Terms of Reference (TOR)
Consulting Services for Monitoring and Evaluation (M&E) Specialist
[Package number: RUTDP/PMU/S-08]
Resilient Urban and Territorial Development Project (RUTDP) (P178985)

A. Background :

1. Bangladesh is one of the most populous and densely populated countries in the world. About 40 percent of its 169.40 million people live in the urban areas of the country. There has been increased rural to urban movement by the population over the last two decades seeking better living conditions and greener pastures. The increased migration has caused a major shift in the need for urban infrastructure to support services at where the population is congregating to. Urban population as a percentage of total population increased from around 8% (at independence in 1971) to nearly 38.95% (BSS data, 2022). Though the present urban dwellers constitute about 38.95 percent of the total populations of Bangladesh, the share and contribution of urban centers to GDP is more than 60 percent indicating that the productivity of labor in urban areas is much higher than in rural areas.

   As the current stock of urban and social infrastructure has not grown in the line with the fast moving demographical shift, many towns (small cities, municipal towns and bigger cities), suffer deficiency in services they must provide to the teeming masses in their jurisdictions. As a consequence, the urban service development index is remarkably inefficient in case of urban service delivery, institutional governance and capacity building. The gap between service and infrastructure deficits is worsening in areas of high economic and urban growth as well as in areas especially vulnerable to natural hazards. Bangladesh is a climate vulnerable country. A large number of people, especially the poor, are likely to be affected by the increasing negative effects of climate change (cyclones, floods, heavier downpours of rains in relatively short time, urban heating, monsoons) leading to increasing climate migrants moving and droughts have made their agricultural works impossible. There are also many other dimensions to the country's climate change risks. Urban governance remains a key challenge to harnessing Bangladesh's growth and poverty reduction.

   The phenomenal rate of urbanization is posing a major development challenge. The cities and towns of Bangladesh, suffer from acute problems of deteriorating infrastructure in the form of poor housing, inadequate availability of drinking water, paucity of drainage and sewerage facilities, logjam of urban transport, and pollution, amongst others. Slums and squatter settlements have become integral part of urban life in the country. Chaotic urban development and the accompanying unemployment, environmental degradation, lack of basic services, crime and the proliferation of slums are major obstacles to creating better cities and better urban living conditions. This does not necessarily mean that urbanization is bad, but to meet the progress and advancement sought by the population moving to urban areas more and more, the government has to adopt policies to harness the goods that the process of urbanization bring while taking concrete

actions to minimizing the inherent negative effects of delayed planning for an eventuality that cannot be stopped. What is important is to realize that urbanization is an unavoidable element of economic development that requires careful planning and management. The government needs to manage urbanization in such a way that captures the beneficial aspects to strengthen cities and secondary towns to build in resilience and capture economic growth for the development of the country. Well managed urban growth and development have proven as potential tools to contributing to economic advancement, poverty reduction and shared prosperity as quality of the lives of citizens, especially, the poor and vulnerable, improve.

2. In response to the urban governance challenges, the Government's New Urban Agenda (NUA) represents a shared vision of ***8th Five Year Plan*** for a better and more sustainable future by taking advantage of the opportunities presented by urbanization as an engine of sustained and inclusive economic growth, social and cultural development, and environmental protection. To achieve this vision, the NUA lays out standards and principles for the planning, construction, development, management, and improvement of urban areas guided by the following interlinked principles:

   - Sustainable urban development for social inclusion and ending poverty, including the promotion of health and well-being and elimination of all forms of discrimination by providing equal access for all to physical and social infrastructure and basic services, as well as adequate and affordable housing.

   - Sustainable and inclusive urban prosperity and opportunities for all by promoting full and productive employment and decent work for all and by ensuring equal access for all economic and productive Resources and opportunities.

   - Environmentally sustainable and resilient urban development by promoting clean energy and sustainable use of land and resources in urban development, by protecting ecosystems and biodiversity, by building urban resilience, by reducing disaster risks and by mitigating and adapting to climate change.

