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1. 調査団員・氏名（第1回、第2回、第3回）

1-1 第1回現地調査団員・氏名（2019年3月16日～2019年4月14日）

No.	氏名	担当	所属組織
1	田中 顕士郎	総括	国際協力機構（JICA） 社会基盤部
2	津田 孝太	計画管理	国際協力機構（JICA） 社会基盤部
3	山宿 壮	業務主任者／道路計画	(株)片平エンジニアリング・ インターナショナル（KEI）
4	大橋 恵一	副業務主任者／道路計画	(株)片平エンジニアリング・ インターナショナル（KEI）
5	水野 聡士	道路・舗装設計	(株)エイト日本技術開発(EJEC)
6	神宮 保	渡河構造物・排水施設設計	(株)アンジェロセック(ISEC)
7	久連山 秀樹	施工計画／調達計画／積算	(株)片平エンジニアリング・ インターナショナル（KEI）
8	寺西 名子	環境社会配慮／ホストコミュニティ・ 難民支援	(株)片平エンジニアリング・ インターナショナル（KEI）
9	高松 志郎	自然条件調査	(株)エイト日本技術開発(EJEC)

1-2 第2回現地調査団員・氏名（2019年6月1日～2019年7月25日）

No.	氏名	担当	所属組織
1	津田 孝太	計画管理	国際協力機構（JICA） 社会基盤部
2	藤原 明	計画管理	国際協力機構（JICA） 資金協力業務部
3	徳永 達己	LBT アドバイザー	拓殖大学
4	山宿 壮	業務主任者／道路計画	(株)片平エンジニアリング・ インターナショナル（KEI）
5	大橋 恵一	副業務主任者／道路計画	(株)片平エンジニアリング・ インターナショナル（KEI）
6	水野 聡士	道路・舗装設計	(株)エイト日本技術開発(EJEC)
7	神宮 保	渡河構造物・排水施設設計	(株)アンジェロセック(ISEC)
8	久連山 秀樹	施工計画／調達計画／積算	(株)片平エンジニアリング・ インターナショナル（KEI）
9	寺西 名子	環境社会配慮／ ホストコミュニティ・難民支援	(株)片平エンジニアリング・ インターナショナル（KEI）
10	高松 志郎	自然条件調査	(株)エイト日本技術開発(EJEC)
11	棚中 正照	自然条件調査2／ 道路・舗装設計2	(株)片平エンジニアリング・ インターナショナル（KEI）

1-3 第3回現地調査団員・氏名（DOD:概略設計説明調査）（2020年10月6日～2019年10月8日）

No.	氏名	担当	所属組織
1	小泉 幸弘	総括	国際協力機構（JICA） 社会基盤部
2	吉田 佑樹	計画管理	国際協力機構（JICA） 社会基盤部
3	山宿 壮	業務主任者／道路計画	(株)片平エンジニアリング・ インターナショナル（KEI）
4	大橋 恵一	副業務主任者／道路計画	(株)片平エンジニアリング・ インターナショナル（KEI）
5	寺西 名子	環境社会配慮／ ホストコミュニティ・難民支援	(株)片平エンジニアリング・ インターナショナル（KEI）

※新型コロナウイルス感染症（COVID-19）による現地渡航制限により、Web会議で実施。





A-2-3 第3回調査（DOD:概略設計説明調査）日程

	2020/10/6(火)	2020/10/7(水)	2020/10/8(木)
JICA 総括 小泉 幸弘	MOWT、 UNRA、MELTC と協議	MOWT、 UNRA、MELTC と協議	MOWT、 UNRA、MELTC と最終協議
JICA 計画管理 吉田 佑樹			
KEI 業務主任者／道路計画1 山宿 壮			
KEI 副業務主任者／道路計画2 大橋 恵一			
KEI 環境社会配慮／ ホストコミュニティ・難民支援 寺西 名子			

