final evaluations to measure the project's contribution to resilience and development goals.

Monitoring and Evaluation of Project Impact (Task 3)

The Consultant shall evaluate the project's performance and progress towards achieving the set objectives and provide advice to LGED or mid-course corrections. The mid-term evaluation report would be completed a month before mid-term review and the final assessment will be undertaken prior to project completion. As a part of project evaluation, the consultant shall undertake overall project evaluation based on the monitored

information and special analyses at mid-term and final stages, with a focus on determining achievements and documenting lessons learned.

Develop Baselines for Key Project Indicators (Task 4)

During the comprehensive review/refinement of the overall Results Framework and the Logical Frameworks for RIVER Project (in collaboration with the PIU, D&S Consultants and CEMRCB Consultants in consultation with the World Bank), key indicators for tracking project inputs, outputs, outcomes, and operational risks will be identified. The M&E Consultant will establish baseline status of indicators for assessment of project outcome and impact. Baseline Survey covering 250 flood shelters catchment area will be conducted by the M&E Consultant supported by the PIU, D&S Consultants and CEMRCB Consultants of River Project. The Survey Report will be submitted as per schedule time of the M&E Consultant.

Tracking the Key Indicators during the Project Implementation (Task 5)

The tracking/monitoring of project components' inputs and outputs (through their respective indicators), evaluation of progress towards outputs, and reporting to PIU are mainly the responsibility of the D&S Consultants and the CEMRCB Consultants. The M&E Consultant is responsible for the validation, and analysis of these information as to their contribution to progress in the attainment of outcome. To facilitate and for consistency in monitoring, data collection and analysis; appropriate methods, tools, formats/tables, and data collection and analytical procedures will be developed by the M&E Consultants in cooperation with PIU, the D&S Consultant and the CEMRCB Consultants.

Monitor the Key Performance (Task 6)

This methodology outlines the monitoring of key performance areas under the RIVER Project beyond predefined indicators. It covers procurement, contract execution, financial accountability, environmental and social safeguards, stakeholder satisfaction, and the quality of works. It aims to ensure efficient, transparent, and standards-compliant project implementation. Key Performance includes:

- Development of the Key Performance Monitoring Framework;
- Procurement Performance Monitoring;
- Contract Performance Monitoring;
- Financial Management Performance Monitoring;
- Stakeholder Satisfaction Monitoring;
- Environmental, Social, Gender and Disability Inclusion Monitoring;
- Completed/ Ongoing Infrastructure/ Interventions Monitoring (Quality of Works and Materials);
- Reporting and Feedback Mechanism.

All findings mentioned above will be reported in the consolidated quarterly and annual progress reports.

Carrying out Process & Progress Monitoring of the Project (Task 7)

M&E will not only be carried out for project inputs, outputs and outcomes but also on the efficiency and effectiveness of the processes underlying the design and implementation of the project. Process & progress monitoring will be anchored on the development objectives outlined in the PAD, ESM Framework of RIVER and may also be linked to M&E of operational risks and governance aspects. The PIU, D&S Consultant, CEMRCB Consultant and the M&E Consultant will jointly carry out the design and establishment of monitoring processes. The D&S Consultant and CEMRCB Consultant will carry out process & progress monitoring while the M&E Consultant will monitor and evaluate adherence to the prescribed processes.

Recommend Appropriate Corrective Actions and Recommendations (Task 8)

The M&E Consultant will continuously analyze the results and findings of: (i) M&E of project inputs, outputs and outcomes (through their indicators) relative to their respective baseline status and targets; and (ii) process and progress monitoring specifically of adherence to the prescribed processes, and the efficiency and effectiveness of the processes. Based on the analysis, the Consultant will provide PIU, the D&S Consultant, the CEMRCB Consultant and the WB with feedback and recommendations that will enable decision makers to take timely corrective actions to: (i) ensure and maintain satisfactory implementation progress; and (ii) ensure timely and satisfactory achievement of outputs and expected outcomes and the overall development objective of the project.

Supervise the Environment and Social Compliances as per ESMP & ESMoP (Task 9)

The Environment and Social tasks will follow the sequences like; (i) Review and update the ESMF document prepared during 2022, (ii) Application of ESMP during preparation of RIVER – interventions (design & estimation and incorporating safeguards compliances with the estimates and bidding document preparation) and (iii) Adaptation of ESMP and ESMoP during the implementation of all the hardware supports under RIVER project. The Environment and Social Monitoring may be continued during the operation phases of the project interventions. In all cases, the environment and social safeguard compliances will be as per GOB rules and ESS of the World bank.

Preparation and Submission of Reports (including Task 10: Prepare and Submit Consolidated Quarterly and Annual Progress Reports)-

The M&E Consultant will prepare and submit reports that incorporate outputs from the M&E activities/tasks (Detailed in Section 3) in accordance with the reporting requirement specified in the TOR. After engagement of the M&E Consultant, 60 months period of M&E Consultancy Services has been reduced to 32 months with the accomplishment of all tasks assigned in the TOR. However, the M&E Consultant has rearranged the time frame of reporting covering all tasks to be completed by the project closing date of 30 June 2028 (Detailed shown in Annex 5B: Revised Work Schedule).

Conduct Mid-Term Review (Task 11)

The Mid-Term Review (MTR) is a pivotal milestone in the RIVER Project lifecycle, offering an opportunity to critically assess the progress made to date and identify areas requiring recalibration. The MTR goes beyond routine progress reporting by evaluating institutional performance, financial efficiency, safeguard compliance, and alignment with project outcomes. It informs accountability, learning, and decisions around potential restructuring and adaptive project management. Mid-term Review will be done covering catchment area of 250 flood shelters in 14 project districts of RIVER. Evaluation Approach and Analytical Framework, Scope and Focus Areas in Mid-term Review will be considered with respect to the baseline situations of the project interventions/ infrastructure done earlier.

Final Impact Evaluation (Task 12)

The process will involve multi-stage evaluation methods including comprehensive data collection, field verifications, stakeholder consultations, and validation workshops. The evaluation follows an approach of evidence based on a pre-post method of assessment i.e. identify the changes and improvement that occurred due to implementation of the project by comparing with pre-project situation (baseline findings).

The survey tools of final evaluation include:

- Household survey (HHS)
- Focus Group Discussion (FGD), and
- Key Informant Interview (KII)

Data processing and analysis include:

- Design and develop dummy tables to insert all data gathered from fields
- Statistical Package for Social Sciences (SPSS) will be used.
- Cleaning and updating of data error
- Other standard analytical tools, will be interpreted through tables, figures, graphs, maps, diagrams, charts etc.

Preparation of Final Impact Evaluation Report:

Final Evaluation Report will be prepared based on analyzed findings of quantitative and qualitative data gathered from Survey. The Project Evaluation report will mainly cover three general yardsticks:

- Relevance,
- Effectiveness, and
- Efficiency.

Conducting Users Satisfaction Surveys (Task 13)

Consultant will conduct at least two user satisfaction surveys focusing on performance of the flood shelters and resilient infrastructures. The Consultant shall propose Methodology and Questionnaire for the survey for consent of the Client and the Questionnaire of satisfaction survey will be field tested. The learnings and recommendations from the surveys to be disseminated through the learning workshops and incorporated in the community engagement activities. The Consultant will conduct 1st Users' Satisfaction Surveys subject to the completion of 250 flood shelters. 2nd Users' Satisfaction Surveys will be done towards the end of the Project.

Arrangement of Learning Workshop (Task 14)

The annual Learning Workshop under the RIVER Project is a structured, participatory forum facilitated by the Consultant to disseminate project learnings, assess implementation experiences, and support adaptive project management. This mechanism is integral to enhancing institutional memory, fostering collaboration across stakeholders, and strengthening evidence-based decision-making throughout the project cycle.

Prepare Project Completion Report-Final Report (Task-15)

This methodology outlines a comprehensive and technically grounded approach for preparing the Project Completion Report (PCR) of the RIVER Project. Implemented over 60 months by LGED, the PCR will go beyond simple documentation to critically assess project performance across technical, financial, institutional, and social dimensions. It will align with the World Bank's Implementation Completion and Results (ICR) framework and national evaluation protocols to promote learning, replication, and accountability.

Risk Assessment/ Assumption

60 months period has been reduced to 32 months, while no reduction in the scope of services has been made with the understanding that the M&E Consultancy Service will be extended reasonably to complete all project components and activities.

The extension of M&E Consultancy Services tenure would be as agreed in the Summary of Contact Negotiation

As per TOR, 1st User Satisfaction Survey will have to conduct upon completion of 50% of shelters i.e., upon completion of 250 shelters.

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Glossary

Abbreviations and Acronyms

AE	Assistant Engineer
ARAP	Abbreviated Resettlement Action Plan
CBDRM	Community-Based Disaster Risk Management
CE	Chief Engineer
CEMRCB	Community Engagement, Mobilization, Resilience and Capacity Building
CERC	Contingent Emergency Response Component
COVID-19	Coronavirus Disease 2019
D&S	Design and Supervision
DPD	Deputy Project Director
DPP	Development Project Proposal
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
E&S	Environmental and Social
EE	Executive Engineer
EMCRP	Emergency Multi-Sector Rohingya Crisis Response Project
EMP	Environmental Management Plan
ERR	Emergency Response & Recovery
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMPs	Environmental and Social Management Plans
ESMoP	*Environmental and Social Monitoring Plan*
ESS	Environmental and Social Standard
FGDs	Focus Group Discussions
FM	Field Monitoring

FVR	Field Visit Report
GAAP	Governance and Accountability Action Plan
GAPs	Gender Action Plans
GBV	Gender-Based Violence
GBV/SEA/SH	Gender-Based Violence/ Sexual Exploitation and Abuse/Sexual/ Harassment
GDP	Gross Domestic Product
GIS	Geographic Information Systems
GOB	Government of Bangladesh
GPS	Global Positioning System
GRM	Grievance Redress Mechanism
HHS	Household Survey
HVCA	Hazard, Vulnerability, and Capacity Assessment
ICR	Implementation Completion and Result
ICT	Information and Communication Technology
IMED	Implementation Monitoring and Evaluation Division
KIIs	Key Informant Interviews
KPI	Key Performance Indicator
LGD	Local Government Division
LGED	Local Government Engineering Department
LMP	Labor Management Plan
M&E	Monitoring and Evaluation
MDSP	Multipurpose Disaster Shelter Project
MIS	Management Information System
MoDMR	Ministry of Disaster Management and Relief
MoLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
MoPME	Ministry of Primary and Mass Education
MOV	Means of verification
MTR	Mid Term Review

NGO	Non-Governmental Organization
NPDM	National Plan for Disaster Management
O&M	Operations and Maintenance
OECD-DAC	Organization for Economic Co-operation and Development-Development Assistance Committee
OHS	Occupational Health and Safety
OP	Operational Plan
ORAF	Operational Risks Assessment Framework
OVI	Objectively Verifiable Indicators
PAD	Project Appraisal Document
PBC	Performance-Based Contract
PCR	Project Completion Report
PD	Project Director
PDF	Portable Document Format
PDO	Project Development Objective
PIC	Project Implementation Committee
PIU	Project Implementation Unit
PPE	Personal Protective Equipment
PSC	Project Steering Committee
PV	Photovoltaic
QPR	Quarterly Progress Report
RA	Risk Assessment
RAP	Resettlement Action Plan
RBME	Results-Based Monitoring & Evaluation
RF	Results Framework
RIVER	Resilient Infrastructure for Adaptation and Vulnerability Reduction
RPF	Resettlement Policy Framework
SAE	Sub-Assistant Engineer

SDG	Sustainable Development Goals
SEP	Stakeholder Engagement Plan
SMAART	Specific Measurable Achievable Accurate Realistic Time-bound
SMC	School Management Committee
SMP	Social Management Plan
SPSS	Statistical Package for the Social Sciences
ToC	Theory of Change
ToR	Terms of Reference
UAE	Upazila Assistant Engineer
UDMC	Union Disaster Management Committee
USD	United States Dollar
USS	User Satisfaction Survey
WASH	Water Sanitation and Hygiene
WB	World Bank

1. INTRODUCTION

1.1 PROJECT BACKGROUND

Bangladesh's geographic vulnerability, marked by its low-lying deltaic landscape and dense population, places it among the most climate-sensitive nations globally. Due to climate change, recurring climate-induced hazards such as riverine and flash floods, cyclones, and riverbank erosion have escalated in frequency and intensity, severely impacting livelihoods, infrastructure, education, healthcare, and mobility, especially in rural and economically disadvantaged communities.

Despite remarkable progress in social and economic sectors, with consistent GDP growth averaging close to 6 per cent since 2000, Bangladesh remains vulnerable to economic and climatic shocks. The COVID-19 pandemic highlighted these vulnerabilities, increasing poverty rates and reversing years of progress. Additionally, global climate indices rank Bangladesh among the most affected countries due to climate-induced disasters, further compounding risks to development and poverty reduction.

Flooding is a near-constant threat in Bangladesh, affecting millions of people annually and resulting in substantial losses to agriculture, infrastructure, and livelihoods. Large-scale floods in recent years, such as those in 2017 and 2020, have underscored the urgent need for resilient infrastructure. Key community infrastructures like roads, sanitation systems, and public buildings are particularly susceptible to flood damage, and the lack of accessible and safe flood shelters compounds the risks for vulnerable populations.

Women, children, people with disabilities, and economically marginalized communities bear the brunt of these disasters. Gender disparities become more pronounced during emergencies, where limited access to safe spaces, basic amenities, and health services exacerbates vulnerabilities. Existing flood shelters often lack gender-sensitive features such as separate toilets and secure areas for women and girls, resulting in low utilization during disasters. To address these pressing challenges, the Government of Bangladesh (GoB), with support from the World Bank, has launched the Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project. The project aims to reduce flood vulnerability of people in targeted communities to riverine and flash floods through climate-resilient infrastructure, enhance disaster preparedness at the community level, and strengthen institutional capacity for emergency response and recovery.

Geographical Coverage: RIVER is designed to address the needs of flood shelters in 78 Upazilas of 14 Districts of Bangladesh. These 14 Districts are Kuri gram, Lalmonirhat, Rangpur, Mahamari, Gaibandha, Sirajganj, Pabna, Bogura, Gopalgonj, Rajbari, Madaripur, Faridpur, Sunamganj and Habiganj.

1.2 THE RESILIENT INFRASTRUCTURE FOR ADAPTATION AND VULNERABILITY REDUCTION (RIVER) PROJECT

Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project is guided by the Project Director, RIVER Project, LGED, with the financial assistance of the World Bank, with the project development objective (PDO) to reduce the vulnerability of people in targeted communities to riverine and flash floods and to improve the country's capacity in disaster preparedness and response. The LGED Engineers, Individual Consultants (PIU) & support staff are assisting the Project Director. On the other hands the Project Director is also supported by the following Component-wise Consultant organizations to achieve the target of the RIVER Project.

Component 1: **Resilient Flood Shelters and Community Infrastructure**: Major interventions are being run by the **Design and Supervision Consultants** for achieving the planning, implementation & quality control of the following interventions;

(i) 500 nos. Primary School cum Flood Shelters;
(ii) Construction/installation of 100 nos. Solar PV Nano-grid System;

(iii) Raised land above the Flood level for 250 nos. school cum flood shelters
(iv) Improvement of Flood Shelter Connecting Road- 275 km;
(v) Construction of Bridges- 500 m;
(vi) Construction of Culvert- 1330m;
(vii) Improvement of Community Infrastructure Road- 110km;
(viii) Solar Street Light- 6600 nos.; and
(ix) Installation of Light Protection System- 1400 nos.

Component 2: Strengthening Capacity for Disaster Preparedness & Response and Technical Assistance through Community Engagement, Mobilization, Resilience and Capacity Building (CEMRCB) Consultants for the acts of Community Engagement, Mobilization, Resilience and Capacity Building

- Increase the capacity of LGED and communities to plan, manage, and recover from floods, with the strategic studies to increase long-term disaster and climate resilience.
- To enhance the capacity of LGED, Local Government Institutions (LGI), & Community for emergency preparedness and evacuations in the pre-disaster period, to cope with disasters in the disaster period and in the rehabilitation after disasters.

Component 3: Project Management, Design & Supervision, Monitoring and Evaluation Consultants to assist the Project Director as well as the Project Implementation Unit (PIU) for the following activities:

- Monitoring and evaluation of hardware supports being provided by the Design and Supervision Consultants,
- Monitoring and evaluation of the software support being provided by the CEMRCB-Consultants
- Monitoring the achievement of the targeted hardware & software supports in the context of Disaster preparedness, Environment & Social safeguards compliances as per GOB rules, as well as the World Bank's Environment and Social Standards (ESS); to reduce the vulnerability of people in targeted communities to riverine and flash floods and improve the Country's capacity in Disaster Preparedness and Response.

Component 4: Contingency Emergency Response: The objective of this subcomponent is to cater to unforeseen emergency needs. In case of a major natural disaster, the Government may request the Bank to re-allocate project funds as required.

1.3 IMPLEMENTATION ARRANGEMENT

The LGED will be responsible for implementing the project. The department is part of the Local Government Division (LGD) under the Ministry of Local Government, Rural Development & Cooperatives (MoLGRD&C). The Project Steering Committee (PSC) has been formed to provide the policy-level guidance and inter- agency coordination required for the project. This high-level committee will be chaired by the Senior Secretary or Secretary of the LGD and will include the Director-General of the LGD, CE and Additional CE (Planning) of the LGED as members. Representatives from the Finance Division, Planning Division, Economic Relations Division, MoPME, Ministry of Environment, Forests and Climate Change, Ministry of Water Resources and the Ministry of Disaster Management & Relief will also be part of the committee. The Project Implementation Committee (PIC) has also been formed, chaired by the Chief Engineer, LGED, to advise on the supervision of the implementation.