3. Investments in basic urban services under the project will improve the standard and quality of civic facilities in the project areas and enhance the quality of life of the urban dwellers. The sustainable development goals (SDG) is centered on to the sustainable urban development, better quality of life with emphasis on providing basic living standard for poor; ensure land planning and development control of cities and towns; urban governance and management with greater accountability, transparency and improved public participation; institutional and financial capable of Pourashavas and City Corporations.

   The Perspective Plan 2041 (PP2041) presents the country's urban development issues – (i) Managing the urban transition; (ii) Urban Governance; and (iii) Urban sector financing requirements and options.

   The delta plan 2100 represents the country's current urban centers will continue their growth in

the coming decades under the influence of rural-urban migration and by 2045 the majority of the nation's population will live in cities. The delta plan focuses on urban planning and water needs for the population, industry, commerce, agricultural and related issues.

4. The government's desire in all these planning efforts is to enhance the capacity of Pourashavas and City Corporations in urban/social/economic/cultural/climatic service provision, development and management of urban infrastructure and improve municipal governance and services. The Government's vehicle to making these gains for the population and the secondary cities is through undertaking the implantation of its second-generation urban development effort presented in the Resilient Urban and Territorial Development Project (RUTDP). The proposed project will deliver an integrated multi-sect oral package of investments to achieve greater impact at the cross-Pourashavas boundary/territorial scale. Investments in resilient infrastructure along the planned corridors will be supported by cluster-level complementarity among public initiatives in select cities/towns to form cross- Pourashavas boundary /rural-urban linkages. The Local Government Engineering Department (LGED) under the Ministry of Local Government, Rural Development and Cooperatives will execute the project with participating Pourashavas/City Corporations. The LGED now intends to engage a consulting firm (s) to deliver the expected services as outlined in the ToR.

B. The Project

2.1 Project Objective

The project development objectives (PDO) of RUTDP are: (i) to increase access to climate resilient urban infrastructure and services, and (ii) to strengthen the urban management capacity in selected urban centres along high priority corridor.

2.1.a Project Area

The project intends to implement in selected 87 Pourashava/City Corporation (81 Pourashavas and 6 City Corporations) and adjoining Union Parishad (UP) in Bangladesh following growth corridor and regions: (i) Dhaka-Mawa-Shariatpur-Madaripur-Gopalgonj-Khulna-Benapole corridor; (ii) Khulna-Jashore-Pabna-Natore-Bogura-Rangpur–Dinajpur-Panchagarh corridor; and (iii) Dhaka- Chattogram- Cox's Bazar corridor; and selected regional development as well. These corridors and regions have been playing a significant role to the economic growth of the country. The name of the Pourashavas/City Corporations and categories as follows;

Growth Corridor	Division	District	Sl No	Category of Pourashava and City Corporation	Name of Pourashava and City Corporations
Dhaka-Mawa-Shariatpur-Madaripur-Gopalgonj-Khulna-Benapole	Dhaka	Shariatpur	1	A	Shariatpur
	Dhaka	Madaripur	2	A	Madaripur
	Dhaka	Faridpur	3	A	Faridpur
	Dhaka	Faridpur	4	B	Modhukhali
	Dhaka	Rajbari	5	A	Rajbari
	Dhaka	Gopalganj	6	B	Muksudpur

Growth Corridor	Division	District	Sl No	Category of Pourashava and City Corporation	Name of Pourashava and City Corporations
	Dhaka	Gopalganj	7	A	Gopalganj
	Dhaka	Gopalganj	8	A	Kotalipara
	Dhaka	Gazipur	9	CC	Gazipur CC
	Khulna	Khulna	10	CC	Khulna CC
	Khulna	Jashore	11	A	Jashore
	Khulna	Jashore	12	B	Jhikargacha
	Khulna	Jashore	13	C	Bagharpara
	Khulna	Jashore	14	A	Noapara
	Khulna	Jashore	15	A	Benapol
Khulna-Jashore-Pabna-Natore-Bogura-Dinajpur-Panchagarh	Khulna	Narail	16	A	Narail
	Khulna	Narail	17	C	Lohaghora
	Khulna	Jhenaidah	18	A	Jhenaidah
	Khulna	Jhenaidah	19	A	Kaliganj
	Khulna	Jhenaidah	20	A	Shailkupa
	Khulna	Magura	21	A	Magura
	Khulna	Chuadanga	22	A	Chuadanga
	Khulna	Chuadanga	23	B	Jiban Nagar
	Khulna	Meherpur	24	A	Meherpur
	Khulna	Kushtia	25	A	Kushtia
	Khulna	Kushtia	26	C	Khoksha
	Rajshahi	Pabna	27	A	Iswardi
	Rajshahi	Pabna	28	A	Pabna
	Rajshahi	Natore	29	A	Bonpara
	Rajshahi	Natore	30	A	Natore
	Rajshahi	Natore	31	A	Gurudaspur
	Rajshahi	Natore	32	A	Singra
	Rajshahi	Rajshahi	33	CC	Rajshahi CC
	Rajshahi	Rajshahi	34	A	Godagari
	Rajshahi	Rajshahi	35	B	Mundumala
	Rajshahi	Chapai Nawabgonj	36	A	Chapai Nawabgonj
	Rajshahi	Bogura	37	A	Bogura
	Rajshahi	Bogura	38	C	Kahaloo
	Rajshahi	Bogura	39	C	Shibganj
	Rajshahi	Bogura	40	A	Sherpur
	Rajshahi	Naogoan	41	A	Naogaon
	Rajshahi	Joypurhat	42	A	Joypurhat
	Rangpur	Gaibandha	43	A	Gobindaganj
	Rangpur	Gaibandha	44	C	Palashbari
	Rangpur	Rangpur	45	CC	Rangpur CC
	Rangpur	Rangpur	46	C	Pirganj
	Rangpur	Dinajpur	47	C	Ghoraghat
	Rangpur	Dinajpur	48	B	Hakimpur
	Rangpur	Dinajpur	49	A	Birampur
	Rangpur	Dinajpur	50	A	Fulbari
	Rangpur	Dinajpur	51	A	Parbatipur
	Rangpur	Dinajpur	52	A	Dinajpur
	Rangpur	Dinajpur	53	C	Birol
	Rangpur	Dinajpur	54	B	Birgonj
	Rangpur	Dinajpur	55	A	Setabganj
	Rangpur	Nilphamari	56	A	Saidpur

Growth Corridor	Division	District	Sl No	Category of Pourashava and City Corporation	Name of Pourashava and City Corporations
	Rangpur	Nilphamari	57	A	Nilphamari
	Rangpur	Thakurgaon	58	A	Pirganj
	Rangpur	Thakurgaon	59	B	Ranisankail
	Rangpur	Thakurgaon	60	A	Thakurgaon
	Rangpur	Panchagarh	61	B	Boda
	Rangpur	Panchagarh	62	A	Panchagarh
Dhaka-Chattogram-Cox's Bazar	Dhaka	Narshingdi	63	A	Madhabdi
	Dhaka	Narayangonj	64	CC	Narayangonj CC
	Dhaka	Narayangonj	65	A	Tarabo
	Dhaka	Narayangonj	66	B	Sonargaon
	Chattogram	Cumilla	67	B	Daudkandi
	Chattogram	Cumilla	68	B	Chandina
	Chattogram	Cumilla	69	CC	Cumilla CC
	Chattogram	Cumilla	70	A	Laksam
	Chattogram	Cumilla	71	A	Nangalkot
	Chattogram	Cumilla	72	A	Chowddagram
	Chattogram	Chandpur	73	A	Chandpur
	Chattogram	Noakhali	74	A	Noakhali
	Chattogram	Feni	75	A	Feni
	Chattogram	Feni	76	B	Chagalnaiya
	Chattogram	Feni	77	B	Parshuram
	Chattogram	Laxmipur	78	A	Laxmipur
	Chattogram	Chattogram	79	A	Baraiyarhat
	Chattogram	Chattogram	80	B	Mirsharai
	Chattogram	Chattogram	81	A	Sitakunda
	Chattogram	Khagrachari	82	B	Ramghor
	Chattogram	Chattogram	83	A	Satkania
	Chattogram	Chattogram	84	A	Patiya
	Chattogram	Cox's Bazar	85	A	Chakaria
	Chattogram	Cox's Bazar	86	A	Cox's Bazar
	Chattogram	Cox's Bazar	87	A	Teknaf