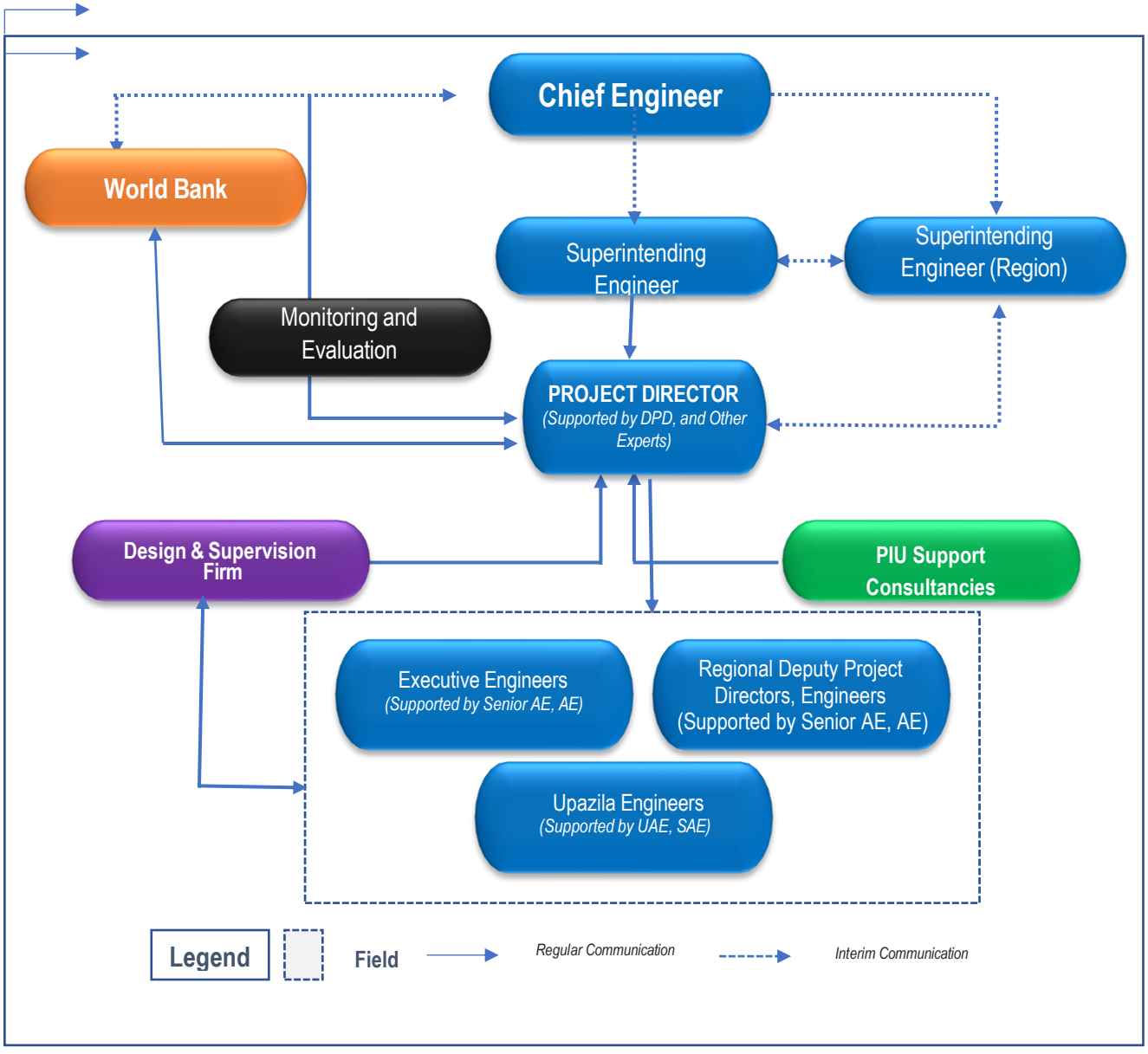
The project will be implemented through a PIU, headed by a PD who will be supported by a Deputy Project Director (DPD) and adequate technical and safeguards support staff. At headquarters, apart from the PD and DPD, LGED will engage an executive engineer (EE), a senior assistant engineer (Senior AE) and two

assistant engineers (AEs), and three sub-assistant engineers (SAEs) dedicated to the project. In the remaining three divisions (there are four, including Dhaka, from where the PIU will function) of the project areas, one dedicated DPD will also be engaged to coordinate and expedite the implementation of the project activities. The PD and DPD will also be supported by several consultants, including experts in E&S safeguards, gender, procurement and FM, ICT, GIS, management information systems, energy, electrical, plumbing, architecture, communications and community engagement, and other areas of expertise as deemed necessary (by the PD/PIU). These professional-level positions and support staff will be agreed upon with the World Bank.

The M&E Consultant will support the PIU on overall project oversight, monitoring and evaluation activities as per the TOR. It will ensure diligent monitoring and evaluation of the project implementation process and progress, delivery of project inputs, outputs and outcomes using the Project Results Framework as the basis. The Consultants would provide continuous feedback to LGED and the Bank on the project's performance and impact so that corrective actions could be undertaken in a timely manner.

The M&E Consultant will also undertake field surveys like baseline, mid-term, and users' satisfaction surveys, along with final evaluation surveys to evaluate project impact and outcomes in terms of achieving the targeted PDO.

Figure 1 is a graphical presentation of the project implementation arrangements of RIVER.



1.4 PROJECT LOCATION

Annex -1 shows the map of Bangladesh highlighting the RIVER project area, while **Table 1.1** indicates the Districts and Upazilas covered by Component 1.

Table 1.1: Infrastructure/ Interventions to be Implemented under Component 1.

Division	**Districts**	**Upazila**
Dhaka	Faridpur	Alfadanga, Bhanga., Boalmari, Char Bhadrasan, Faridpur Sadar, Madhukhali, Nagarkanda, Sadarpur, Saltha (9 Upazila)
	Gopalganj	Gopalgonj Sadar, 1Kashiani, Kotalipara, Muksudpur, Tungipara (5 Upazila)
	Madaripur	Kalkini, Madaripur Sadar, Rajoir, Shib Char (4 Upazila)
	Rajbari	Pangsha, Rajbari Sadar, Goalanda, Baliakandi, Kalukhali (5 Upazila)
Rangpur	Kurigram	Bhurungamari, Char Rajibpur, Chilmari, Kurigram Sadar, Nageshwari, Phulbari, Rajarhat, Raumari, Ulipur (9 Upazila)
	Lalmonirhat	Hatibandha, Kaliganj, Lalmonirhat Sadar, Patgram (4 Upazila)
	Rangpur	Gangachara, Kaunia, Pirgacha Pirganj,Taragonj (5 Upazila)
	Nilphamari	Domar, Kishoreganj, Nilphamari Sadar, Saidpur (4 Upazila)
	Gaibandha	Fulchhari, Sadullapur, Gobindaganj, Saghata, Sundarganj (5 Upazila)
Rajshahi	Sirajganj	Belkuchi, Kazipur, Shahjadpur, Siraganj Sadar, Tarash, Ullah Para (6 Upazila)
	Pabna	Bera, Bhangura, Chatmohor, Sujanagar, (4 Upazila)
	Bogura	Sariakandi, Gabtali (2 Upazila)
Sylhet	Habiganj	Ajmiriganj, Baniacchong, Habigonj Sadar, Lakhai, Sayestaganj (5 Upazila)
	Sunamganj	Bishwambarpur, Chhatak, Derai, Dharmapasha, Dowarabazar, Jagannathpur, Sulla, Tahirpur, Jamalganj, Shantiganj, Sunamganj Sadar (11 Upazila)
		Total: 78 Upazila

1.5 PROJECT FINANCING

The Original and Revised Component Cost and Financing of RIVER have been presented below in Table 1.2 as per the 1st Restructuring of the Project.

Table 1.2: Project Financing by Components

Original Name	Original Cost (USD)	Action	Revised Component Name	Revised Cost (USD)
Resilient Flood Shelters and Community Infrastructure	453,400,000.00	Revised	1. Resilient Flood Shelters and Community Infrastructure	**353,400,000.00**
Strengthening Capacity for Disaster Preparedness and Response and Technical Assistance	23,400,000.00	No Change	2. Strengthening Capacity for Disaster Preparedness and Response and Technical Assistance	**23,400,000.00**
Project Management, Design and Supervision (D&S), Monitoring and Evaluation (M&E)	29,400,000.00	No Change	3. Project Management, Design and Supervision (D&S), Monitoring and Evaluation (M&E)	**29,400,000.00**
Contingency Emergency Response Component (CERC)	0.00	No Change	4. Contingency Emergency Response Component (CERC)	**0.00**
TOTAL =	**506,200.000.00**			**446,200,000.00**

* Total amount of US$60 million has been cancelled from Component 1(Resilient Flood Shelters and Community Infrastructure) during the 1st Restructuring of the project.

2 MONITORING & EVALUATION SUPPORT ASSIGNMENT

2.1 RATIONALE

The M&E methodology for the RIVER employs a multi-tiered approach to ensure systematic performance tracking, financial accountability, and sustainability. A combination of quantitative and qualitative methods is used, including quarterly PSC reviews, biannual World Bank missions, and financial audits to assess fund utilization and compliance with Development Project Proforma (DPP) and World Bank safeguards. Outcome-based data collection through surveys, focus group discussions and key informant interviews evaluates improvements in service delivery and beneficiary satisfaction.

The M&E Consultant for the RIVER will support LGED through the PIU in undertaking oversight of M&E activities as per the TOR and providing feedback to LGED, PIU, WB and all related stakeholders on project performance and impact of project implementation by conducting the Final Evaluation, to help the decision makers and the donor in taking appropriate decisions and actions on time.

2.2 MOBILIZATION OF M&E CONSULTANTS

2.2.1 Commencement of Works

To provide Monitoring & Evaluation Consultancy (M&E) Services in Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) in Local Government Engineering Department (LGED) under contract Package No. LGED/RIVER/21-22/SD-2), IDA Credit No. 7167-BD on 11th January 2026 under an agreement signed between the Project Director, RIVER, LGED and the SODEV Consult International Ltd., Bangladesh.

2.2.2 Establishment of M&E Consultants Office

The M&E Consultants office has been set up in House # 156, Road # 03, Mohakhali DOHS, Dhaka after signing the Contract between LGED and SODEV Consult International Ltd.

The establishment of the project office includes not only deploying staff but also installing the computer, printer, photocopier, furniture and other logistics as per need and provision kept in the contract agreement, etc. Within the 1st month's inception period, the necessary experts and logistics were provided for the preparation & submission of this inception report.

2.2.3 Monitoring and Evaluation Consultants Team Composition

The composition of the M&E Consulting Team was formed, including different levels of staff at multidiscipline areas. There are Key Consultants, Non-key Consultants and the supporting staff with the Office Management and Support Staff with M&E Consultants as per the Consultancy Services agreement.

The M&E Consultant team has been mobilized for rendering the services effective from 15 January 2026 at the RIVER M&E Consultant Project Office. Team composition details are given below:

Team Composition:

Date of Contract Signing	: 11 January, 2026
Date of Commencement	: 15 January, 2026
Contract Period	: 32 months

Team:	Key: 05 nos.	Non-key : 03 nos.	Total: 08 nos.
M&E Consultants Status of Manpower (as on 24 February 2026)			
Key: 04 nos. on-board **Vacant:** 01 (Under process of mobilization) **Non-Key:** 01 no. on-board **Vacant:** 02 (Under process of mobilization) **Total: 05 nos. on-board and Vacant: 03 nos.** **Other Support Staff**: **on-board**			

2.3 FACILITIES TO BE PROVIDED BY THE EMPLOYER

In accordance with the Terms of Reference (TOR), the employer has provided some data/documents to the consultants, LGED manuals and project documents to facilitate the start of works. The following data and documents already provided by the employer:

- All relevant study reports related to the project, recently completed, with some information on the RIVER project of LGED,
- Maps of the country, targeted Upazila & Districts and their road networks, including proposed interventions under the RIVER project.

The Project Director also provided relevant documents like Feasibility Study Report, Development Planning proposal (DPP), GED, etc. and hoping continuous suggestions to ensure achieving the project target.

2.4 OBJECTIVES AND SCOPE OF CONSULTANCY SERVICES

Objectives:

The prime objective of the Monitoring & Evaluation (M&E) Consultants is to support the RIVER Project in achieving the target of climate resilience and sustainable development. The specific objectives are to:

- Establish a comprehensive baseline for project indicators to track change over time.
- Continuously monitor key performance indicators (KPIs) related to physical works, community engagement, and institutional strengthening.
- Identify and evaluate operational and implementation risks, ensuring timely mitigation strategies.
- Assess compliance with environmental and social safeguards (during planning, implementation and operation phases) that are aligned with national and the World Bank standards (ESS).
- Promote accountability and learning by providing actionable insights and course-correction recommendations.
- Support midterm and final evaluations to measure achievements, challenges, and sustainability prospects.
- Ensure inclusivity and equity, particularly for vulnerable and marginalized groups, throughout the project period.

Scope of Consultancy Services:

The scope of work of the Monitoring and Evaluation Consultants is to carry out the following activities of RIVER Project:

- Create a comprehensive monitoring and evaluation framework for the RIVER Project;
- Monitoring and evaluation of the implementation progress of all project works and activities;
- Monitoring and Evaluation of Project Impact;
- Develop baselines for the key project indicators for tracking project inputs, outputs, outcomes, and operational risks;
- Track key indicators (input, output and outcome) during project implementation. Monitor the key performance;
- Monitor the key performance;
- Carry out process monitoring and evaluation;
- Recommend appropriate corrective actions and recommendations;
- Supervise the implementation and compliance of the Environmental and Social Framework (ESF)
- Policy Framework and all the required ESF, ESMP & ESMoP as per GOB & the WB ESS;
- Review and updating the ESF, ESMP & ESMoP of the RIVER project prepared during the project preparation & implementation;
- Prepare and Submit Quarterly and Annual Progress Reports;
- Preparation of Mid-Term Review (MTR) report;
- Final Impact Evaluation;
- Conducting user satisfaction surveys;
- Arrangement of Learning Workshops;
- Preparation of Final Report, Impact Evaluation Report, and Project Completion Report (PCR);
- Other relevant tasks/works assigned by the CE/PD.

2.5 TASKS AND OUTPUTS OF THE ASSIGNMENT

The M&E Consultant is responsible for overall monitoring and evaluation of the project activities and impacts. In particular, the tasks of the Consultant include:

Task 1: Create a Comprehensive Monitoring and Evaluation framework for the RIVER Project.

Task 2: Monitoring and Evaluation of the implementation progress of all project works and activities;

Task 3: Monitoring and Evaluation of project impact;

Task 4: Develop Baselines for Key Project Indicators;

Task 5: Track Key Indicators during the Project Implementation;

Task 6: Monitor the Key Performance;

Task 7: Carry out Process Monitoring of the Project;

Task 8: Recommend Appropriate Corrective Actions and Recommendations;

Task 9: Supervise the Environmental and Social Compliance as per ESMP & ESMoP, followed strictly.

Task 10: Prepare and Submit Consolidated Quarterly and Annual Progress Reports;

Task 11: Conduct Mid-Term Review;

Task 12: Final Impact Evaluation;

Task 13: Conducting User Satisfaction Surveys;

Task 14: Arrangement of Learning Workshop; and

Task 15: Prepare Final Reports.

2.6 DELIVERABLES

Besides others, the general outputs from the Consultant in the form of reports include:

(i) Inception Report,

(ii) Detailed M&E Framework and Strategy Report,

(iii) Baseline Survey Report,

(iv) Regular Reports (Quarterly, Annual Progress and Annual Learning Reports),

(v) Mid Term Review (MTR) Report,

(vi) User Satisfaction Surveys Report,

(vii) Draft Impact Evaluation Report,

(viii) Final Impact Evaluation Report, and

(ix) Project Completion Report (PCR).

3. OUTLINE OF OVERALL M&E METHODOLOGY AND STRATEGY

3.1 GENERAL

This section presents the outline of the overall methodology and strategy for the monitoring and evaluation of outcomes and impact of the RIVER Project. The outlines for monitoring and evaluation of process, progress, inputs and outputs in relation to the project components carried out by the project implementing agency, LGED, are presented in the subsequent sections.

The Consultant's strategic approach and methodology in carrying out the tasks required for this M&E support assignment, as described in detail in its Terms of Reference (TOR), will generally be followed. Necessary modifications and/or additional details to the proposed approach and methodology are explained in the succeeding sections.

3.2 REVIEW/REFINEMENT OF THE RESULT FRAMEWORK FOR THE RIVER

Review and updating of the RIVER Results Framework specified in the World Bank's PAD, including tracking of the key performance indicators (KPIs) against targets vs achievements, is an utmost task of M&E activities of RIVER.

The Results Framework for the Project (as specified in the Project Appraisal Document) and the Logical Frameworks for project components (as spelled out in the Development Project Proposal) were prepared in the latter part of year 2021 based on the needs assessment done through the experiences of World Bank funded MDSP and EMCRP projects to increase the resilience of vulnerable populations in non-coastal areas of Bangladesh against riverine and flash floods through: (i) building resilient flood shelters and community infrastructure and (ii) strengthening the capacity of government agencies and communities in disaster preparedness and response.

Project Development Objective:

The project development objective (PDO) is to reduce the vulnerability of people in targeted communities to riverine and flash floods and improve the country's capacity in disaster preparedness and response.

PDO Level Indicators:

- People with reduced flood vulnerability due to resilient infrastructure constructed under the project. (disaggregated by gender) (number)
- Enhanced operationalization of a systematic damage, loss and needs assessment methodology for the LGED.
- Communities with improved basic disaster preparedness and response capacities. (number)

Review/refinement of the RIVER Results Framework and the Project Logical Framework is deemed necessary to incorporate the developments that have occurred since their preparation up to the present. Specifically, the purposes of this activity are: (i) Setting the Results Framework and the Logical Framework functioning by determining the consistency, appropriateness and "cause-effect" linkages of existing activities, outputs, outcome and impact capturing what took place since their preparation up to the present; and (ii) Enhancement of the frameworks by improving on current indicators and, when necessary, defining additional ones that reflect on development that were not incorporated when the original frameworks were prepared.

The Results Framework of RIVER, defined in the PAD (May 2022), is shown in **Annex 2A,** while the Monitoring & Evaluation Plan for PDO Indicators and Intermediate Plan Indicators are given in **Annex 2B**.

Revision of the Results Framework (RF) by the World Bank Group. Modifications are proposed by the addition of four additional intermediate result indicators in the RF (Reflected in the WB's Implementation Status and Result Report on 23 December 2025), where baseline values and end targets of the indicators have not been reflected. However, the M&E Consultant will establish baseline values and end targets of the additional 4 in collaboration with the PIU and World Bank and will be included in the Comprehensive M&E Framework and Strategy Report. The proposed RF, along with the changes to the original RF, is presented in **Annex 2C.**

The M&E Consultant will review the latest version of the Results Framework shown in **Annex-2C.** The Project Logical Framework is also reflected in **Annex-2D.** In the review/ refinement, the following issues will be considered:

- Calendar year-wise target values up to the project closing date of June 2028 for each indicator will be established in Upazilas covered by Component -1 of RIVER (**Table 1.1, Section 1.4** above).
- Tracking of Key Indicators against quarterly targets vs achievements up to the end of the project will be done in the matrix form by using an Excel template that will be reflected in the quarterly and annual progress reports of the M&E Consultant.
- Under the supervision of the M&E Consultants and cooperation of related stakeholders of RIVER, the pre-project baseline status, mid-term status, and end of project status would be surveyed (by hiring an outsourced firm) to assess the project impact on the target treatment and control groups and the community as a whole.

The comprehensive refinement of the result framework will be done in collaboration with the PIU, D&S Consultants, CEMRCB Consultant and the World Bank, thus facilitating the attainment of consensus and promoting ownership of the Results Framework by the project stakeholders.

3.3 CREATE A COMPREHENSIVE MONITORING AND EVALUATION FRAMEWORK FOR THE RIVER PROJECT (TASK 1)

M&E Framework

In order to carry out monitoring and evaluation systematically, the M&E Consultant will formulate an M&E strategy framework, which will serve as a plan for monitoring and evaluation of project activities. The framework will clarify:

- What is to be monitored and evaluated;
- The activities needed to monitor and evaluate;
- Who is/are responsible for monitoring and evaluation activities;
- When monitoring and evaluation activities are planned (timing);
- How monitoring and evaluation are carried out (methods); and
- What resources are required and where they are committed.

The M&E framework will have three main components:

1. RIVER Results Framework - Refinement and updating as described in Section 3.2.
2. Matrices of the monitoring and evaluation framework - Include the strategies and consolidated information required for monitoring and evaluation, for easy reference.
3. Description of the Monitoring and Evaluation Framework - Explanation on how PIU, with the support of the M&E Consultant, will undertake monitoring and evaluation, the accountabilities assigned to different individuals and agencies, and other notes regarding the information in the matrices of the M&E framework. It will also indicate, among others, monitoring and evaluation of: (a) project-specific

operational risks and risk mitigation measures; and (b) implementation and compliance of the overall ESMF/ESMoP.

M&E Framework Matrices

Generally, three matrices are used to present the strategies and consolidated information required for monitoring and evaluation, for easy reference. These are:

- *Matrix for outcome and outputs* - shows the: (i) results (outcome and outputs); (ii) indicators for each outcome and output (with baseline and targets) and other key areas to monitor; (iii) means of verification (data source and type) for each indicator; (iv) collection methods (with indicative timeframe and frequency) for each indicator; (v) responsible for M&E and reporting of progress for each indicator; and (vi) risks and assumptions. The general format of this matrix is given below in **Table 2.1** (Details shown in **Annex 2B**).

Table 2.1: Results Framework Matrix (with results level of outputs, outcomes and impact)

Results Level	Indicators	Means of Verification	Assumptions
Output	Flood-resilient shelters constructed	Engineering reports, construction audits (both during planning and implementation)	Timely procurement and contractor compliance
Output	The ICT-based M&E system is fully functional	System logs, usage analytics	Stable ICT infrastructure and connectivity
Outcome	People with reduced vulnerability to flooding (disaggregated by gender)	MIS reports, community survey data	Shelters are well-maintained and accessible
Outcome	Operational LGED loss/ damage assessment system	Dashboard logs, technical audits	Continued capacity and funding support
Outcome	Communities with improved preparedness	Training records, simulation exercises	Sustained community participation
Impact	Reduction in flood-induced losses	National disaster reports, post-event assessments	No catastrophic weather disruptions

- ***Global Work Plan*** – details of the activities to be carried out by the project stakeholders to generate outputs in relation to the outcome. It is a Gantt chart that presents the: (i) outputs and their indicators, (ii) activities that are to be undertaken to produce specific outputs, (iii) budget for carrying out the activities, (iv) actual costs for carrying out the activities, and (v) graphic comparison of planned versus actual implementation of activities.

- ***Responsibility Assignment Matrix*** – specifies the assignment of responsibilities to members of the PIA. It includes the following: (i) outputs and their indicators, (ii) activities that are to be undertaken to produce specific outputs, (iii) parties responsible for the actual implementation of activities, and (iv) parties who are responsible for the M&E and reporting of progress.

During the comprehensive refinement of the overall RIVER Results Frameworks (to be done in collaboration with the PIU and others), key indicators for tracking project inputs, outputs, outcomes, operational risks and governance issues will be updated, if required. It will also include a matrix that will track the outcome/ output indicators (i.e., "Achievements vs. targets"). The matrix will be a part of quarterly and annual reporting. The use of intensive field visits, focus group discussions and sample surveys will be adopted for the purpose.

- ***Operational Risk Assessment and Mitigation Framework***

In the context of the RIVER Project, monitoring the operational risks is a central function of the Monitoring and Evaluation (M&E) system and an integral part of the Results Framework. Operational risk monitoring will ensure governance, accountability, and resilience against inefficiencies, aligning with the PAD's Risk Assessment Framework.

To enable systematic monitoring, operational risks will be categorized into four broad types: procurement inefficiencies, fiduciary risks, institutional capacity limitations, and safeguard compliance issues. For each category, measurable and verifiable indicators will be developed. The source of data/ information of the project will be from LGED, D&S and CEMRCB Consultants and depends on the four broad types of risk categories.

Examples of such indicators and the framework are presented below:

Risk Category	Indicator Definition/ Description	Means of Verification	Frequency	Data Sources	Responsibility
Procurement Inefficiencies	(i)Percentage of contracts awarded through competitive bidding (ii) Average time between bid opening and contract award (iii) Number of re-tendering incidents per quarter	LGED PIU Documents/ Progress Reports	Annually	LGED PIU/Field Visits	M&E Consultants
Fiduciary Risks	(i)Number of qualified observations in external audit reports (ii) Number of financial transactions flagged for irregularities (iii) Frequency of budget variance beyond 10%		Annually	LGED PIU/Field Offices/Field Visits	M&E Consultants

Risk Category	Indicator Definition/ Description	Means of Verification	Frequency	Data Sources	Responsibility
Institutional Capacity	(i)Percentage of planned training sessions conducted (ii) Staff turnover rate in key technical positions (iii) Availability of technical resources (e.g., ICT, supervision tools, including sustainable development) at Upazila level offices	LGED PIU Documents, M&E Progress Reports	Annually	LGED PIU/Field Offices/Field Visits	M&E Consultants
Safeguard Compliance	(i)Percentage of sites with updated and implemented ESMPs, ESMoPs, etc. (ii) Number of grievances (complaints) registered and resolved within stipulated timelines (iii) Proportion of project activities meeting gender and disability inclusion benchmarks	LGED PIU Documents/M&E Progress Reports	Quarterly and Annually	LGED PIU/Field Offices/Field Visits	M&E Consultants

3.4 MONITORING AND EVALUATION OF PROJECT IMPLEMENTATION PROGRESS OF PROJECT ACTIVITIES (TASK 2)

The RIVER Project will establish a comprehensive Monitoring and Evaluation (M&E) system to track implementation progress. This system will be results-based, digitally enabled, and focused on technical support, analytical reporting, and institutional capacity building. It will ensure effective project delivery across all components through continuous monitoring, adaptive learning, and transparent reporting. Project Implementation Progress includes the following activities:

- Linking of the M&E Framework
- Digital Monitoring Tools
- Implementation Monitoring and Reporting

- Evaluation and Adaptive Learning
- Technical and Institutional Support
- Project Completion Documentation

This methodology will ensure continuous monitoring and timely reporting, enabling LGED to deliver climate-resilient infrastructure effectively. The comprehensive methodology will ensure that the implementation progress of the RIVER project is continuously monitored, accurately reported, and evaluated against planned targets. By leveraging digital tools, results-based planning, and technical capacity building, LGED will be equipped to deliver resilient infrastructure that contributes to long-term adaptation and vulnerability reduction.

3.5 MONITORING AND EVALUATION OF PROJECT IMPACT (TASK 3)

The RIVER Project will implement a rigorous impact evaluation strategy to assess its effectiveness, sustainability, and long-term development outcomes. This methodology combines quantitative and qualitative approaches across mid-term and final evaluations to measure the project's contribution to resilience and development goals.

Monitoring and Evaluation of Project Impact covers the following steps:

- Evaluation Design & Strategy;
- Evaluation Tools;
- Sampling and Fieldwork;
- Data Quality and Confidentiality;
- Data Analysis;
- Reporting and Dissemination; and
- Lessons Learned and Knowledge Sharing.

This will ensure that the activities under the task will generate credible, actionable evidence on the RIVER project's impact. By combining rigorous evaluation techniques with participatory approaches, LGED will be empowered to learn, adapt, and strengthen future climate-resilient infrastructure initiatives. Monitoring and Evaluation of Project Impact have also been elaborated in the tasks under mid-term and end-line project evaluation.

3.6 DEVELOP BASELINE FOR KEY PROJECT INDICATORS (TASK 4)

The M&E Consultants, in collaboration with the PIU, D&S Consultants and other related stakeholders, will undertake a Baseline Survey as a first step to establish the pre-intervention situation against which progress towards final indicators in the Project Results Framework will be measured. The Baseline Report will cover the following: a household survey to find out the existing socioeconomic status of the target population, prevailing living conditions of the communities to be served by the flood shelters and other interventions before start of project works; general perception of the beneficiaries concerning the needs and benefits of flood shelters, access/community roads, schools; general perception of their needs; level of awareness among beneficiaries about RIVER interventions etc.

A mixed-methods design will be applied. Quantitative data will be collected through structured household interviews using a validated questionnaire, while qualitative information will be gathered through FGDs and KIIs. Secondary data from project documents and relevant reports will supplement primary findings. The Baseline will use a quasi-experimental design with the before-and-after-intervention-measures. This design

involves the use of treatment and control groups, where both groups are deemed similar in that differences could be clearly attributed to the RIVER with a high degree of confidence. The Consultant will design a baseline survey methodology in consultation with the PIU and other stakeholders. Survey data will describe 'before' project conditions.

Baseline Survey Indicators

In the baseline survey, Project Development Objective (PDO) Indicators and Intermediate Result Indicators spelt out in the River Results Framework (shown in **Annex 2C**) will be followed. Besides, the following additional socio-economic and disaster-related indicators aligned with the River Results Framework will be considered:

a. Socio-economic Indicators

Major area	Indicators
Demographic	Age, sex, marital status, education, household size,
Livelihood	Occupation, living standard, food deficit, use of energy, water & sanitation
Income and Expenditure	Income and its sources, expenditure and its main heads, savings, investment and indebtedness

b. Disaster Related Indicators

Major area	Indicators
Type of disaster faced	Flood, cyclone, tidal surge, waterlogging, drought, etc.
Intensity of Disaster	Severe, moderate, not severe, etc.
Frequency and duration of disaster	How many times faced disaster, how many days have you faced disaster, etc.
Copying strategy	Moved to shelter center, Temporary migration to a relative's house, constructing a home on high land, raising the plinth of the home,
Shelter during disaster	Availability of shelter, access to shelter, duration of staying in shelter, facilities in shelter, etc.
Damage and loss caused by a disaster	Damage of house, damage to the road, loss of crops, loss of poultry, loss of livestock, loss of fish, loss of property, etc.
A crisis created by a disaster	Death/injury of family members, food crisis, loss of income source, outbreak of disease, snake bite, etc.

Quantitative data will be collected via structured interviews using a validated questionnaire. Qualitative data will be gathered through Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) using semi-structured tools. Secondary data will be sourced from relevant reports and literature.

Sampling will cover all households in the catchment areas of the flood shelters. If an updated sampling frame is unavailable, a preliminary household census will be conducted. The sample will be proportionately be representative of the population of administrative layers and types of beneficiaries. Also, there will be a sample from the control group.

1. Selection of 250 flood shelters across 14 districts using proportional allocation.
2. Selection of 3750 beneficiary respondents and 1875 control respondents.
3. Ensuring representation by age, gender, economic status, and vulnerability.

Sampling Technique and Distribution of Sample

A three-stage stratified sampling method with proportional allocation will ensure balanced representation. From 500 shelters, 250 will be selected proportionately. The respondent sample size is derived using the formula:

$n = (z^2 \times p(1-p)) / e^2 \times deff = 5625$

Of these, 3,750 will be beneficiary households and 1,875 will be control households. Fifteen systematically sampled households will be surveyed in each shelter catchment.

District-wise Sample Distribution

Sl.	District	Shelters	Beneficiaries per Shelter	Beneficiary Respondents	Control Respondents
1	Bogura	11	15	165	83
2	Pabna	11	15	165	83
3	Sirajganj	11	15	165	83
4	Gaibandha	17	15	255	127
5	Kurigram	27	15	405	202
6	Lalmonirhat	12	15	180	90
7	Nilphamari	13	15	195	97
8	Rangpur	12	15	180	90
9	Habiganj	13	15	195	97
10	Sunamganj	28	15	420	210
11	Gopalganj	33	15	495	247
12	Faridpur	23	15	345	173
13	Madaripur	28	15	420	210
14	Rajbari	11	15	165	83

(i) Qualitative Surveys

Two FGDs per district will be conducted, totaling 28 FGDs. Additionally, 40 KIIs will be conducted with officials, service providers, and community leaders.

(ii) Development and Field Testing of Instruments

Survey tools-including questionnaires, checklists, FGD guides, and KII protocols—will be developed, translated into Bangla, and field-tested in non-sample areas to ensure clarity and contextual relevance.

(iii) Training and Deployment of Field Teams

Enumerators and supervisors will be trained on protocols, digital data collection, ethics, and GPS usage before deployment.

(iv) Data Collection and Quality Control

Data will be collected using Kobo Toolbox with built-in validation rules, GPS tagging, and real-time monitoring. Supervisors will conduct daily checks, while quality-control officers perform spot and back-checks.

(v) Data Management and Analysis

Data will undergo cleaning, verification, and export to SPSS for descriptive and inferential analysis. Outputs will be disaggregated by gender, district, income, and vulnerability categories.

Qualitative Surveys include:

(a) ***Focus Group discussions:*** In the study area, two FGDs will be conducted in each project district, one FGD for the first component and another for the second component of the project. Thus, in total, 28 FGDs will be conducted.

(b) ***Key Informant Interviews:*** Key Informant Interviews will be conducted from the district level to the national level. A total of 40 KIIs will be conducted in the baseline survey.

The baseline survey will be supplemented by secondary data on socio-economic conditions in selected areas as well as environmental, institutional and production profiles, which will be collected from secondary sources such as government offices. The baseline household survey will be supplemented by FGDs and Key Informant Interviews (KIA).

The baseline findings will be compiled into a structured report that outlines the methodology, presents key results, and provides evidence-based recommendations. A Synopsis of the Baseline Survey will be presented to the PIU and World Bank for approval before conducting the survey.

3.7 TRACKING KEY INDICATORS DURING PROJECT IMPLEMENTATION (TASK 5)

The tracking/monitoring of project inputs and outputs (through their respective indicators), evaluation of progress towards outputs will be done by the PIU using ICT monitoring as a single-stop instrument to monitor progress of construction, provide visual images to assess quality, and monitor the number and frequency of visits by LGED engineers, D&S Consultants, M&E Consultants and WB teams tasked with supervision. Experiences of ICT monitoring in the projects of MDSP and ECRMP will be adopted in the project. Accordingly, the M&E Consultants' task will be complementary to the ICT tool.

The M&E Consultants will be given tools for data capture that will enable them to upload verification information (tagged to each construction site) directly onto the online project database. In addition to the ICT based system, M&E will need to capture and track more socio-economic indicators, which are beneficiary-focused in nature, and will therefore need to track appropriate additional indicators.

The Consultant team, supported by the LGED field staff and D&S Consultant and CEMRCB Consultant, is responsible for the consolidation, verification, validation and analysis of this information as to their contribution towards progress in the attainment of the outcome. The Consultant's specialists will conduct regular verification/validation of information for quality control purposes with the cooperation of LGED field staff and D&S Consultants.

A *matrix (mentioned earlier)* will be used to reflect changes in the values of the key indicators in the M&E Framework. The matrix will be updated at regular intervals and included in the Quarterly and Annual Progress Reports as: "Actual vs. Target Values for Indicators of Outcome and Outputs". Tracking of Key Indicators is a continuous process and will be continued till the end of the project. Tracking of Operational Risks Assessment will also be updated at regular intervals and included in the Quarterly and Annual Progress Reports.

Data collection and analysis procedures; appropriate methods, tools, formats/tables, will be developed by the M&E Consultants in collaboration with the PIU, D&S Consultant and CEMRCB Consultant. These methods, tools, formats/tables and procedures will be included in the detailed M&E Framework/Strategy Report.

3.8 MONITORING KEY PERFORMANCE (TASK 6)

This methodology outlines the monitoring of key performance areas under the RIVER Project beyond predefined indicators. It covers procurement, contract execution, financial accountability, environmental and social safeguards, stakeholder satisfaction, and the quality of works. The aim is to ensure efficient, transparent, and standards-compliant project implementation. It includes:

- Development of a Comprehensive Monitoring and Evaluation Framework
- Procurement Performance Monitoring
- Contract Performance Monitoring
- Financial Management Performance Monitoring
- Stakeholder Satisfaction Monitoring
- Environmental, Social, Gender and Disability Inclusion Monitoring
- Monitoring the Quality of Materials and Works; and
- Reporting and Feedback Mechanism

All findings will be reported in the quarterly and annual progress reports. These will highlight progress, flag issues, and recommend actions. Reports will be shared with the PIU and the World Bank team to guide decision-making.

3.9 CARRY OUT PROCESS MONITORING OF THE PROJECT (TASK 7)

The monitoring and evaluation (M&E) activities would include continuous feedback to LGED management, the Bank on the project's performance and impact of its various components, so that corrective actions could be undertaken by the appropriate authority on time. M&E will not only be carried out for project inputs, outputs and outcomes but also on the efficiency and effectiveness of the processes underlying the design and implementation of the project components, such as:

- For Component 1(Resilient Flood Shelters and Community Infrastructure) – Site selection for flood shelters, design, implementation (i.e. construction of resilient flood shelters, land raising, construction of shelter connecting roads, etc.).

- For Component 2 (Strengthening Capacity for Disaster Preparedness and Response and Technical Assistance)- Provide training on: disaster concept & management, risk reduction, coping mechanism, Importance of Shelters, understanding of early warnings and capacity enhancement. Provide goods and services to enhance the capacity of LGED and communities to plan, manage, and recover from floods, and conduct strategic studies to increase long-term disaster and climate resilience.

- For Component 3 (Project Management, Design and Supervision, Monitoring and Evaluation)- Support the Government in implementing the project, and in coordinating all project-related activities, monitoring, technical assistance, and training. Construction, contract management, preparation of environmental and social assessments, and preparation of ESMPs, ESMoP, and RAPs.

Process and progress monitoring will be anchored on the processes prescribed in the concept of each project component and the Inception Reports of the D&S Consultant and CEMRCB Consultant. It may also be linked to M&E of operational risks and governance aspects. The design and establishment of process and progress monitoring will be jointly carried out by the PIU, D&S Consultant, a CEMRCB Consultant and the M&E Consultant. The PIU, the D&S Consultant and the CEMRCB Consultant will carry out process monitoring in their respective component, while the M&E Consultant will monitor and evaluate adherence to the prescribed processes. The design, establishment and procedures for the implementation of process and progress monitoring will be included in the Detailed M&E Framework and Strategy Report.

3.10 RECOMMEND APPROPRIATE CORRECTIVE ACTIONS AND RECOMMENDATIONS (TASK 8)

M&E Consultants will review the status of project implementation, identify lessons learnt and make general recommendations for enhancement of project performance. For this purpose, the M&E Consultants will undertake extensive field visits.