2.2 Project will consist of three components, as follows:

The RUTDP's three components namely; Component 1: Climate Resilient Urban Services and Infrastructure Investments; **Component 2**: Project Management, Technical Assistance, Capacity Building and Operational Support; **and Component 3:** Contingency Emergency Response (CERC).

Component 1: Climate Resilient Urban Services and Infrastructure Investments (Total US$499.35 million, of which IDA US$370.60 million and GoB US$128.75million)

Component 1 includes three sub-components: Sub-component 1.1- Infrastructure investments at the Cluster Level through 14 selected Nodal Cities; Sub-component 1.2–Basic Urban Service Improvement through Infrastructure Investments in Selected Pourashavas and City Corporations to carry out eligible infrastructure investments that support climate resilient urban basic services, Sub-component 1.3–Support for operation and maintenance through Performance-Based Conditions (PBCs). This component also includes goods, equipment, and office furniture (amounting to US24.20 million financed by IDA excluding taxes) to facilitate the implementation of the project.

Investments will be selected through a demand-based participatory process. Investments in Nodal Cities will be identified as part of a multi-sectoral Pourashava Development Planning process which will complement the Cluster level plans. Multi-sectoral integrated cluster-based investments are a key instrument to achieving overall objectives of the SOP, and they are critical for encouraging agglomeration and economic corridor development since most of the value chains and economic activities spill over municipal boundaries. As such their design will include a rigorous analysis of the local economy and the existing and potential for economic growth and agglomeration economies. This market-based analysis can inform the prioritization and design of infrastructure and service investments in ways that remove bottlenecks and further economic growth opportunities for the private sector along the selected corridor.

Pourashavas Town-Level Coordinating Committees (TLCCs) will be key drivers in the identification and design of sub-projects with the assistance of the LGED Project Management Unit (PMU), the design, supervision and management (DSM) consultants and representatives from professional associations. The TLCCs will be composed of a minimum of one-third women and will have a female panel mayor as a co-chair. Together with the chair, the latter will play a substantive role in the design and selection of priority investments. The sub-projects will incorporate climate-resilient design features based on an assessment of local climate risks and vulnerability as well as gender-responsive design features identified with women and girls' participants.

Sub-component 1.1: Climate Resilient Urban Services and Infrastructure Investment in selected 14 Nodal Cities (Total US$296.60 million, of which IDA US$213.68 million and GoB US$82.92 million). This subcomponent will provide support to Nodal cities for investments in climate resilient, job creating and gender responsive urban infrastructure and services to enhance economic productivity and reduce poverty. Four categories of infrastructure will be eligible for investments. Implementation will employ labor-intensive/job-creating approaches as much as possible:

(i) Road system and streetscape improvements that integrate carriageway, drains with footpaths, bicycle lanes, roads protective works, bridges/culverts, street furniture, streetlight, plantation, traffic management, and road safety measures. These sub-projects will incorporate both climate-resilient and gender-responsive design features. For example, to make roads more resilient to climate-induced flooding, they will be designed as part of an integrated urban flood risk management system. Energy efficient street lighting will be used to improve personal safety and access especially for women.

(ii) Public buildings and Open spaces, including revenue-generating assets (municipal and wholesale markets, community centers, municipal buildings, bus terminals, public toilets, parks, waterside developments) with separate toilets for women in public buildings and designated spaces for women in parks and open spaces where appropriate. Public buildings and open spaces will incorporate appropriate climate-resilient and green building design features, such as cool roofs, reflective surfaces, urban greenery, open public green areas with nature-based solutions, where appropriate.