Analyzing the collected information from project sources and field visits, the Consultant will make reviews on: (i) the project inputs, outputs and outcomes (through their indicators) relative to their respective baseline status and targets; and (ii) monitoring specifically of adherence to the prescribed processes and their efficiency and effectiveness. Based on the above, the Consultant will provide required feedback to LGED, D&S Consultant, CEMRCB Consultant and the Bank on the project's performance and impact through FVRs and periodical reports:

- Feedback regarding implementation process and progress against set targets and work plans;

- Feedback on progress towards attainment of outputs and outcomes of RIVER Result Framework;

- Feedback on the efficiency and effectiveness of the implementation processes and approaches, particularly on environmental and social safeguard issues;

- Periodical compliance report on the projects' "Operational Risks Assessment Framework (ORAF)" and "Governance and Accountability Action Plan (GAAP)" identified in the PAD

- Proposal/recommendation of corrective actions on implementation strategies and practices, if any;

- If necessary, recommendations on changes in the project scope, interventions, implementation processes, etc., will be made for consideration of LGED and the PIU.

The above feedback and proposals/recommendations will enable LGED/PIU to take timely corrective actions to: (i) ensure and maintain satisfactory implementation progress; and (ii) ensure timely and satisfactory achievement of outputs and expected outcomes and the overall development objective of the project.

3.11 SUPERVISING THE ENVIRONMENTAL AND SOCIAL COMPLIANCE (TASK 9)

A comprehensive review of safeguard instruments-including the Environmental and Social Management Framework (ESMF), Resettlement Policy Framework (RPF), Stakeholder Engagement Plan (SEP), and Labour Management Procedures (LMP) will be undertaken to identify compliance requirements and gaps. Baseline environmental and social data will be collected through field surveys, focus group discussions, and secondary sources to serve as a reference for monitoring impacts. Safeguard monitoring tools such as site checklists, stakeholder feedback forms, and compliance templates will be developed in alignment with the World Bank guidelines. A safeguard monitoring report format will also be established to ensure consistent reporting during implementation.

(i) In the implementation stage, real-time supervision of safeguard compliance across all project sites will be conducted. Regular field inspections will assess alignment with national laws and World Bank policies. Key areas of focus will include:

- Monitoring contractor and labor compliance with fair recruitment practices, gender inclusivity, and Labor Management Procedures.
- Verifying implementation of Occupational Health and Safety (OHS) plans, including PPE usage and emergency protocols.
- Tracking the status of safeguard instruments such as ESIAs, ESMPs, and RAPs/ARAPs.
- Ensuring compliance with COVID-19 protocols at work sites and community locations.

The functionality and responsiveness of the Grievance Redress Mechanism (GRM) will be evaluated, and analysis of grievances and accidents will inform recommendations for framework updates. Field findings, training outcomes, consultations, and lessons learned will be systematically documented to facilitate adaptive management.

This will ensure continuous supervision and proactive management of environmental and social risks throughout the RIVER Project's lifecycle, supporting compliance with both World Bank standards and national regulations.

3.12 PREPARE AND SUBMIT CONSOLIDATED QUARTERLY AND ANNUAL PROGRESS REPORTS (TASK 10)

Quarterly and annual progress reports serve as key instruments to document achievements, anticipate activities, address challenges, ensure safeguard compliance, and support institutional learning.

Three quarterly reports and one annual report will be prepared each financial year. Each quarterly report will provide a snapshot of project implementation, outlining progress against planned milestones, budget utilization, and performance against key indicators. These reports will also document safeguard compliance status, emerging implementation challenges, and the functioning of stakeholder feedback and grievance mechanisms.

The annual report will take a more comprehensive approach, synthesizing the information from the quarterly reports and presenting a consolidated view of project progress. It will include trend analyses, reflect on strategic outcomes, and provide an overall assessment of the project's effectiveness and impact. Governance risks and safeguard issues will be highlighted with recommendations for corrective action, if necessary.

Quarterly/ Annual Progress Report includes:

- Summary of Works Completed
- Work Plan for the Next Quarter/Year
- Key Implementation Issues and Risk Management
- Process and Progress Monitoring
- Environmental and Social Safeguard Performance
- Knowledge Documentation and Dissemination

3.13 CONDUCT MID-TERM REVIEW (MTR) (TASK 11)

The Mid-Term Review (MTR) is a pivotal milestone in the RIVER Project lifecycle, offering an opportunity to critically assess the progress made to date and identify areas requiring recalibration. The MTR goes beyond routine progress reporting by evaluating institutional performance, financial efficiency, safeguard compliance, and alignment with project outcomes. It informs accountability, learning, and decisions around potential restructuring and adaptive project management. The Mid-Term Review includes:

(i) Evaluation Approach and Analytical Framework

The MTR will follow the Logical Framework and Theory of Change (ToC) models of the RIVER Project. These will be used to validate the causal pathways from inputs to impacts. The methodology aligns with the OECD-DAC evaluation criteria-relevance, effectiveness, efficiency, sustainability, and impact—as well as World Bank standards. A mixed-methods approach will integrate quantitative rigor with qualitative depth to provide a robust evaluation.

(ii) Scope and Focus Areas

The scope of the Mid-Term Review will be comprehensive, covering every critical dimension of project design, management, and implementation. The focus areas are outlined as follows:

(a) Technical Performance: Review the progress of physical works and activities against targets; assess the quality, timeliness, and relevance of outputs delivered; examine compliance with technical standards.

(b) Institutional and Organizational Performance: Evaluate the effectiveness of the Project Implementation Unit (PIU) and stakeholder coordination; assess governance structures, staffing adequacy, and capacity-building efforts.

(c) Financial Management and Procurement: Review disbursements against allocations; assess procurement efficiency, transparency, and risks.

(d) Environmental and Social Safeguards Compliance: Verify the application of safeguard frameworks; check mitigation measures, gender inclusion, and grievance redress mechanisms.

(e) Monitoring and Evaluation Systems: Evaluate M&E framework effectiveness; review data quality, frequency, and utilization.

(f) Results Framework and Outcomes: Assess progress towards Development Objectives; validate indicators and sustainability prospects.

(g) Stakeholder Engagement and Communication: Evaluate stakeholder participation, consultation processes, and information dissemination.

(h) Risk Management and Adaptability: Identify emerging risks; assess mitigation strategies and project responsiveness.

The consultant shall follow a similar sampling design as the Baseline Survey (reflected in Task-4) where the same total sample size of 5,625 households will be used and a repeat survey of the same households will be undertaken. FGDs and KIIIs will be done similar to the baseline survey. A Synopsis of Midterm Review covering data collection tools (Both quantitative-HH Survey and qualitative- FGDs and KIIs), sampling, training and deployment of field teams, data collection, quality control, and analysis, reporting etc. will be submitted to PIU and World Bank for approval before start of the survey work.

3.14 FINAL IMPACT EVALUATION (TASK 12)

The Final Impact Evaluation Methodology outlines a structured and evidence-based approach to assess the performance, challenges, and long-term outcomes of the RIVER Project. The process will involve multi-stage evaluation methods, including comprehensive data collection, field verifications, stakeholder consultations, and validation workshops. These stages are designed to ensure that the final evaluation findings are data-driven, analytically sound, and reflect stakeholder perspectives for improved accountability and learning. Final Impact Evaluation includes:

(i) Study Design for Impact Assessment Survey

(II) Summary of Work Completed

(III) Progress of Works

(IV) Environmental and Social Issues

(V) Project Implementation Experiences

(VI) Suggestions for Improvement, Sustainability and Exit Strategy

(VI) Impact Assessment of Project Activities

(VII) Stakeholder Workshop and Feedback Integration

(VIII) Integration with World Bank Guidelines

The survey tools of final evaluation include**:**

- Household survey (HHS)
- Focus Group Discussion (FGD), and
- Key Informant Interview (KII)

The consultant shall follow a similar sampling design as the Baseline Survey (reflected in Task-4) where the same total sample size of 5,625 households will be used and a repeat end of project evaluation survey of the same households will be undertaken. FGDs and KIIIs will be done similar to the baseline survey. A Synopsis of Final Impact Evaluation covering data collection tools (Both quantitative- HH Survey and qualitative-FGDs and KIIs), sampling, training and deployment of field teams, data collection, quality control, and analysis, reporting etc. will be submitted to PIU and World Bank for approval before start of the survey work.

Data processing and analysis include**:**

- Design and develop dummy tables to insert all data gathered from fields
- Statistical Package for Social Sciences (SPSS) will be used.
- Cleaning and updating of data error

- Other standard analytical tools, will be interpreted through tables, figures, graphs, maps, diagrams, charts etc.

Preparation of Final Impact Evaluation Report**:**

Final Evaluation Report will be prepared based on analyzed findings of quantitative and qualitative data gathered from Survey. The Project Evaluation report will mainly cover three general yardsticks:

- Relevance,
- Effectiveness, and
- Efficiency.

Feedback on the Draft Impact Evaluation Report will be documented through a comment-response matrix and used to revise and finalize the report. The final output of final impact evaluation will include an annex summarizing all comments and how they were addressed in the final version of the report.

3.15 CONDUCT USER SATISFACTION SURVEY (TASK 13)

The User Satisfaction Survey (USS) under the RIVER Project is a strategic tool designed to capture beneficiaries' voices regarding their experience with flood shelters and associated services. As an accountability and learning instrument, the USS complements monitoring data by directly assessing community satisfaction with shelter accessibility, service quality, safety, and responsiveness. The survey will be implemented in two rounds - after 50% of shelters become operational and at the project's conclusion—to track user feedback over time and guide adaptive improvements.

The USS aims to assess perceptions on shelter functionality, accessibility, inclusivity, safety, and sustainability. It also evaluates satisfaction with community engagement processes, grievance redress mechanisms, and responsiveness to local needs. Target respondents include shelter users, school authorities, women, elderly persons, youth, individuals with disabilities, and institutional representatives engaged with shelter services.

Identification of Indicators

The indicators should comprehensively reflect perceptions and experiences of beneficiaries and stakeholders regarding the project's services, infrastructure, and institutional processes. Given the RIVER Project's scope - climate-resilient infrastructure, rural connectivity, and local institutional strengthening - user satisfaction indicators should cover the following dimensions:

a. Accessibility and Usability of Infrastructure
b. Quality and Reliability of Services
c. Safety and Social Inclusion
d. Environmental and Social Considerations
e. Transparency and Community Engagement
f. Institutional and Governance Aspects
g. Perceived Benefits and Impact

User Satisfaction Survey will include:

- Survey Design and Sample Size Determination (In both rounds of the User Satisfaction Surveys, 2,500 sample respondents will be interviewed. The User Satisfaction Survey will be conducted in 10 randomly selected households in the catchment area of each selected shelter, in 250 flood shelters, bringing the total user samples to 2,500);

- Instrument Development and Pre-testing;
- Training to Enumerators and Data collection;

- Data Validation, Analysis and Interpretation;
- Satisfaction Analysis by Beneficiaries' Satisfaction Index; and
- Reporting and use of findings.

3.16 ARRANGEMENT OF LEARNING WORKSHOP (TASK 14)

The annual Learning Workshop under the RIVER Project is a structured, participatory forum facilitated by the Consultant to disseminate project learnings, assess implementation experiences, and support adaptive project management. This mechanism is integral to enhancing institutional memory, fostering collaboration across stakeholders, and strengthening evidence-based decision-making throughout the project cycle.

The Learning Workshop is designed to achieve several strategic objectives:

- Disseminate key findings and implementation lessons based on M&E outputs.
- Enable participatory review of project performance, identifying challenges and proposing corrective actions.
- Facilitate cross-sectoral learning and policy dialogue among stakeholders.
- Generate a formal Annual Learning Report documenting workshop outcomes and strategic recommendations.

The Consultant will initiate one-day workshop planning at least one month in advance. Key steps include identification and invitation of participants from LGED, the World Bank, relevant ministries, NGOs, local government bodies, technical experts, and community representatives. Workshop materials including performance summaries, thematic papers, and presentations will be prepared in advance and shared with attendees. In total, four regional-level and one national-level workshops will be organized by the consultants.

3.17 PREPARE PROJECT COMPLETION REPORT (TASK 15)

This methodology outlines a comprehensive and technically grounded approach for preparing the Project Completion Report (PCR) of the RIVER Project. It will align with the World Bank's Implementation Completion and Results (ICR) framework and national evaluation protocols to promote learning, replication, and accountability. It includes:

- Summary of Works Completed with Technical Analysis
- Financing and Implementation Performance Analysis
- Infrastructure Performance and Procurement Effectiveness

Sampling Methodology and Sample Size:

The PCR(Endline) will employ stratified random sampling to ensure geographic and demographic representativeness. The Consultant shall follow a similar sampling design as the Baseline Survey (Task 4) where the same total sample size of 5,625 households will be used and a repeat survey of the same households will be undertaken.

Data Collection Tools include:

- Household Surveys to track service access, satisfaction, and resilience.
- Key Informant Interviews (KIIs) with engineers, officials, and service providers.
- Focus Group Discussions (FGDs) with women, the elderly, and marginalized groups.
- Engineering Checklists for site validation and GPS-based assessment.
- Environmental/Social Compliance Forms to monitor safeguard performance.

Training and deployment of field teams, data collection, quality control, and analysis, alignment with River Results Framework, reporting etc. all in details will be done during the preparation of Project Completion Report (PCR).

4. PROJECT MANAGEMENT AND ORGANIZATION

4.1 PROJECT ORGANIZATION

4.1.1 Client's Organization

It is believed that the timely outcome of a good project like LGED will be successful if an effective project management effort can be established through the formation of an integrated project organogram involving the client and other development agencies in the planning areas. The key to success depends much on the enriched aspect of the project implementation unit (PIU) of LGED.

4.1.2 SODEV Consult International Ltd.

SODEV Consult International Ltd. was solely entered for rendering the Monitoring and Evaluation Consultancy Services for RIVER on 11 January 2026. All the team members (key and non-key) will apply best efforts to produce outputs of the M&E assignment that are accepted by the Client and the World Bank.

4.1.3 Coordination and Reporting

The consultants will build strong relationships through individual and organizational approaches to effectively stimulate interest and establish cooperation amongst various actors.

A well-qualified and experienced management official of SODEV Consult International Ltd. (particularly the Managing Director of SODEV) has already been assigned as Project Coordinator for coordination amongst the experts and monitoring the activities. He will assist the Team Leader and other personnel in situations of complexity. Effective coordination and communication will be maintained to avoid problems that can hamper the progress of M&E activities or the failure of timely delivery of outputs. For maintaining liaison with the PIU, especially the Project Director, Deputy Project Director and other officials of the project, the consulting team will coordinate with their best efforts. The Team Leader, in association with the team, has set up the project management program in such a way that he can achieve all the input-output schedules of activities of the project with qualitative assurance in time and present them to the Client accordingly. He will take the responsibilities to produce fruitful outputs that are satisfactory to the Client and the World Bank.

Reports/Outputs and other information produced under this assignment will be submitted to the Project Director in time as per the Work Schedule.

4.2 ROLES AND RESPONSIBILITIES

4.2.1 Key Experts

Team Leader

The **Team Leader** will be the lead professional accountable for the planning, coordination, execution, and quality assurance of all tasks defined under the M&E consultancy services for the RIVER Project.

The core tasks include:

1. Strategic Leadership and Coordination

- Provide overall technical and managerial leadership for the consultancy team.
- Coordinate with the Project Implementation Unit (PIU) of LGED, other relevant stakeholders, the Design and Supervision Consultant, and ministries/agencies.

- Ensure integration of all components, including M&E framework development, progress monitoring, impact evaluation, process reviews, and safeguard compliance.

2. Planning and Execution of Consultancy Tasks

- Prepare and supervise the detailed work schedule and task-flow diagram to ensure timely delivery of all deliverables, including the Inception Report, M&E Framework, baseline and impact surveys, and learning workshops.
- Guide the development and finalization of methodologies for all M&E activities (baseline survey, user satisfaction survey, tracking indicators, etc.).

3. Technical Oversight and Quality Assurance

- Ensure technical soundness in implementing the M&E framework in line with the Results Framework from the Project Appraisal Document (PAD).
- Oversee the design and implementation of impact evaluations, including sampling, survey instruments, data quality control, and final analysis.
- Supervise the monitoring of key performance indicators, including input, output, outcome indicators, and operational risks.
- Review the progress of physical works and activities against targets; assess the quality, timeliness, and relevance of outputs delivered; examine compliance with technical standards.
- Evaluate the effectiveness of the Project Implementation Unit (PIU) and stakeholder coordination; assess governance structures, staffing adequacy, and capacity-building efforts.
- Review disbursements against allocations; assess procurement efficiency and compliances

4. Environmental and Social Compliance Supervision

- Ensure monitoring of compliance with Environmental and Social Management Framework (ESMF), Resettlement Policy Framework (RPF), and related instruments.
- Guide the preparation of safeguard monitoring reports and ensure alignment with World Bank guidelines and national regulations.

5. Reporting and Communication

- Lead the preparation of all required reports, including:
  - ✓ Inception Report
  - ✓ Quarterly and Annual Progress Reports
  - ✓ Mid-Term Review Report
  - ✓ Final Impact Evaluation Report
  - ✓ Project Completion Report (PCR)
  - ✓ Ensure reports are accurate, insightful, and submitted as per schedule.

6. Adaptive Management and Feedback

- Analyze findings from M&E activities and provide evidence-based recommendations to the PIU for mid-course corrections and improvements in implementation strategies.
- Contribute to learning workshops and ensure dissemination of lessons learned to stakeholders.

7. Compliance and Interface with the World Bank

- Ensure that all M&E tasks comply with World Bank standards, reporting requirements, and support review missions.
- Coordinate with the World Bank task team during supervision and implementation support missions.

8. Supervision of Key Experts and Support Staff

- Manage and guide the entire team of key and non-key experts.
- Ensure effective field team mobilization, performance monitoring, and knowledge sharing within the team.

Senior Monitoring and Evaluation Specialist

The Senior Monitoring and Evaluation Specialist will be responsible for establishing and implementing a robust M&E system to assess project performance, track progress toward development objectives, evaluate impacts, and inform evidence-based decision-making.

The core tasks include:

1. Development of M&E Framework and Systems

- Assist the Team Leader in designing a **comprehensive Monitoring and Evaluation Framework** for the RIVER Project aligned with the Results Framework in the Project Appraisal Document (PAD).
- Define **monitoring and evaluation indicators**, data sources, and methods to measure project inputs, outputs, outcomes, and impacts.
- Establish **data collection protocols, performance tracking tools**, and reporting formats.
- Integrate mechanisms to monitor **operational risks**, **governance concerns**, and compliance with project safeguards.

2. Monitoring of Project Implementation Progress

- Select and track **key performance indicators** (KPIs) across all project components, including procurement, financial management, contract execution, environmental and social safeguards.
- Design and manage **data collection tools** for process monitoring, participatory assessments, and field-level supervision.
- Support the use of **ICT platforms** for real-time monitoring and ensure integration of socio-economic and community-based indicators.