(iii) Infrastructure for adapting to climate and disaster risks including managing and reducing waterlogging and flooding in urban areas with integrated cross-boundary flood risk management and drainage system; and reducing impacts of urban heat with cool roofs, urban greenery, public open green areas, and rainwater harvesting.

(iv) Infrastructure for the Nodal city and surrounding Union Parishads by increasing connectivity (e.g., strategic roads for improving mobility between Nodal city and adjoining Union Parishads, regional bus terminals, etc.) and promoting new economic opportunities (e.g., facilities for tourism, urban regeneration, waterfront development, etc.).

Sub-component 1.2: Investments for climate resilient basic service improvement in sixty-seven (67) Pourashavas and six (6) City Corporations (Total US$129.33 million, of which IDA US$96.00 million and GoB US$33.33 million). This subcomponent will provide sub-grants to support climate resilient and gender responsive infrastructure investments to improve urban service provision in 67 Pourashavas and six City Corporations. It will focus on two categories of investment:

Road system and streetscape improvements that integrate carriageway, drains with footpaths, bicycle lanes, roads protective works, bridges/culverts, streetlight, plantation, traffic management, and road safety measures that will incorporate climate resilient and gender responsive design features, as described above.

(i) Public buildings and open spaces including climate resilient revenue-generating/economic assets (municipal and wholesale markets, community centers, bus & truck terminals, recreation parks and waterside developments, etc.), that are gender responsive (with separate female toilets in public buildings and designated spaces for women in parks and open spaces) where appropriate. Public buildings and open spaces will incorporate appropriate climate resilient, gender responsive and green building design features, as described above.

Sub-component 1.3: Performance Based Conditions (PBCs) to Support Operation and Maintenance for 14 Nodal Cities and 67 Pourashavas (Total US$50.00 million, of which IDA US$37.5 million equivalent and GoB US$12.50 million). This subcomponent will finance operation and maintenance (O&M) of urban infrastructure in Pourashavas which meet the requirements stipulated in the PBCs. The implementing agency, the Local Government Engineering Department (LGED) will support Pourashavas in meeting the PBCs; evaluate their performance; and allocate funds to those that meet the PBCs. The works that can be carried out using PBC funding and the performance assessment process and indicators will be elaborated in the Project Implementation Manual (PIM). Under this component, project resources will be disbursed based on the achievement of targets under three Performance-based Conditions:

(i) PBC1 will incentivize the Nodal Cities to prepare, adopt fourteen (14) Pourashava Development Plans that incorporates climate resilience action plans following standardized guidelines issued by LGED which will complement the Cluster level plans. Each plan will be based on a comprehensive climate risk assessment, GHG inventory and identification of adaptation and mitigation measures covering different sectors such as urban transport, drainage, water supply and sanitation, energy/building, and green space, rehabilitation works of urban infrastructures. Nodal cities will sign a Memorandum of Understanding (MOU) with their adjoining UPs for cross-boundary sub-projects (e.g., wholesale markets, kitchen markets, flood control drainage, etc.). DSM Consultants will help them to develop these plans. The target is for the fourteen (14) Nodal Cities to prepare and adopt cross-sectoral climate resilience action plans included in the Pourashava Development Plans to underpin seven (7) Cluster level plans to focus on steps towards functioning-territorial development in Bangladesh.

(ii) PBC2 will incentivize the 81 Pourashavas to increase their own source revenues to improve their fiscal autonomy. Increased OSR is critical to meeting their recurring expenditures, scale up urban, adopt climate resilient measures, and reduce their dependence on fiscal transfers, especially given the existing low levels in OSR mobilization. Under PBC2, the Pourashavas are expected to implement measures identified in their Revenue Enhancement Action Plans, such as improving e-governance, deploying field teams to increase tax collections, and using GIS-based

property assessment software to increase property assessments. Overall, the target is to achieve 20% increase from the baseline in OSR for 81 Pourashavas by the end of the project.