3. Baseline, Midline, and Endline Surveys

- Lead the design and implementation of **baseline surveys** for 250 flood shelter locations, including sampling strategies, questionnaire design, and field team coordination.
- Contribute to **midline and endline evaluations** to measure outcome-level results and changes over time, incorporating both quantitative and qualitative methods.
- Ensure strict adherence to data quality assurance protocols including field verification, double-entry systems, and storage confidentiality.

4. Impact Evaluation

- Support the **design and execution of the impact evaluation framework**, including counterfactual construction and econometric analysis.
- Analyze data to determine causal relationships between project interventions and observed outcomes.
- Collaborate with external enumerators and field partners to maintain quality control and methodological consistency.

5. Reporting and Documentation

- Contribute to the drafting of key deliverables, including:
  - ✓ Inception Report
  - ✓ Quarterly and Annual Progress Reports
  - ✓ Mid-Term Review Report
  - ✓ Impact Evaluation Reports
  - ✓ Project Completion Report (PCR)
- Present monitoring findings and recommendations in a user-friendly, visual, and actionable format for stakeholders and decision-makers.

6. Learning, Feedback, and Corrective Action

- Continuously analyze M&E data and provide insights and recommendations to the Team Leader and PIU to improve project implementation.
- Participate in **learning workshops** and disseminate lessons learned and success stories.
- Advise on necessary **mid-course corrections** and refinement of implementation modalities based on monitoring results.

7. Stakeholder Engagement and Capacity Building

- Provide **technical support and training** to LGED staff and other project stakeholders on M&E concepts, tools, and practices.
- Support community-based monitoring efforts and ensure inclusion of gender, disability, and other social dimensions in monitoring indicators.
- Collaborate with the consultant responsible for **Community Engagement, Mobilization, Resilience and Capacity Building (CEMRCB)** to ensure harmonized tracking of related activities.

Environmental Specialist

The Environmental Specialist is responsible for ensuring that the project maintains full compliance with the environmental safeguards outlined in the Environmental and Social Management Framework (ESMF), Environment and Social Management Plan (ESMP) & Environment and Social Monitoring Plan (ESMoP) and associated instruments throughout the project implementation period.

The core tasks include:

1. **Review and Compliance Monitoring:**
    - Review & update the ESMF and assess its relevance to ongoing activities.
    - Monitor compliance with environmental regulations of Bangladesh and the World Bank's Environmental and Social Safeguard (ESS) guidelines.
    - Ensure integration of environmental mitigation measures into the design and execution of project sub-components.
2. **Baseline and Monitoring Indicators:**
    - Identify environmental parameters to be tracked and include them in the Inception Report.
    - Collect and validate baseline environmental data using primary and secondary sources.
3. **Safeguards Documentation:**
    - Supervise the preparation and implementation of ESIAs, ESMPs, and Environmental Screening and Clearance Reports.
4. **Quarterly/Annual Reporting:**
    - Provide safeguard monitoring updates in all required reports, including Operational Health Safety (OHS) compliance, environmental grievances, and performance indicators.
5. **Capacity Support and Learning:**
    - Contribute to training, consultations, and documentation on environmental compliance and sustainability.

Social Specialist

The Social Specialist ensures the identification, assessment, and mitigation of social risks and impacts, promoting socially inclusive and equitable project implementation across all components.

The core tasks include:

1. **Social Safeguards Oversight:**
    - Monitor compliance with RPF, SEP, and LMP.
    - Oversee the preparation and implementation of RAPs.
2. **Baseline and Social Risk Assessment:**
    - Collect baseline data on affected households, land, and vulnerable groups.
    - Track compensation, relocation, and livelihood restoration progress.

3. **Grievance Redress Mechanism (GRM):**
   - Monitor functioning of the GRM, including grievance trends, resolutions, and reporting.

4. **Stakeholder Engagement:**
   - Support inclusive stakeholder consultations, ensuring representation of women and vulnerable populations.

5. **Capacity Building and Awareness:**
   - Facilitate training on social safeguards and inclusion.
     Report on consultations and advise on participatory measures.

6. **Documentation and Reporting:**
   - Contribute to the social safeguard sections of all monitoring reports

Disaster Risk Management (DRM) Specialist

The DRM Specialist is tasked with enhancing the resilience of the project and its stakeholders by ensuring that disaster preparedness, risk reduction, and adaptive capacity measures are embedded across project interventions.

The core tasks include:

1. **Mainstreaming Disaster Risk Management**
   - Integrate DRR strategies into infrastructure and planning.
     Align project activities with climate adaptation frameworks.

2. **Risk Mapping and Preparedness**
   - Conduct risk mapping and strengthen emergency preparedness.
     Support early warning system integration.

3. **Capacity Development**
   - Train LGED staff and communities on emergency and shelter management.
     Support CBDRM initiatives.

4. **Monitoring of Resilience Indicators**
   - Define and track DRM-related indicators.

5. **Collaboration and Advisory Support**
   - Coordinate with disaster agencies and advise PIU on risk mitigation.

6. **Learning and Reporting**
   - Document lessons learned and contribute to M&E and evaluation reports.

4.2.2 Non-Key Experts

Civil Engineer

The core tasks include:

1. Provide inputs related to technical staffing, especially for infrastructure-related assessments.
2. Ensure the M&E strategy integrates monitoring of physical works, construction progress, and infrastructure quality.

3. Recommend engineering and construction-specific indicators (e.g., % physical completion, structural quality, durability) for monitoring.
4. Support the inclusion of physical infrastructure-related data points in survey instruments and sampling.
5. Conduct field visits to verify progress and quality of civil works (e.g., roads, drainage, community infrastructure).
6. Participate in FGDs and KIIs with beneficiaries to assess user satisfaction and technical functionality of built infrastructure.
7. Lead the analysis of civil work performance metrics and their alignment with design specifications.
8. Provide technical commentary on the quality, timeliness, and sustainability of infrastructure supported under the project.
9. Track progress of physical outputs, construction milestones, and compliance with standards.
10. Assess implementation processes of construction-related activities, including supervision and adherence to engineering norms.

Field Monitoring Specialist

The core tasks include:

1. Participate in team mobilization and work planning; support deployment scheduling and field coordination for monitoring.
2. Contribute to defining monitoring strategies and selecting field-level indicators.
3. Provide practical input for field data collection tools and ensure they are suitable for real-time site validation.
4. Assist in training field enumerators and supervise their deployment to ensure quality and compliance.
5. Take a lead role in coordinating and overseeing field visits, supervising data collection teams, and validating reported data.
6. Organize and facilitate Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) with local beneficiaries and stakeholders.
7. Ensure that data collected in the field is accurately uploaded, reviewed, and verified for completeness.
8. Provide ongoing field-based evidence for the monitoring of project performance indicators.
9. Conduct on-site verification of activities, identify issues, document field-level challenges, and recommend solutions.
10. Contribute field observations and validated results to reports such as the Baseline Survey, Final Evaluation, and User Satisfaction Reports.

5. WORK PLAN AND STAFFING SCHEDULE

This section outlines the detailed time-bound action plan, team composition, and staffing schedule for the M&E Consultancy Services. The work plan provides a comprehensive roadmap for achieving project goals, including key activities, timelines, and milestones. The team composition section highlights the diverse expertise and roles of the consultant team members, ensuring a robust and multidisciplinary approach to furnish the M&E assignment of RIVER smoothly and effectively. Additionally, the staffing schedule specifies the allocation of personnel resources throughout the lifecycle of M&E assignments, ensuring efficient and effective deployment of skills and expertise to meet the objectives of the consultancy services. Together, these elements provide a structured framework for the successful execution and management of the M&E system of RIVER.

Shown in **Annex 5A** is the Revised Staffing Schedule incorporating the actual mobilization of Key and Non-key Experts.

Presented in **Annex 5B** is the revised Work Schedule and Planning for Deliverables of the Consultant up to the project closing date (30 June 2028), incorporating the inputs of Key and Non-key Experts. It has been prepared keeping consistent with the Outline of Overall M&E Methodology, and the strategy stated in **Section 3**.

6. ACTIVITIES UNDERTAKEN TO DATE

6.1 MEETINGS WITH PD, PIU, D&S CONSULTANT, COMMUNITY ENGAGEMENT, MOBILIZATION, RESILIENT AND CAPACITY BUILDING CONSULTANT

The representative of the SODEV Consult International Ltd. introduced the consultants (Key & non-key staff) with the Project Director, RIVER and the LGED Engineers with the D&S Consultants and the CEMRCB Consultants team members in different occasions.

The Project Director explained the TOR and suggested the consultants to accomplish the tasks (including relevant deliverables) as per TOR. The list of persons met is shown in **Annex 6A**.

6.2 REVIEW OF RELEVANT REPORTS/DOCUMENTS

The Consultant also undertook a desk review of relevant reports/ documents. The relevant reports/documents reviewed are shown in **Annex 6B.**

6.3 FIELD VISIT TO THE PROJECT AREA

As part of familiarization with the ongoing field activities of the RIVER Project of LGED, the M&E Consultants undertook first field visit to the ongoing sites at Gopalganj District. The field visit was made by the Team Leader, Sr. Monitoring & Evaluation Specialist and Disaster Risk Management between 02 - 03 February 2026. Field Visit Report has been furnished in **Annex 7**.

7. RISKS, CHALLENGES, AND MITIGATION STRATEGIES FOR THE M&E ASSIGNMENT

During the inception phase, the consultancy team undertook a systematic assessment of the risks and operational challenges that may affect the timely and effective execution of the Monitoring & Evaluation (M&E) assignment under the RIVER Project. The key risks identified together with the corresponding mitigation strategies are presented below:

1. Availability of Secondary Information

Risk/Challenge:

Timely access to secondary data including reports, monitoring outputs, and progress documentation from implementing partners such as the D&S firm and the CEMRCB Consultant is critical for maintaining the M&E reporting schedule. Any delay in receiving these inputs may hinder the M&E Consultant's ability to prepare periodic reports, validate field progress, and ensure consistency in project-level data.

Mitigation Strategy:

The M&E Consultant will immediately notify the Project Director (PD), RIVER, upon encountering delays or gaps in secondary information. The PD is requested to take appropriate measures with the relevant agencies to ensure the timely transmission of required datasets and reports. Clear communication protocols and submission timelines will be agreed upon to avoid recurrence.

2. Reduced Consultancy Duration

Risk/Challenge:

The consultancy period has been reduced from **60 months to 32 months**, without any corresponding reduction in the scope of services. The scope remains fully intact under the assumption that the tenure of the M&E Consultancy will be extended as necessary to complete all project components, activities, and reporting requirements.

Mitigation Strategy:

The duration of the M&E Consultancy Services will be extended in accordance with the agreement reached during the **Contract Negotiation Meeting** (Minutes of Consultancy Service for Monitoring & Evaluation, LGED/RIVER/21-22/SD-2, dated **October 23, 2025**, Memo No. 46.02.0000.670.009.23.1380). The Consultant will adjust the implementation schedule to reflect the current 32-month period while planning for an extension aligned with project timelines.

3. Conducting the First User Satisfaction Survey

Risk/Challenge:

As per the TOR, the **first User Satisfaction Survey (USS)** must be undertaken after the completion of **50% of the shelters**, i.e., upon completion of 250 out of the planned 500 shelters. If the physical

progress of shelter construction does not align with the planned schedule, conducting the survey at the designated milestone may not be feasible.

Mitigation Strategy:

Formal guidance is required from the Project Director and the World Bank regarding the appropriate timing of the first USS. The M&E Consultant recommends issuing a clear instruction based on verified physical progress on whether to proceed with the survey or adjust the timeline. This will ensure methodological consistency and maintain the integrity of the survey results.

4. Limited Staff Allocation for Field Monitoring

Risk/Challenge:

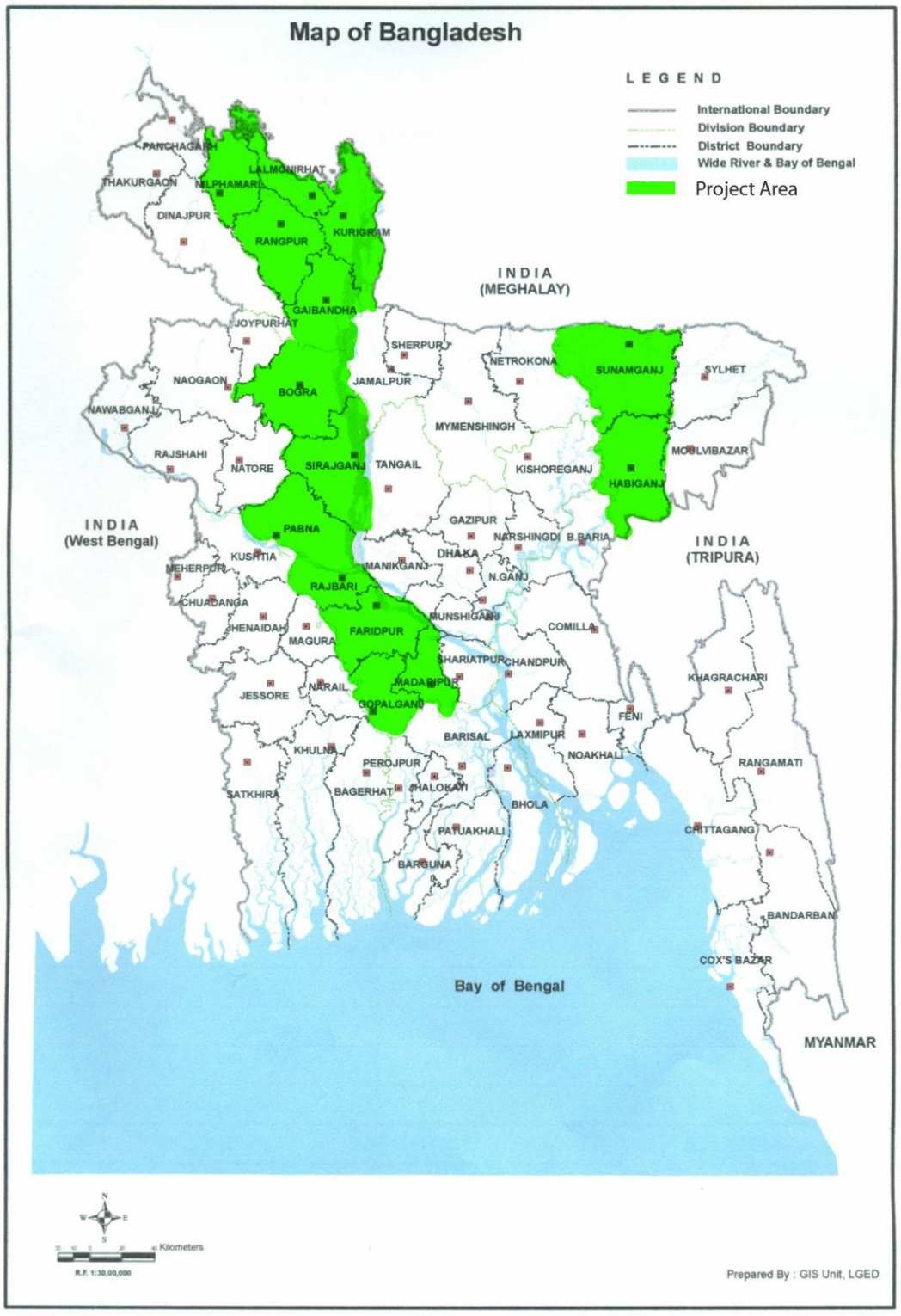
Only **three officials** have been assigned to carry out field monitoring and related M&E activities across all target districts. This limited staffing necessitates heavy reliance on secondary information and constrains the Consultant's ability to conduct frequent on-site verification, quality monitoring, and ground-truthing of reported data.

Mitigation Strategy:

To strengthen field monitoring processes, at least **one dedicated M&E officer should be assigned per district**. This will reduce dependence on secondary sources, improve the quality and reliability of monitoring outputs, and allow for more rigorous verification of progress, safeguards compliance, and beneficiary-level outcomes.

8. ANNEXES

8.1 ANNEX 1: RIVER PROJECT LOCATION MAP



8.2 ANNEX 2A: RESULTS FRAMEWORK AND MONITORING (PER PAD)

Project Development Objectives(s)

To reduce the vulnerability of people in targeted communities to riverine and flash floods and improve the country's capacity in disaster preparedness and response.

Project Development Objective Indicators

Indicator Name	PBC	Baseline	End Target
Reduced vulnerability of the people in targeted communities to riverine and flash floods			
People with reduced flood vulnerability due to resilient infrastructure constructed under the project (Number)		0.00	1,253,715.00
Of which 50 percent is women (Number)		0.00	626,858.00
Improved the country's capacity in disaster preparedness and response			
Enhanced operationalization of a systematic damage, loss and assessment methodology for the LGED (Yes/No) No needs		No	Yes
Communities with improved basic disaster preparedness and response capacities (Number)		0.00	500.00
Intermediate Results Indicators by Components			
Component 1: Resilient Flood Shelters and Community Infrastructure			
People with access to climate-resilient flood shelters as a result of the project		0.00	325,000.00

(Number)			
Of which 50 percent is women (Number)		0.00	162,500.00
Climate-resilient flood shelters constructed (Number)		0.00	500.00
Share of shelters with improved infrastructure for women (Percentage)		0.00	100.00
Construction/Installation of solar PV nano-grid systems (Number)		0.00	100.00
Land raised above flood levels (Square Meter(m2))		0.00	100,000.00
Beneficiaries satisfied with the flood shelters constructed under the project (Percentage)		0.00	75.00
Women beneficiaries satisfied with the flood Shelters constructed under the Project (Percentage)		0.00	75.00
Beneficiaries satisfied with the community infrastructure constructed under the project (Percentage)		0.00	70.00
Women beneficiaries satisfied with the community infrastructures constructed under the project (Percentage)		0.00	70.00
Resilient community access and evacuation roads and shelter connecting roads rehabilitated and improved (Kilometers)		0.00	415.00
Bridges and culverts constructed under the project (Number)		0.00	250.00
Lightning protection systems installed (Number)		0.00	1,400.00
Component 2: Strengthening Capacity for Disaster Preparedness and Response and Technical Assistance			
Assessment of damage and needs reporting completed (Yes/No)		No	Yes

LGED upazila officials trained on the damage and needs assessments (Number)		0.00	300.00
ICT monitoring system developed (Yes/No)		No	Yes
Categories of Operational Plans and Guidelines developed in a participatory manner with communities (Number)		0.00	3.00
Participants in consultation activities during project implementation (Number)		0.00	15,000.00
Women participants in consultation activities during project implementation (Number)		0.00	7,500.00
Data collection that supports understanding on women's use and needs of shelters (Yes/No)		No	Yes
Community risk mapping completed (Number)		0.00	500.00
People in the project areas benefitting from village level interventions (Number)		0.00	1,132,875.00
Schoolboys who have received skills training (Number)		0.00	5,000.00
Schoolgirls who have received skills training (Number)		0.00	5,000.00

8.3 ANNEX 2B: MONITORING AND EVALUATION PLAN (PDO AND INTERMIDIATE RESULT INDICATORS)

Monitoring & Evaluation Plan: PDO Indicators					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
People with reduced flood vulnerability due to resilient infrastructure constructed under the project	Vulnerability to flooding comes in different phases from before floods to after floods, threatening lives and livelihoods. The indicator will measure the total number of people benefitting from resilient infrastructure.	Bi-Annually	M&E Reports and/or Surveys	The indicator will reflect the number of people benefitting from at least one infrastructure investment under the project. To avoid double-counting, the indicator will only count the number of highest beneficiaries from one of the infrastructure investments in each village. Beneficiaries from the two major infrastructure investment will be calculated as following: The total number of people that can be accommodated in the flood shelters	M&E Consultant

Monitoring & Evaluation Plan: PDO Indicators					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
				(Capacity of each shelter X Total number of shelter) The total number of people who will be benefitted from climate resilient roads and bridges (Total km of road X coverage of each km of road X average population density)	
Of which 50 percent is women	The percentage of women is based on the average in the area as per census numbers				
Enhanced operationalization of a systematic damage, loss and needs assessment methodology for the LGED	LGED is responsible for local infrastructure, which includes repair and rehabilitation post-disasters, based on damage and needs reports from field offices. Accurate and timely reports facilitate this work which accelerates recovery	Mid-Term and End of Project		The improvement will be measured against the target determined by the assessment through a combination of actual improvements (if a disaster occurs during implementation) or through a simulation.	M&E Consultant

Monitoring & Evaluation Plan: PDO Indicators					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
	and improves preparedness for subsequent events. An assessment will be carried out within the first year of the project to determine the baseline and target of the accuracy and timelines of the present disaster damage and needs reporting.		M&E Reports		
Communities with improved basic disaster preparedness and response capacities	The basic disaster preparedness and response capacities of the SMCs and/or other community groups as measured through a combination of completed community risk maps, and preparedness and response skills acquired through project interventions.	Annually	M&E Report, Community Engagement Progress Report	Number of villages with: (i) completed disaster risk maps; and (ii) where target community groups have acquired basic preparedness and response skills as measured by evaluation results	M&E Consultant

Monitoring & Evaluation Plan: Intermediate Results Indicators (contd.)					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
People with access to climate-resilient flood shelters as a result of the project	Total number of people the shelters can safely accommodate during flooding and any other disaster	Bi-Annually	Construction Supervision Progress Report, M&E Reports	Capacity of shelters times completed shelters.	M&E Consultant
Of which 50 percent is women	Total number of women the shelters can safely accommodate during flood and any other disaster	Bi-Annually	Construction Supervision Progress Report, M&E Reports	Capacity of shelters times completed shelters times percentage of women	M&E Consultant
Climate-resilient flood shelters constructed	Total number of flood shelters that will be constructed under the project	Bi-Annually	Construction Supervision Progress Report, M&E Reports	Number of shelters constructed from Construction Supervision Progress Report, M&E Reports	M&E Consultant
Share of shelters with improved infrastructure for women	Segregated toilets, lights and locks, resting rooms/dedicated women-only safe spaces, childcare facilities/spaces for pregnant women, WASH facilities	Bi-Annually	Construction Supervision Progress Report, M&E Reports	four of the five facilities (Segregated toilets, lights and locks, resting rooms/dedicated women-only spaces, childcare facilities/spaces for	M&E Consultant

Monitoring & Evaluation Plan: Intermediate Results Indicators (contd.)					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
				pregnant women, WASH facilities) will be considered as achievement of the target	
Construction/Installation of solar PV nano-grid systems	The project will support renewable energy system using solar PV nano-grid schemes to increase access to clean and sustainable electricity	Bi-Annually	Construction Supervision Progress Report, M&E Reports	Number of installed nano-grids in shelters	M&E Consultant
Land raised above flood levels	The open land area of school will be raised above the flood level, when technically feasible	Bi-Annually	Construction Supervision Progress Report, M&E Reports	Amount of land area raised from Construction Supervision Progress Report, M&E Reports	M&E Consultants
Beneficiaries satisfied with the flood shelters constructed under the project	Direct beneficiaries who express satisfaction with the flood shelters built under the project based on a sample survey	Two times: mid-term and end of project	Survey results	Questionnaire survey will be conducted during the community engagement/ M&E process. The survey will cover the school environment,	

Monitoring & Evaluation Plan: Intermediate Results Indicators (contd.)					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
				facilities and school enrollment before and after the construction to reflect the community perception on the shelters	Survey firm/ M&E Consultant
Women beneficiaries satisfied with the flood Shelters constructed	Direct women beneficiaries who express satisfaction with the flood shelters built under the project based on a sample survey	term and end of project	Survey Results	Questionnaire survey will be conducted during the community engagement/ M&E process. The survey will cover the school environment, facilities and school enrollment before and after the construction to reflect the community perception on the shelters	Survey firm/ M&E Consultant

Monitoring & Evaluation Plan: Intermediate Results Indicators (contd.)					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
Beneficiaries satisfied with the community infrastructure constructed under the project	Direct beneficiaries who express satisfaction with the infrastructure built under the project based on a sample survey	Two times: mid-term and end of project	Survey results	Questionnaire survey will be conducted during the community engagement/ M&E process	M&E Consultant
Women beneficiaries satisfied with the community infrastructures constructed under the project	Direct women beneficiaries who express satisfaction with the infrastructure built under the project based on a sample survey	Two times: mid-term and end of project	Survey results	Questionnaire survey will be conducted during the community engagement/ M&E process	Survey firm/ M&E Consultant
Resilient community access and evacuation roads and shelter connecting roads rehabilitated and improved	Climate resilient community access and evacuation roads will ensure proper access and evacuation during disaster period and enhance connectivity with growth centers and major infrastructures in the community. Climate resilient shelter connecting roads will ensure connectivity of shelters with the existing road network even during	Bi-Annually	Construction Supervision Progress Report, M&E Reports	Length of road constructed from Construction Supervision Progress Report, M&E Reports	M&E Consultants

Monitoring & Evaluation Plan: Intermediate Results Indicators (contd.)					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
	prolonged flood periods				
Bridges and culverts constructed under the project	Small span bridges (less than 12 meters) and culverts to allow for continuous connectivity	Bi-Annually	Construction Supervision Progress Report, M&E Reports	Number of bridges and culverts constructed from Construction Supervision Progress Report, M&E Reports	M&E Consultants
Lightning protection systems installed	Early Steamer Emission Lightning Protection Systems to reduce the risk of lightning strikes resulting from extreme hydro-meteorological events	Bi-Annually	M&E Report	Number of Early Steamer Emission Lightning Protection Systems installed	M&E Consultant
Assessment of damage and needs reporting completed	Assessment of the LGED's current system for damage and needs reporting including recommendations to improve has been finalized	Bi-Annually	M&E Report, LGED	Evidence of assessment of damage and needs reporting from M&E Report, LGED	M&E Consultant
LGED upazila officials trained on the				The detailed training module,	

Monitoring & Evaluation Plan: Intermediate Results Indicators (contd.)					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
damage and needs assessments	Number of LGED officials trained in the enhanced system for damage and needs reporting.	Bi-Annually	M&E Report, LGED	participant data, and output of the trainings will be measured and recorded through the training program	M&E Consultant
ICT monitoring system developed	An ICT monitoring system will be developed to track the progress of the project in near real-time based on data submissions from the field at regular intervals or at particular pre-approved stages of construction, which will enable determination of the project's physical progress at any point in time.	Bi-Annually	D&S Report/M&E Report/LGED Report	Operationalization status from D&S Report/M&E Report/LGED Report	M&E Consultant
	The three categories of plans and guidelines will be developed to cover all of the communities/villages which will include the "management of evacuees				

Monitoring & Evaluation Plan: Intermediate Results Indicators (contd.)					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
Categories of Operational Plans and Guidelines developed in a participatory manner with communities	and shelters including GBV prevention and response", "community O&M guidelines of the shelters", "community O&M guidelines of the community infrastructure"	Bi-Annually	M&E Report, Community Engagement Progress Report	M&E Report, Community Engagement Progress Report will monitor and report the achievement	M&E Consultant
Participants in consultation activities during project implementation	This indicator measures the level of community engagement in project implementation	Bi-Annually	M&E Report, Community Engagement Progress Report	Number of people who participate in consultation and outreach activities financed under the project	M&E Consultants
Women participants in consultation activities during project implementation	This indicator measures the level of women participation in community engagement in project implementation. The percentage of women is based on the average in the area as per census numbers	Bi-Annually	M&E Report, Community Engagement Progress Report	Number of women who participate in consultation and outreach activities financed under the project	M&E Consultants
	Survey with questions on women's usage and needs of shelters, and their	At least two	M&E Report, Community Engagement	M&E Report, Community Engagement	

Monitoring & Evaluation Plan: Intermediate Results Indicators (contd.)					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
Data collection that supports understanding on women's use and needs of shelters	perceptions of safety and security in shelters will be conducted	times during project period	Progress Report	Progress Report	M&E Consultant
Community risk mapping completed	Community risk mapping following a HVCA will be developed through a participatory planning exercise in village level. The differential risks for historically backward section of the citizens, women, children, and people with disabilities, will be considered in the HVCA	Bi- Annually	M&E Report, Community Engagement Progress Report	The maps will be distributed and discussed during the community awareness activities; UDMC/ SMC consultation meetings once developed. The maps will be considered as completed once accepted in the meeting	M&E Consultant
People in the project areas benefitting from village level interventions	Total population of the villages where the project will carry out CBDRM activities. The village level interventions will include continuous engagement and capacity building of the people residing in the	Bi-Annually	M&E Report, Community Engagement Progress Report	The data and information will be collected during the community engagement, UDMC/SMC involved	M&E Consultant

Monitoring & Evaluation Plan: Intermediate Results Indicators (contd.)					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
	villages where flood shelters will be constructed. The output of the engagement will include the HVCA, risk mapping, guidelines for O&M of the infrastructures and shelters			discussion and trainings, development of HVCA and risk mapping. Total population of the villages who will benefit from the village level interventions. The M&E Report and Community Engagement Progress Report will monitor and report the achievement	
Schoolboys who have received skills training	The training on the skills will include basic disaster preparedness and response, importance and dissemination of early warnings, simpler messages on maternity and childcare, gender, WASH and hygiene,	Bi-Annually	M&E Report, Community Engagement Progress Report	Two boys from each class of each school are expected to join the training sessions in the third year of the project who will train the remaining classes in the subsequent years	M&E Consultant

Monitoring & Evaluation Plan: Intermediate Results Indicators (contd.)					
Indicator Name	**Definition/Description**	**Frequency**	**Data source**	**Methodology for Data Collection**	**Responsibility for Data Collection**
	and basic survival skills				
Schoolgirls who have received skills training	The training on the skills will include basic disaster preparedness and response, importance and dissemination of early warnings, simpler messages on maternity and childcare, gender, WASH and hygiene, and basic survival skills	Bi-Annually	M&E Report, Community Engagement Progress Report	Two girls from each class of each school are expected to join the training sessions in the third year of the project who will train the remaining classes in the subsequent years	M&E Consultant

8.4 ANNEX 2C: RIVER RESULTS FRAMEWORK (REVISED BY WB GROUPS)

Project Development Objective (PDO): To reduce the vulnerability of people in targeted communities to riverine and flash floods and improve the country's capacity in disaster preparedness and response.

a. PDO Indicators by PDO Outcomes

Reduced vulnerability of the people in targeted communities to riverine and flash floods								
Indicator Name	**Baseline**		**Actual (Previous)**		**Actual (Current)**		**Closing Period**	
	Value	**Month /Year**	**Value**	**Date**	**Value**	**Date**	**Value**	**Month/Year**
People with reduced flood vulnerability due to resilient infrastructure constructed under the project (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	1,253,715.00	Jun/2028
	Comments on achieving targets		Vulnerability to flooding comes in different phases from before floods to after floods, threatening lives and livelihoods. The indicator will measure the total number of people benefitting from resilient infrastructure.					
Of which 50 percent is women (Number)	0.00	Jul/2021	0.00	22-May-2025	0.00	04-Dec-2025	626,858.00	Jun/2028
	Comments on achieving targets		The percentage of women is based on the average in the area as per census numbers					
Improved the country's capacity in disaster preparedness and response								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Enhanced operationalization of a systematic damage, loss and needs assessment methodology	No	Jul/2022	No	22-May-2025	No	04-Dec-2025	Yes	Jun/2028
	Comments on achieving targets		LGED is responsible for local infrastructure, which includes repair and rehabilitation post-disasters, based on damage and needs reports from field offices. Accurate and timely reports facilitate this work which accelerates recovery and improves preparedness for subsequent events.					

for the LGED (Yes/No)			An assessment will be carried out within the first year of the project to determine the baseline and target of the accuracy and timelines of the present disaster damage and needs reporting.					
	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	500.00	Jun/2028
Communities with improved basic disaster preparedness and response capacities (Number)	Comments on achieving targets		The basic disaster preparedness and response capacities of the SMCs and/or other community groups as measured through a combination of completed community risk maps, and preparedness and response skills acquired through project interventions.					

b. Intermediate Results Indicators by Components

Resilient Flood Shelters and Community Infrastructure								
Indicator Name	**Baseline**		**Actual (Previous)**		**Actual (Current)**		**Closing Period**	
	Value	**Month/Year**	**Value**	**Date**	**Value**	**Date**	**Value**	**Month/Year**
People benefiting from improved access to sustainable transport infrastructure and services (Number of people) CRI			0	22-May-2025	0	04-Dec-2025		Jun/2028
People benefiting from improved access to sustainable transport infrastructure and services – Female (Number of people) CRI			0	22-May-2025	0	04-Dec-2025		Jun/2028
People benefiting from improved access to sustainable transport infrastructure and services – Youth (Number of people)			0	22-May-2025	0	04-Dec-2025		Jun/2028

CRI								
Renewable energy capacity enabled (Megawatt) CRI			0	22-May-2025	0	04-Dec-2025		Jun/2028
People with access to climate-resilient flood shelters as a result of the project (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	325,000.00	Jun/2028
	Comments on achieving targets		Total number of people the shelters can safely accommodate during flooding and any other disaster					
Of which 50 percent is women (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	162,500.00	Jun/2028
	Comments on achieving targets		Total number of women the shelters can safely accommodate during flood and any other disaster					
Climate-resilient flood shelters constructed (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	500.00	Jun/2028
	Comments on achieving targets		Total number of flood shelters that will be constructed under the project					
Share of shelters with improved infrastructure for women (Percentage)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	100.00	Jun/2028
	Comments on achieving targets		Segregated toilets, lights and locks, resting rooms/dedicated women-only safe spaces, childcare facilities/spaces for pregnant women, WASH facilities					
Construction/Installation of solar PV nano-grid systems (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	100.00	Jun/2028
	Comments on achieving targets		The project will support renewable energy system using solar PV nano-grid schemes to increase access to clean and sustainable electricity					
Land raised above flood levels (Square Meter(m2))	0.00		Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	100,000.00
	Comments on achieving		The open land area of school will be raised above the flood level, when technically feasible					

	targets						
Beneficiaries satisfied with the flood shelters constructed under the project (Percentage)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	75.00
	Comments on achieving targets		Direct beneficiaries who express satisfaction with the flood shelters built under the project based on a sample survey				
Women beneficiaries satisfied with the flood Shelters constructed under the Project (Percentage)	0.00		0.00		0.00		75.00
	Comments on achieving targets		Direct women beneficiaries who express satisfaction with the flood shelters built under the project based on a sample survey				

Beneficiaries satisfied with the community infrastructure constructed under the project (Percentage)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	70.00	Jun/2028
	Comments on achieving targets		Direct beneficiaries who express satisfaction with the infrastructure built under the project based on a sample survey					
Women beneficiaries satisfied with the community infrastructures constructed under the project (Percentage)	0.00		0.00		0.00		70.00	
	Comments on achieving targets		Direct women beneficiaries who express satisfaction with the infrastructure built under the project based on a sample survey					
Resilient community access and evacuation roads and shelter connecting roads rehabilitated and improved (Kilometers)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	415.00	Jun/2028
	Comments on achieving targets		Climate resilient community access and evacuation roads will ensure proper access and evacuation during disaster period and enhance connectivity with growth centers and major infrastructures in the community. Climate resilient shelter connecting roads will ensure					

			connectivity of shelters with the existing road network even during prolonged flood periods					
Bridges and culverts constructed under the project (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	250.00	Jun/2028
	Comments on achieving targets		Small span bridges (less than 12 meters) and culverts to allow for continuous connectivity					
Lightning protection systems installed (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	1,400.00	Jun/2028
	Comments on achieving targets		Early Steamer Emission Lightning Protection Systems to reduce the risk of lightning strikes resulting from extreme hydro-meteorological events					
Strengthening Capacity for Disaster Preparedness and Response and Technical Assistance								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
	No	Jul/2022	No	22-May-2025	No	04-Dec-2025	Yes	Jun/2028

Assessment of damage and needs reporting completed (Yes/No)	Comments on achieving targets		Assessment of the LGED's current system for damage and needs reporting including recommendations to improve has been finalized					
LGED upazila officials trained on the damage and needs assessments (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	300.00	Jun/2028
	Comments on achieving targets		Number of LGED officials trained in the enhanced system for damage and needs reporting.					
ICT monitoring system developed (Yes/No)	No	Jul/2022	Yes	22-May-2025	Yes	04-Dec-2025	Yes	Jun/2028
	Comments on achieving targets		An ICT monitoring system will be developed to track the progress of the project in near real-time based on data submissions from the field at regular intervals or at particular pre-approved stages of construction, which will enable determination of the project's physical progress at any point in					

			time.					
Categories of Operational Plans and Guidelines developed in a participatory manner with communities (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	3.00	Jun/2028
	Comments on achieving targets		The three categories of plans and guidelines will be developed to cover all of the communities/villages which will include the "management of evacuees and shelters including GBV prevention and response", "community O&M guidelines of the shelters", "community O&M guidelines of the community infrastructure"					
Participants in consultation activities during project implementation (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	15,000.00	Jun/2028
	Comments on achieving targets		This indicator measures the level of community engagement in project implementation					
Women participants in consultation activities during project implementation (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	7,500.00	Jun/2028
	Comments on achieving targets		This indicator measures the level of women participation in community engagement in project implementation. The percentage of women is based on the average in the area as per census numbers					
Data collection that supports understanding on women's use and needs of shelters (Yes/No)	No	Jul/2022	No	22-May-2025	No	04-Dec-2025	Yes	Jun/2028
	Comments on achieving targets		Survey with questions on women's usage and needs of shelters, and their perceptions of safety and security in shelters will be conducted					
	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	500.00	Jun/2028

Community risk mapping completed (Number)	Comments on achieving targets		Community risk mapping following a HVCA will be developed through a participatory planning exercise in village level. The differential risks for historically backward section of the citizens, women, children, and people with disabilities, will be considered in the HVCA					
	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	1,132,875.00	Jun/2028