(iii) Finally, PBC3 aims to increase social accountability and access of the most vulnerable segments of society to urban services and spaces. It does this by incentivizing Pourashavas to include women and other vulnerable groups in the Town-level Coordinating Committees (TLCCs) which play a decisive role in the selection, planning and implementation of sub-project. The target is for eighty-one (81) Pourashavas to have TLCCs with at least one-third female membership (already mandated by law) and co-chaired by the female panel mayor.

List of Performance-Based Conditions

PBC1: Fourteen (14) Pourashava development plans prepared and adopted by the Nodal Cities which will complement the Cluster level plans

PBC2: Pourashavas have increased own source revenue (OSR) by at least 20% from the baseline.

PBC3: Pourashavas with Town Level Coordination Committees (TLCCs) with at least one-third female membership and the female panel mayor a co-Chair.

Given the length of the economic corridor which traverses various parts of the country with distinct socioeconomic features, sequencing of interventions within the SOP1 and across the various SOPs has been considered. Within SOP1, the project will initially implement "front runner" packages for the first 18 months, while preparing for the integrated plans which would help identify more sizable and strategic investments for the Nodal Cities. Preliminary engineering designs and estimates for the first 18-months' proposed investments for all participating Pourashavas and City Corporations are currently underway and are expected to be completed within three months following the completion of Appraisal. Environmental and Social (ES) screening of these sub-projects, along with preparation of site-specific ES Assessment and Environmental and Social Management Plans (ESMPs), would be carried out in parallel and completed by the same time.

Component 2: Project Management, Technical Assistance, Capacity Building and Operational Support (Total US$60.65 million, of which IDA US$29.4 million equivalent, and GoB US$31.25 million)

Component 2 comprises three subcomponents: Sub-component 2.1 - Capacity Building, Sub-component 2.2 - Technical Assistance to participating Pourashavas, and Sub-component 2.3 - Project Management and Operational Support.

Sub-component 2.1: Capacity Building. This sub-component will provide targeted capacity building and training in key areas of urban management such as cross-boundary planning, climate and disaster resilience, local revenue mobilization and others detailed in the PIM. Focus areas include incorporating adaptation and mitigation strategies into the urban and capital investment planning and asset management process; improving gender-responsive planning and design; disability/universal accessibility for urban services; strengthening municipal financial management systems, including own-source revenue (OSR) enhancement; and procurement. It will also cover e-GP rollout and measures to

strengthen environmental and social performance of cities. To further support gender development, capacity building and leadership training will be provided to female members of the TLCCs to ensure their effective participation and eligibility for leadership positions.

Sub-component 2.2: Technical Assistance. This sub-component will provide technical assistance in three areas: (i) urban management and cluster-level planning for Pourashavas and City Corporations; (ii) operation and management of food markets; and (iii) long-term multi-sectoral, integrated climate resilience planning the sub-regional level. For the first area, technical assistance will strengthen the capacity of Pourashavas in the preparation of: (i) multi-sectoral and climate resilient Pourashava development plans for 14 nodal cities; (ii) revenue enhancement action plans for 81 Pourashavas to improve OSR mobilization; and (iii) O&M plans for 81 Pourashavas and City Corporations to improve asset management and maintenance. Multi-sectoral and climate resilience plans will be part of the Pourashava Development Plan (PDP) for the 14 nodal cities. Cross-boundary (Pourashava/City Corporation and Union Parishad) planning guidelines will be included in the Project Implementation Manual.

Second, Pourashavas and City Corporations will be assisted to mainstream food safety and reduce food loss and waste in markets to be built under RUTDP and in existing kitchen markets. This will include the following areas: (i) food safety practices; (ii) governance and enforcement of hygienic conditions and food safety regulations; (iii) climate smart technology adoption, including the use of digital platforms for inventory management, real-time monitoring of food safety, and efficient waste management practices that reduce methane emissions; and (iv) awareness raising among urban consumers on the importance of food safety and the role of kitchen markets in ensuring and maintaining standards.

Third, technical assistance will assist Pourashavas and City Corporations to conduct long-term multi-sectoral climate resilience planning at the sub-regional level. In addition, it will also finance preparatory and feasibility studies for subsequent stages of the SOP and preparation of a strategy plan for solid waste management. Continuous analytical outputs under RUTDP as well as other ongoing studies (e.g., rigorous analysis of the local/sub-regional economy and existing and potential for economic growth and agglomeration economies, demographics, climate risk assessment, connectivity/logistics issues, policy/regulatory dimensions, etc.) will help to better inform and target future interventions under the SOP. The technical assistance will also be provided to conduct the analytics to design interventions that can support private sector inclusive growth and economic integration along the supported corridors.

Sub-component 2.3: Project Management and Operational Support. This component will support project management and operation through a Project Management Unit (PMU) at LGED Headquarters in Dhaka and Project Implementation Units (PIUs) in Pourashavas and City Corporations. It will cover the cost of project management, including financing the day-to-day administration, management, monitoring and coordination of project activities by the PMU and the PIUs, operational audit, financial management, environmental and social risk management, procurement, monitoring and evaluation, and reporting. It will also finance consultancy services provided by the DSM consultants, the Municipal Support Unit (MSU), Third Party Monitoring (TPM), PMU Individual Consultants, PAM Consultants, Sub-Project Readiness Consultants, Operational Audit, asset inventory, etc. Details will be provided in the PIM. Cost for vehicles for project supervision and management will be borne by GoB.

Component 3: Contingent Emergency Response (US$0 million)

The Recipient may request the World Bank to re-allocate project funds to support emergency response and reconstruction following an eligible crisis or emergency.

3. **Project Period**: The RUTDP will be implemented over a period of 6 (six) years (January 2024 to December 2029).

4. **Menu of Potential Investments**: The proposed menu of potential investments eligible under the project will include urban road rehabilitation/improvement with street lights; new urban roads with street lights, drains with footpaths; bridges/culverts; road protective works/retaining walls, public toilets; street lights; traffic management facilities; Super markets/multipurpose markets, kitchen markets; municipal buildings, bus terminals, landscaping/beautifications, community centers, parks/public place development, and Operation & Maintenance (O&M). Within the existing resource envelope, each Pourashva/City Corporation will prioritize its own investments drawing from this menu of eligible investment options.

5. **Objectives of the Consultancy Services:**

The objectives of the consultant is to monitor overall compliance of the project following the project development objectives (PDOs) and results frameworks of the projects.

6. **Scope of Services:**

The M&E Specialist will be responsible for establishing and providing day to day support for implementing the project's M&E system, in line with IDA guidelines and GoB requirement.

The duties and responsibilities of the consultant include the following:

- Study the relevant project documents including but not limited to the Project Appraisal Document, DPP, RUTDP-Results Framework, RUTDP Annual Work Program, Procurement Plans, Financial Management Reports, and Environmental and Social Safeguards Monitoring Reports, among others;

- Review the M&E needs and plans of the project at the PMU level, Regional level and Pourashava/ city corporation - PIU level and assess the existing procedures and available technical skills and capacities;

- Develop M&E Plan for all component of the Project (using Microsoft Project Software), which is reflected in the Result Framework Matrix & DPP;

- Establishment of a base line data and monitor progress from the baseline to targets for Results Framework Indicator;

- Undertake field visits to assess monitoring needs and requirements of different types of sub-projects & Pourashavas/ city corporations;

- Develop an RUTDP M&E system taking into account the results of the review. The M&E system shall cover (1) Monitoring and Evaluating the Project's Progress in achieving its development objective (Results Framework) and (2) Monitoring and Evaluating the project's implementation progress in all project aspects including project preparation and appraisal, documentation, procurement, construction, financial management, social safeguards, environmental safeguards, and project management; and operation and maintenance of subproject sustainability;

- Track key indicators (input, output, outcome & operational risk) to identify time, resources, cost & delay of subproject (using Microsoft Project Software);