People in the project areas benefitting from village level interventions (Number)	Comments on achieving targets		Total population of the villages where the project will carry out CBDRM activities. The village level interventions will include continuous engagement and capacity building of the people residing in the villages where flood shelters will be constructed. The output of the engagement will include the HVCA, risk mapping, guidelines for O&M of the infrastructures and shelters					
Schoolboys who have received skills training (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	5,000.00	Jun/2028
	Comments on achieving targets		The training on the skills will include basic disaster preparedness and response, importance and dissemination of early warnings, simpler messages on maternity and childcare, gender, WASH and hygiene, and basic survival skills					
Schoolgirls who have received skills training (Number)	0.00	Jul/2022	0.00	22-May-2025	0.00	04-Dec-2025	5,000.00	Jun/2028
	Comments on achieving targets		The training on the skills will include basic disaster preparedness and response, importance and dissemination of early warnings, simpler messages on maternity and childcare, gender, WASH and hygiene, and basic survival skills					

8.5 ANNEX 2D: LOG-FRAME OF RIVER PROJECT

RIVER Log Frame:

i) Planned Date of Project Commencement: 01-07-2022

ii) Planned Date of Project Completion: 30-06-2028

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verifications (MOV)	Important Assumptions (IA)
Goal: To reduce the impact of floods and provide a safe space for evacuation and sheltering through infrastructure, and to improve the community's resilience through capacity building for effective community preparedness and response.	Number of human lives and value of livestock and other properties saved by shelters and disaster preparedness. Returns to education and other ancillary benefits from increased access to schools. Access to relief increased and cost of relief operation among affected people reduced	Impact Assessment Planning Commission Report	
Objective/ Purpose: The overall objective of the project is to enhance the resilience of target vulnerable villages to floods and improve the disaster preparedness and response capacity of government agencies. Specific objectives of the project are to:	Number of people to be accommodated in the constructed shelters Number of Livestock shifted to the raised land Amount of time to be taken to reach to the shelters through improved access roads, bridges and culverts,	Baseline survey, Mid-Term Review, Impact Assessment	The shelters and infrastructure are regularly maintained The early warning systems are functional and operational properly

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verifications (MOV)	Important Assumptions (IA)
i) increase the number of people with reduced flood vulnerability due to resilient protective infrastructure. ii) Improve disaster preparedness capacity of the GoB and communities	Beneficiaries satisfied with the flood shelters and community infrastructures constructed under the Project.		The ICT monitoring database is utilised in decision making process.
Output: By 2028 • Construction of Primary School cum Flood Shelters: 500 nos • Construction/Installation of solar PV nano-grid system: 100 nos • Raised land above flood levels: 250 shelters • Improvement of flood shelter connecting roads: 275 km • Construction of Bridges/Culverts: 1830 m • Improvement of Community Infrastructure Connecting Roads: 110 km • Landing Stage: 15 nos • Solar street light: 6600 nos • Installation of Lightning protection systems: 1400 nos	Number of Primary Schools selected for shelter construction Database of shelters has been developed Land has been identified for raising Roads and culverts have been selected for improvement Site for landing stages (river jetties) have been finalized	Progress report, Mid-Term Review PCR IMED Report	Affecting output to purpose link: Co-operation of all concerned bodies. No change in GoB policy of supporting people living in the flood region to adopt to the effects of climate change; Natural calamity during implementation of the project.

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verifications (MOV)	Important Assumptions (IA)
Inputs Placement of managerial and technical manpower Employment of consultants Selection of contractors & suppliers Procurement of equipment Training Civil Works Contracts	Manpower BDT: 920.00 Lac Supply & Services BDT: 2092.00 Lac Maintenance BDT: 273.60 Lac Non-Consultancy Services BDT: 14295.00 Lac Consultancy Services BDT: 17991.00 Lac Equipment & Others BDT: 20421.40 Lac Civil Works Contracts BDT 354535.00 Lac Contingency BDT: 21819.00 Lac Total Cost BDT: 432347.00 lac	Progress Report Implementation support mission report, Mid-Term review	Affecting input to output link: Fund flow from World Bank/GoB Timely decision made by the authority. Relevant authority handed over the site in due time

8.6 ANNEX 5A: REVISED STAFFING SCHEDULE

Annex-5A: Team Composition, Assignment, Key and Non-Key Experts' Inputs

Consultancy Services for Monitoring and Evaluation under Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project **Package No.: LGED/RIVER/21-22/SD-2**

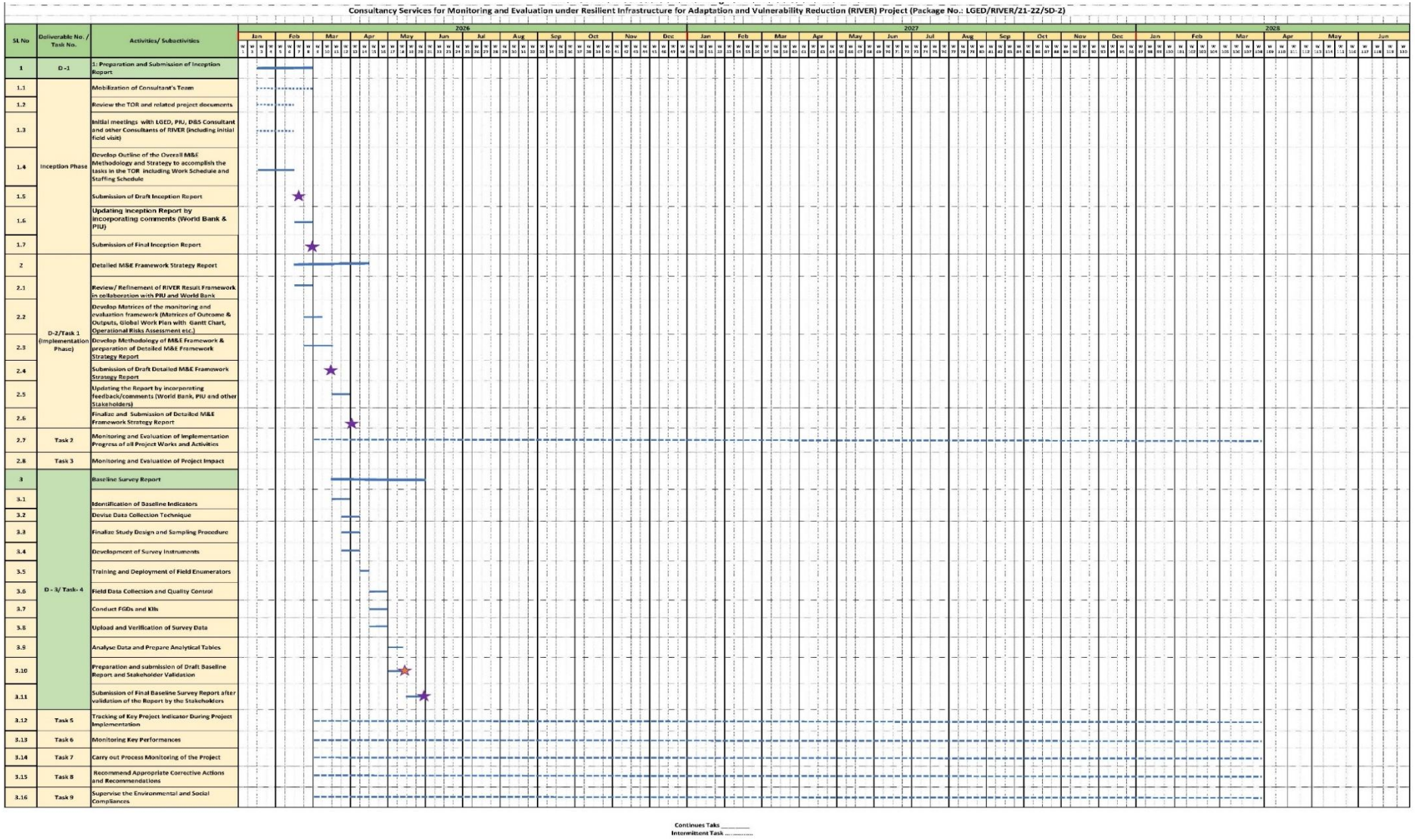
No	Name	Expert's input (in person/month) per each Deliverable (listed in TECH-5)											Total time input (in Months)		
		Position		D-1	D-2	D-3	D-4	D-5	D-6	D-7	D-8	D-9	D-10	Home	Field	Total
KEY EXPERTS																
K-1	Md. Nazrul Islam	Team Leader	*Home*													29.50
			Field	1.50	1.50	1.50	12.00	2.50	2.50	2.50	2.00	2.50	1.00		29.50	
K-2	Md. Matiur Rahman	Senior Monitoring and Evaluation Specialist	*Home*													29.50
			Field	1.50	1.50	1.50	12.00	2.50	2.50	2.50	2.00	2.50	1.00		29.50	
K-3	Md. Imam Zafor	Environmental Specialist	*Home*													29.50
			Field	1.50	1.50	1.50	12.00	2.50	2.50	2.50	2.00	2.50	1.00		29.50	
K-4	Abdus Samad	Social Specialist *	*Home*													29.50
			Field	1.50	1.50	1.50	12.00	2.50	2.50	2.50	2.00	2.50	1.00		29.50	
K-5	Md. Saiful Hossain	Disaster Risk Management Specialist	*Home*													20.00
			Field	1.00	1.00	1.50	9.00	1.50	1.50	1.00	1.00	1.50	1.00		20.00	
TOTAL KEY EXPERTS INPUT															**138.00**	**138.00**
NON-KEY EXPERTS																
NK-1	Forkan Ahmed Khan	Civil Engineer *	*Home*													29.50
			Field	1.00	1.50	1.50	13.00	2.50	2.50	2.50	2.00	2.00	1.00		29.50	
NK-2	Dr. Mohammad Ahsan Uddin	Field Monitoring Specialist	*Home*													29.50
			Field	1.00	1.50	2.50	13.00	2.50	2.50	2.00	2.00	1.50	1.00		29.50	
NK-3	-	Communication Specialist*	*Home*													29.50
			Field	1.00	1.50	2.50	13.00	2.50	2.50	2.00	2.00	1.50	1.00		29.50	
TOTAL NON-KEY EXPERTS INPUT															**88.50**	**88.50**
TOTAL KEY AND NON-KEY EXPERTS INPUT															**226.50**	**226.50**

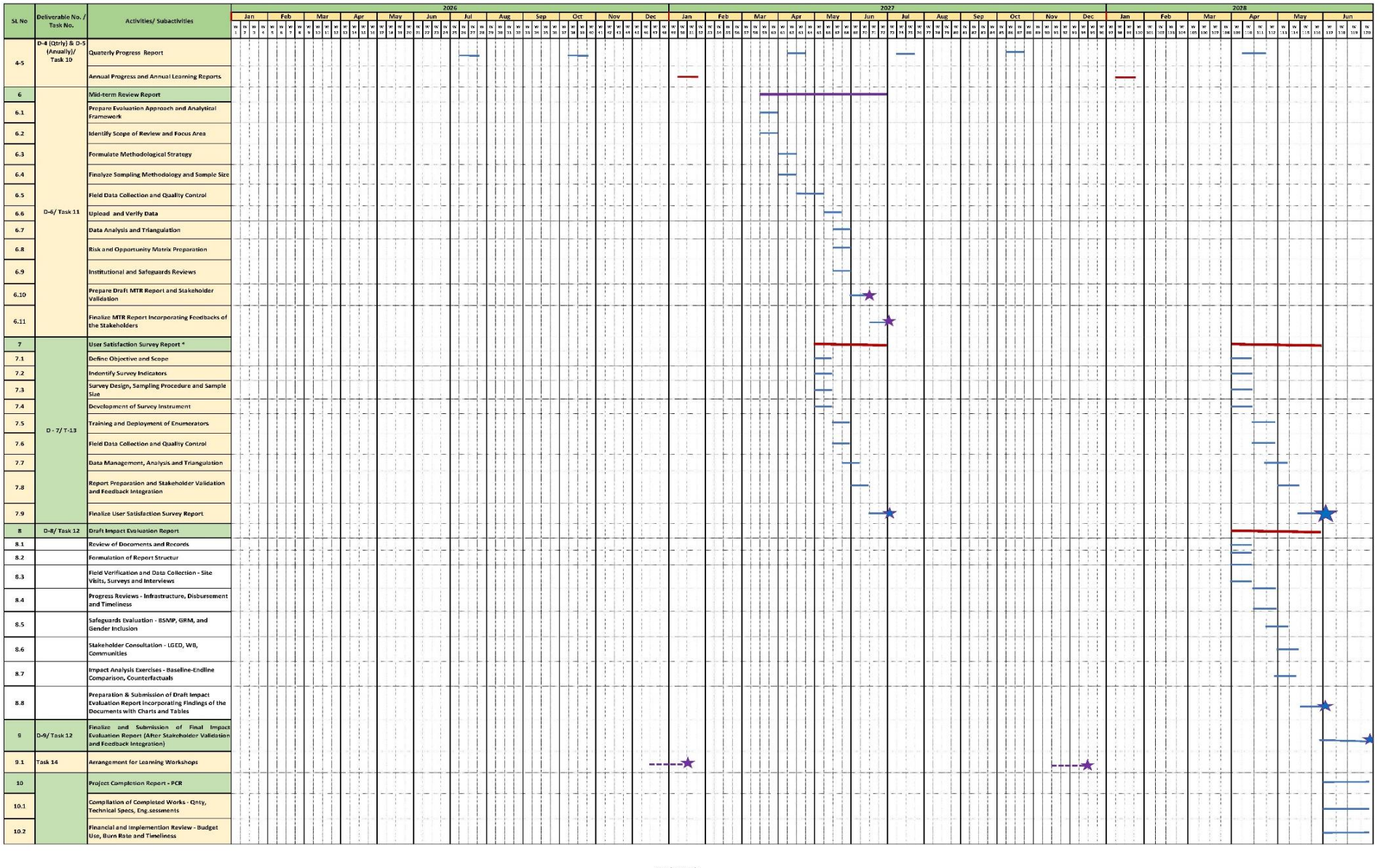
Legend:

D-1: Inception Report
D-2: Detailed M & E Framework and Strategy Report
D-3: Baseline Survey Report
D-4: Quarterly Regular Reports
D-5: Annual Progress and Annual Learning Reports
D-6: Mid Term Review report
D-7: Users Satisfaction Survey Report
D-8: Draft Impact Evaluation Report
D-9: Final Impact Evaluation Report
D-10: Project Comletion Report (PCR)

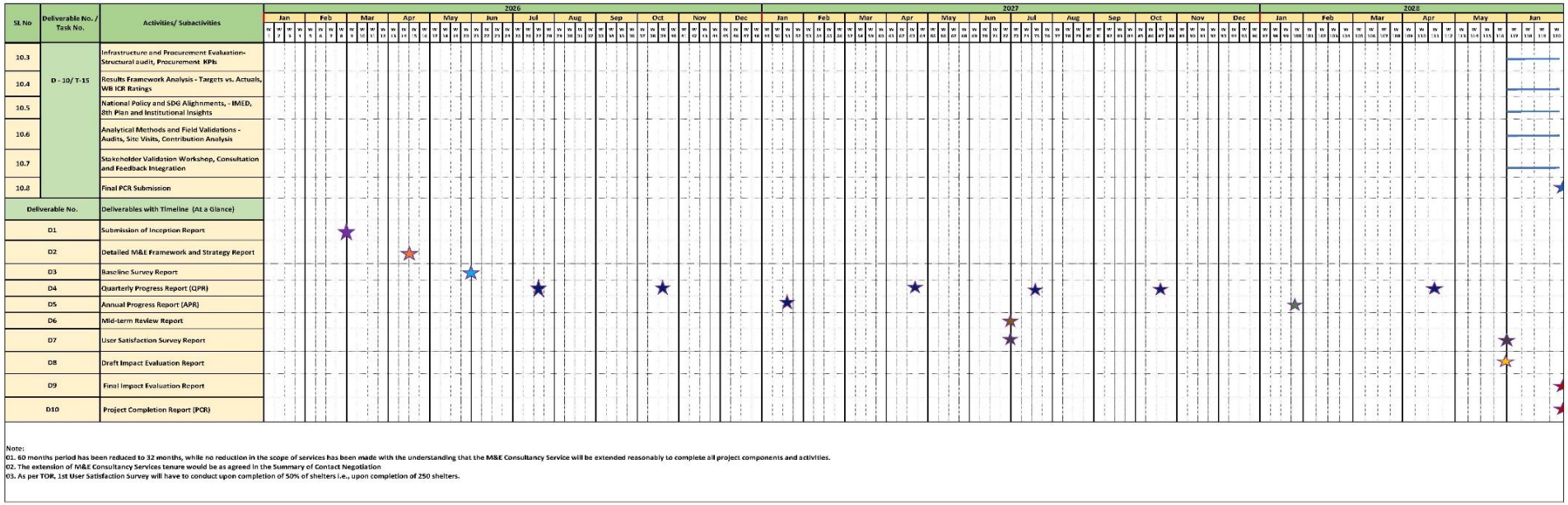
* Specialists are under process of mobilization.