- Measure project performance using **Earned Value Management (EVM)** technic to find out variances in projects based on the comparison of worked performed and work planned and also project forecasting;

- Establish practical procedures and measures to operationalize the M&E system (i.e., data collection from the pourashava/city corporation level, aggregation and processing at the Regional level and PMU level particularly taking into account the increasing number of subprojects;

- Assist in assigning appropriate roles and responsibilities for the staff of both PMU, Regional and PIUs for M&E;

- Prepare data collection and reporting all formats/templates for capturing quantitative and qualitative information from the project area ;

- Produce a **M&E Manual** that include all of the above to guide the PMU, Regional and PIU in carrying out M&E activities;

- Lead the preparation of an M&E implementation plan at different levels of the project;

- Conduct capacity-building activities on M&E and Reporting for participating pourashavas/city corporations;

- Undertake the following with support from LGED officials and consultants responsible for:

    a) Gathering data / information and report preparation
    b) Preparing the Annual Work Plan and Monitoring of the same

c) Preparing Monthly Progress Report, WB Mission Report, Semi-Annual Report, Mid Term Review (MTR) Report & Project Completed Reports and other report as per requirement of World Bank.
d) Related task assigned by the Project Director, RUTDP.

- Coordinate with MSU of LGED on gathering data/information and reports on RUTDP-related training;

- M&E Specialist will maintain close liaison with DSM Consultants, MSU Consultants and other consultants working in RUTDP. She/He will collect the required data from DSM, MSU and PIUs for effective M&E results.

- M&E Specialist will identify the gap between planning and implementation of project activities and inform regularly to the Project Director.

7. Academic Qualifications and experience required:

The Consultant should have the following qualification and experience:

- Master Degree in Civil Engineering/Urban and Regional Planning/Management Information System/MBA (major in MIS) or any other relevant discipline from any reputed public university having excellent academic background;
- 12 years of total experience of which 10 years in developing results-based monitoring and evaluation framework, tools and templates in donor funded similar projects;
- Applicant should have 7 years' experience as M&E expert in foreign aided project.
- Proven 5 years' experience and solid understanding of the urban sector with focus on infrastructure development is required;
- Proven experience in planning and implementation of M&E systems plus evidence of track record;
- Proven experience in similar assignments in the South Asia regions;
- Strong reporting, communication, documentation and presentation skills; and
- Demonstration of strong analytical and research skills.

S/he should also have the following experiences:

- Proven experience with the logical framework approach and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), training in M&E development and implementation, facilitating learning-

oriented analysis sessions of M&E data with multiple stakeholders, information analysis and report writing;

- Familiarity with supportive attitude towards processes of strengthening local organizations i.e., Pourashavas/ city corporations and building local capacities for self-management;
- Disposition to undertake regular field visits and interact with different stakeholders, especially the Pourashavas/ city corporations under the project;
- Advanced Knowledge of computer skills- MS Office, MS-Project, Arc GIS, Programming (Oracle, PHP & MySQL) & other Database Management Software (SPSS, SAS, Statistic etc).

8. Reporting Requirement:

The M&E Specialist will work under the PD & report to him and assist the designated personnel in PMU- RUTDP to carry out M&E functions of the project.

Inception Report:
M&E will submit an Inception Reports within 30 days of joining for the assignment.

Monthly, Quarterly, Annual Report and Completion Report:
The M&E specialist will submit monthly, quarterly and annual report and project completion report. He will also submit special report when required.

9. Institutional arrangement:

The consultants will work closely with the Project Management Unit (PMU) and coordinate their work with other relevant agencies, LGD and World Bank.

Project Director would be designated as Head of the PMU to coordinate all interfaces with the Consultants. Head of PMU with support from the Chief Engineer, LGED would also assist the Consultants in resolving various administrative issues which may arise during implementation of the Contract. The Consultants shall be responsible for all aspects of performance of services as set forth in the preceding sections of this ToR.

10. Responsibilities of the Client :

The Client will provide necessary office accommodation, computer, logistic services, consumables and other necessary assistance or related services required for smooth execution of his/her services.