8.7 ANNEX 5B: REVISED WORK SCHEDULE AND PLANNING FOR DELEVERABLES





Sl. No	Deliverable No. / Task No.	Activities/ Subactivities
4-5	D-4 (Qtrly) & D-5 (Anually)/ Task 10	Quaterly Progress Report
		Annual Progress and Annual Learning Reports
6	D-6/ Task 11	Mid-term Review Report
6.1		Prepare Evaluation Approach and Analytical Framework
6.2		Identify Scope of Review and Focus Area
6.3		Formulate Methodological Strategy
6.4		Finalyze Sampling Methodology and Sample Size
6.5		Field Data Collection and Quality Control
6.6		Upload and Verify Data
6.7		Data Analysis and Triangulation
6.8		Risk and Opportunity Matrix Preparation
6.9		Institutional and Safeguards Reviews
6.10		Prepare Draft MTR Report and Stakeholder Validation
6.11		Finalize MTR Report Incorporating Feedbacks of the Stakeholders
7	D - 7/ T-13	User Satisfaction Survey Report *
7.1		Define Objective and Scope
7.2		Indentify Survey Indicators
7.3		Survey Design, Sampling Procedure and Sample Size
7.4		Development of Survey Instrument
7.5		Training and Deployment of Enumerators
7.6		Field Data Collection and Quality Control
7.7		Data Management, Analysis and Triangulation
7.8		Report Preparation and Stakeholder Validation and Feedback Integration
7.9		Finalize User Satisfaction Survey Report
8	D-8/ Task 12	Draft Impact Evaluation Report
8.1		Review of Documents and Records
8.2		Formulation of Report Structur
8.3		Field Verification and Data Collection - Site Visits, Surveys and Interviews
8.4		Progress Reviews - Infrastructure, Disbursement and Timeliness
8.5		Safeguards Evaluation - BSMP, GRM, and Gender Inclusion
8.6		Stakeholder Consultation - LGED, WB, Communities
8.7		Impact Analysis Exercises - Baseline-Endline Comparison, Counterfactuals
8.8		Preparation & Submission of Draft Impact Evaluation Report Incorporating Findings of the Documents with Charts and Tables
9	D-9/ Task 12	Finalize and Submission of Final Impact Evaluation Report (After Stakeholder Validation and Feedback Integration)
9.1	Task 14	Arrangement for Learning Workshops
10		Project Completion Report - PCR
10.1		Compilation of Completed Works - Qnty, Technical Specs, Eng.sessments
10.2		Financial and Implemention Review - Budget Use, Burn Rate and Timeliness



Sl. No	Deliverable No. / Task No.	Activities/ Subactivities
10.3	D - 10/ T-15	Infrastructure and Procurement Evaluation- Structural audit, Procurement KPIs
10.4		Results Framework Analysis - Targets vs. Actuals, WB ICR Ratings
10.5		National Policy and SDG Alighnments, - IMED, 8th Plan and Institutional Insights
10.6		Analytical Methods and Field Validations - Audits, Site Visits, Contribution Analysis
10.7		Stakeholder Validation Workshop, Consultation and Feedback Integration
10.8		Final PCR Submission
Deliverable No.		Deliverables with Timeline (At a Glance)
D1		Submission of Inception Report
D2		Detailed M&E Framework and Strategy Report
D3		Baseline Survey Report
D4		Quarterly Progress Report (QPR)
D5		Annual Progress Report (APR)
D6		Mid-term Review Report
D7		User Satisfaction Survey Report
D8		Draft Impact Evaluation Report
D9		Final Impact Evaluation Report
D10		Project Completion Report (PCR)

Note:
01. 60 months period has been reduced to 32 months, while no reduction in the scope of services has been made with the understanding that the M&E Consultancy Service will be extended reasonably to complete all project components and activities.
02. The extension of M&E Consultancy Services tenure would be as agreed in the Summary of Contact Negotiation
03. As per TOR, 1st User Satisfaction Survey will have to conduct upon completion of 50% of shelters i.e., upon completion of 250 shelters.

8.8 ANNEX 6A: LIST OF PERSONS CONSULTED

Name	Designation	Agency
Md. Atiqul Islam	Project Director	RIVER, LGED
Tazmil Khan	Deputy Project Director	RIVER, LGED
Bayezid-Bin-Kamal	Sr. Assistant Engineer	RIVER, LGED
Md. Shihab Uddin	Environmental Consultant	PIU, RIVER, LGED
Md. Dalil Uddin Ahmed	Procurement Specialist	PIU, RIVER, LGED
Shafiur Rahman	Team Leader	D&S Consultant, RIVER, LGED
Dr. S.M. Parvez Mohit	Deputy Team Leader	D&S Consultant, RIVER, LGED
Md. Ziaur Rahman	Web Programmer, MIS Section (ICT Unit)	D&S Consultant, RIVER, LGED
Mr. Biswojit Kumar Roy	Deputy Team Leader	Community Engagement, Mobilization, Resilience and Capacity Building Consultant
Kamal Uddin Ahmed	Disaster Management Expert	-Do-
Md. Abdus Salam	M&E Expert	-Do-

8.9 ANNEX 6B: RELEVANT DOCUMENTS/ REPORTS REVIEWED

Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project, LGED

- Development Project Proposal (DPP) for Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project, LGED, October, 2022.
- Project Appraisal Document on a proposed credit in the amount of SDR 372 million (US$500.00 million equivalent) to the People's Republic of Bangladesh for a Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project, May 25, 2022.
- Restructuring Paper on a Proposed Project Restructuring of Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project (Approved on 15-Jul-2022 to People's Republic of Bangladesh).
- Inception Report, Community Engagement, Mobilization, Resilience and Capacity Building (CEMRCB) Consultant for RIVER Project, June 2024.
- Inception Report, Consultancy Services for Design and Supervision (Detailed Design, Construction and Safeguard Supervision) for RIVER Project, November 2025.
- Environmental and Social Management Framework (Draft) for Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project (Part- I: Main Report), January 2022.
- Terms of Reference (TOR) for Consultancy Services for Monitoring and Evaluation Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project
- Technical Proposal- Description of Approach, Methodology and Work Plan for Performing the M&E Assignment (SODEV Consult International Ltd.)

8.10 ANNEX 7: FIELD VISIT REPORT

Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER) Project
Monitoring & Evaluation (M&E) Consultant

FIELD VISIT REPORT

1. Period of Visit : 02 February – 03 February 2026
2. Location of Visit : RIVER Work Sites under Gopalganj District.
3. Visit of Package : Pkg. No. LGED/RIVER/GOPAL/21-22/NW-11
4. Contractor : M/S National Development Engineers (NDE) Ltd.
5. Participant of visit : Md. Nazrul Islam, TL, M&E Consultant, RIVER, LGED
   Md. Matiur Rahman, Senior M&E Specialist, M&E Consultant, RIVER, LGED
   Md. Saiful Hossain, Disaster Risk Management Specialist, M&E Consultant, RIVER, LGED
6. Officials met during Visit :

LGED

- Mr. Md. Ehsanul Hoque, Executive Engineer, LGED, Gopalganj;
- Mr. Md. Rakibul Kabir, Assistant Engineer & Focal Person, RIVER, LGED, Gopalganji;
- Mr. Subrata Mojumder, Assistant Engineer, RIVER Project, LGED, Gopalganji.

D&S CONSULTANTS

- Mr. Md. Abdullah Al Mamun, District Resident Engineer, D&S Consultant, RIVER, Gopalganj;
- Mr. Md. Murad Hossain Khan, Field Supervisor, D&S Consultant, RIVER, Gopalganj;
- Mr. Sobuj Ahmed, Field Supervisor, D&S Consultant, D&S Consultant, RIVER, Gopalganj;

CEMRCB CONSULTANTS

- Mr. Md. Amir Hossain, Community Mobilization Expert, CEMRCB Consultant, RIVER, Gopalganj;
- Mr. Nilkanto Sarker, District Incharge, CEMRCB Consultant, RIVER, Gopalganj.

CONTRACTORS' PERSONNEL – M/S National Development Engineers (NDE) Ltd.

- Mr. Md. Durul Huda, Project Manager;
- Mr. Md. Monjurul Islam, Site Engineer;
- Mr. Md. Rakibul Islam, Jr.Executive.

7. Activities of Visit : **Monitoring of the Implementation Activities of RIVER**
8. Sites visited : 4 nos. of "New construction of Resilient Flood Shelter cum School" sites were visited:

Package no. LGED/RIVER/GOPAL/21-22/NW-11:

i) **GOP-003**: 112 No. Sonakur Balika GPS at Gopalganj Sadar UZ;

ii) **GOP-007**: 115 No. Cb Ghonapara GPS at Gopalganj Sadar UZ;

iii) **GOP-014**: 22 No. Pukhoria GPS Gopalganj at Sadar UZ;

iv) **GOP-022**: 120 No. Orakandi Poschimpara at Kashiani UZ.

9. A. Roles and Tasks of the M&E Consultants:

The M&E Consultants undertake the field visits as part of its obligation to perform the following:

a) Overall monitoring and evaluation of project implementation activities;

b) Carry out independent monitoring of project progress, inputs, outputs and outcomes and impact of project interventions at different point time;

c) Supervise compliance of social and environmental safeguards and monitoring the ongoing Community Engagement, Mobilization, Resilience and Capacity Building (CEMRCB) activities;

d) Propose recommendations for appropriate corrective actions, if any.

B. Findings and Observations

- **Mobilization by the Contractor:** Mobilization consists of preparatory works and operations necessary for the movement of personnel, equipment, supplies and incidentals to the project sites for the establishment of offices with logistics, temporary housings for staff and labor force and other facilities necessary for smooth running of the work. Before taking up construction works, site development to suitable standard is one of the most important aspects to create a congenial environment for carrying out construction works.

  M/S. The National Development Engineers (NDE) Ltd. is learnt to have made fairly good mobilization of field personnel in terms of fielding of project and technical personnel: Project Manager (1 no.), Environment Safety Manager (1 no.), Project Engineers (5 nos.), Health & Safety Officer (1 no.), Site Engineer (16 nos.) and other support staffs.

  However, we met during our visit only one Project Manager and 2 nos. Site Engineers. Important personnel like Project Engineers, Environmental Safety Manager and Health & Safety Officer etc. were not met. So, effective interaction or exchange of views could not be made in respect of ensuring quality control works and undertaking environmental and social safeguard measures per provision of RIVER.

- **Site Selection:** Selection of all sites for construction of resilient flood shelters has been indeed good as these are located in riverine flood prone vulnerable remote places of the district.

- **Preparatory Works:** Before start of work, preparatory works like site development, fencing, fixing of sign board, establishment of field offices with logistics, labor sheds, store room for storing cement, proper stack yard for MS rod, sand, stone chips, waste disposal area, tube-well for domestic and construction purposes etc. are required to be done as per contract.

Major part of preparatory works like fencing **(Photo: 01**), fixing of sign boards, establishment of field offices with logistics, labor sheds, store room, sinking of tube wells etc. have been and the quality of works appear good.



- **Construction Schedule**: PM of the Contractor informed that site and package specific construction schedules have been prepared. However, **no such construction schedule was available at any site**. Construction schedule is a written document shown in a diagram that shows proposed and actual start and completion dates of the various work elements. This is an essential instrument to program and monitor construction activity. The schedule clearly depicts status of progress against target at any point of time. Construction schedule for the package as a whole covering all 67 shelters and individual structures should be prepared separately and monitored by all responsible persons. If necessary, the schedules may be periodically upgraded. RIVER at Gopalganj is targeted to be completed by 910 days from the commencement of works i.e., by 07 February 2027. The construction schedule must be prepared, if not already done and should be strictly followed.

  The way of work at sites is progressing is not satisfactory and contractor should provide more efforts to complete the works in time.

- **Site Plan**: No site plan showing the demarcated storage yard of construction materials, labour sheds, toilets for construction labours, waste disposal sites etc. was available at any working site. Site Plan is also an essential element in respect of environmental aspect as well as social aspect during construction works. In many shelter sites, there may have enough space which is an advantage for making a realistic site plan covering all the elements mentioned above.

C. Physical works:

Construction of Resilient Flood Shelters
LGED/RIVER/GOPAL/21-22/NW-11

The M&E team visited 4 nos. under construction new RCC flood shelter sites in Gopalganj Sadar and Kashiani upazilas of Gopalganj district.

C.1: Physical Progress

- The ICB Package covering 67 nos. new RCC flood shelters with provision of shelter connecting roads in Gopalganj district has been commenced on 08 August 2024 and is targeted to be completed by 30 months i.e. 07 February 2027.

- All the construction sites of 67 nos. have been made over to the Contractor. Physical work has also been taken up in 61 sites. We visited 4 nos. under construction sites. The reported physical progress of the 4 new shelter sites are as follows: **GOP-003: 35%; GOP-007: 33%; GOP-014: 48% and GOP-022: 36%**.

- As of end of January 2026, overall physical progress of the package is **12.50%** against the target of **59%** (in terms of time allowed and not in terms of project time available). It shows that the physical progress of the package is lagging much behind.

C.2: Observations on the Construction Works

- Temporary Benchmark pillar has been established at different sites.

- Construction works at sites are limited to slabs casting at different floors of frame structure (**Photo: 02**).



- Laboratory tests of MS rod, coarse sand, cement etc. have been done. Test reports have been available in the field and test results are O.K.
- The quality of construction materials such as MS rod, stone chips, coarse sand etc. procured at sites appears good **(Photo: 03)**.



- MS rod should be stored on raised platform to avoid mud and water (**Photo: 04)**.



- Generally, concrete work is good **(Photo: 05).**



- Uncleaned Site by staking steel and shutter materials haphazardly **(Photo: 06).**

Photo: 06



- Site offices have been built in all the visited shelter sites (**Photo:07**). Site office fixtures are of good quality. Labour sheds have also been built (**Photo: 08**).

Photo: 07



Photo: 08



- As per RIVER requirement, the flood shelters have been designed as four-story buildings with plinth level fixed above HFL with provision of ramp. The design provides buildings with two options where pre-cast piles (Size- 300mm x 300mm) with variable lengths or construction of several numbers of cast in situ piles with variable lengths with pile diameter of 500mm have been considered.

C.3: Shelter Wise Progress

The physical work of the package is still limited between 2nd floor slab casting and 3rd floor columns casting only.

- **GOP-003:** 1st floor slab casting including columns at 2nd floor have been done. Rebar and Shutters placement for 2nd floor slab and beams casting are ongoing. Ramp construction has also been done **(Photo: 09).**



GOP-007: 1st floor slab casting including ramp have been done **(Photo: 10**). Rebar fabrication, placement and shutters placement for columns at 2nd floor are in progress.



- **GOP-014:** 2nd floor slab casting including ramp construction have been done **(Photo: 11)**. 3rd floor columns casting is ongoing.

Photo: 11



- **GOP-022:** 1st floor slab casting including columns at 2nd floor have been done **(Photo: 12)**. Rebar and Shutters placement for 2nd floor slab and beams casting are almost completed and is ready for casting after checking by the field officials. Ramp construction has also been done.

Photo: 12



Shelter Connecting Roads

There is provision of Community Mobilization Road maintenance under **GOP-003** and provision of Shelter Connecting Road **(SCR)** in **GOP-014** among the visited shelter sites. Construction work of the roads has not been taken up as yet.

D. Safety Measures

The project implementation ensures environmental and social safety considerations. To this end, Environmental and Social Assessment (ESA) relating to construction of flood shelters under each package will be carried out by the D&S consultants as per guidelines given in the ESMF. These individual assessment reports are required to be concurred by the WB. The ESA will identify specific environmental and social protective measures relating to construction of new shelters to address the environmental and social safety issues.

Climate resilient flood shelters will be built to replace existing primary school buildings in poor condition in flood prone areas, avoiding the need for land acquisition or resettlement to provide a safe haven from floods.

The project related environmental and social safety measures have been shown in display board at each visited site of the **Package NW-11**.

Compliance of Environmental Safety Measures.

Our observations during the field visit on the general compliance of environmental safety measures are as follows:

- **First Aid Box:** First aid boxes with standard contents have been procured in all sites.
- **Water Filter:** Water filters have been procured at all construction sites.
- **Site Cleaning:** Cleaning of site at mobilization stage is very important for smooth work. This has mostly not been done.
- **Use of Safety Gear**: Safety gear packages such as helmets, hand gloves, rubber shoes, light reflecting dresses etc. has been found to be used by many of the workers **(Photo:13)**.



- **Protection Fencing**: Protective fencing by corrugated iron sheet has been done at all shelter sites **(Photo: 01)**.

Photo: 01



- **Labor Shed:** Labor sheds have been done and being used by the labors **(Photo: 08)**.

Photo: 08



- **Sanitary Latrine for Male and Female:** Sanitary latrines for use of the male and female labors have been constructed in all sites visited **(Photo: 14)**.

Photo: 14



- **Camp Site Waste Disposal Facility:** No planned facility of waste disposal has been earmarked. Under-construction debris and garbage are kept haphazardly. Garbage must be stockpiled and removed to a pre-designated waste disposal area. DRE/FS/Site Supervisors should monitor this issue strictly.
- **Dust Suppression Measures:** Dust suppressive measures have been partially adopted.
- **Environmental and Social/Safeguard Personnel:** Environmental and Social/Safeguard Personnel responsible for supervising Environmental and Social Safeguard issues were not met at site.
- **Health/Safety Warning Sign:** Health/safety warning signboards have been seen at site.
- **Tube Well:** Tube wells have been installed at all sites to obtain safe drinking water for the labors and site staff and also for use in construction works. Water quality should be tested.
- **Construction of Temporary Shed for Schooling:** Temporary shed for schooling has been done.

E. Observation on the CEMRCB Consultant's activities at District:

i) Types of works done/ ongoing:

By definition a Resilient flood shelter is designed to withstand, adapt to, and recover from, frequent, intense, and long-duration flooding, especially in the country's deltaic riverine regions. These structures incorporate traditional knowledge with modern engineering, focusing on elevated structures, durable materials, and community-centric design to protect lives and livelihoods.

The M&E Consultants Team has visited following 04 multi purposes School cum flood shelters mentioned above.

A multi-faceted approach recommended in construction of flood shelters mainly focusing on restoring lives through safe housing reconstruction, livelihood restoration (livestock, agriculture, small business support), health services, strengthening early warning systems and act accordingly.

All the visited four under-construction shelters mostly complied with the basic criterion and the finished structure seem to be well matched with the needs of disabled, wheel chair users, women and children. The construction work has to be monitored periodically.

The CEMRCB Consultant conducted the following activities in different Gopalganj district:

- Appraise different beneficiary groups on project concept and activities on disaster preparedness & capacity building;
- Conducted PRA Survey, Focus Groups Discussion (FGD) among the beneficiary groups (males and females) etc.;
- Loss and damages assessment, hazards monitoring of crops in the district due to recent riverine flood in 2020 and assessment of flood intensity etc.

ii) Observations of the M&E Consultants team (In view/line with DRM) on the activities (Done/ Ongoing);

An ideal flood shelter construction considers; Elevated Plinths, Reinforced Structures with Resilient Materials, Damage-Resistant Foundation, Multi-Storey, Livestock Protection, Internal Storage, Rainwater Harvesting, Sanitation, Green Buffers, Accessibility and Solar Power.

The M&E team critically examine the above criterion in the field visit and reasonably satisfied with combine opinion that all standard maintained carefully. However, the following specific points noted:

- All the four Shelter locations are well fitted with the localities which might be in endanger during flood time.

- The roads communication to shelters are well and might need to be elevated as per design flood level.
- A Shelter management room with facilities of first aid, food and other essential stuffs storing facility, media briefing, dash-board showing details on-going activities, preferably in the 1st floor suggested.
- As per RIVER requirement, the flood shelters have been designed as four-storied buildings with plinth level fixed above HFL with provision of ramp.
- The ramp slope is well designed with mild slope fitted with need of wheel chair user, senior citizens, disabled, women and children.
- Works undertaken and ongoing by the CEMRCB Consultant in the district are satisfactory.

F. Compliance of SMP

The construction of the shelters will be done in the existing government school buildings. The construction does not require land acquisition and resettlement of the PAPs. During field visit, no problem relating to land and resettlement of PAPs was observed.

G. Conclusion

We would recommend to PIU, D&S consultants, CEMRCB Consultants and related stakeholders to please consider our observations given above and take necessary measures as deemed appropriate.

Finally, we also express our appreciation and thanks to the field personnel of LGED, the DS Consultants, CEMRCB Consultants and the Contractor for their kind cooperation extended to us during the field visit.



18-Feb-2026

Md. Nazrul Islam,
Team Leader, M&E Consultants,
RIVER, LGED