※新型コロナウイルス感染症（COVID-19）による現地渡航制限により、Web会議で実施。

### 3. 関係者(面会者)リスト

#### (1) 在ウガンダ日本国大使館

亀田 和明	大使
北村 義典	一等書記官
渡邊 美月	経済協力調整員

#### (2) JICA ウガンダ事務所

深瀬 豊	所長
内山 貴之	次長
山本 晃一郎	所員
斉藤 真一	所員
植村 佳弘	企画調査員
カサイジャ ハーバート	プログラムオフィサー

#### (3) 公共事業省 (Ministry of Works and Transport: MOWT)

Mr. Bageya Waiswa	Permanent Secretary
Eng. William Kabiiho	Assistant Commissioner Engineering
Eng. Kiiza Isaac Tibihika	Senior Executive Engineer
Eng. Zungu Norbert Nshuti	Senior Engineer

#### (4) ウガンダ国道公社 (UNRA)

Ms. Allen Catherine Kagina	Executive Director
Eng. Patrick Muleme	Head of Design
Dr. Kenneth Muniina	Hydrologist
Eng. Michael Ochola Jackson	Team Leader Bridges and Structure
Eng. Moses Ochole	Highway Specialist
Eng. Jude Mugangizi	Highway Specialist
Mr. Patrick Kamanda	Environment and Social Manager
Eng. Onapa Ivan Opio	Moyo Station Manager
Mr. Gerald Alukionzi	Road Maintenance Engineer (Moyo Station)
Mr. Odoi Philemon	Road Maintenance Engineer (Arua Station)

#### (5) 首相府 (OPM)

HON. Menhya Gerald Simson	AG. Commissioner Refugees
Mr. Nelson Balyeku	Monitoring & Evaluation Officer
Mr. Michael Nabugere	Settlement Commandant

#### (6) 国家環境管理庁 (NEMA)

Mr. Dan K. Kiguli	Environmental Inspector
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(7) ユンベ県 (Yumbe District)

Mr. Jalwiny Sulaiman	Chief Administrative Officer
Mr. Drajiga Rasul	Assistant Chief Administrative Officer
Mr. Uriga Akasa	Senior Assistant Engineering Officer

(8) 国連難民高等弁務官事務所 (UNHCR)

Mr. Boubacar Bamda	Assistant Representative Programme
Ms. Joyce Wayua Munyao-Mbithi	Senior External Relations Officer
Ms. Akiko Kobayashi	Associate Solutions Officer
Ms. Bik Lum	Head of UNHCR Sub Office in Arua
Ms. Aber Kay	Site Planning Associate in Yumbe

(9) 国連世界食糧計画 (WFP)

Ms. Taiko Yusa	Programme Policy Officer
Ms. Babra Nakakeeto	Programme Policy Officer
Mr. Hamidu TUSIIME	Programme Policy Officer

(10) 世界銀行 (WB)

Mr. Ivan Emmanuel Mwendha	Senior Transport Specialist
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(11) エレゴン山労働者訓練センター (MELTC: Mt. Elgon Labor Based Training Center)

Eng. Ssentamu Hassan	Principal
Eng. Haumba Milton Muipe	Training Engineer
Mr. Kiige Geoffrey	Foreperson


## A-4 討議議事録1 (M/D1)

**Minutes of Discussions  
on the Preparatory Survey for  
the Project for Improvement of National Road in Refugee-hosting Areas of West  
Nile Sub-region, the Republic of Uganda**


Based on discussions between the Government of the Republic of Uganda (hereinafter referred to as “Uganda”), and Embassy of Japan in the Republic of Uganda and JICA Uganda Office, Japan International Cooperation Agency (hereinafter referred to as “JICA”) dispatched a Preparatory Survey Team for the Outline Design (hereinafter referred to as “the Team”) of the Project for Improvement of National Road in Refugee-hosting Areas of West Nile Sub-region, the Republic of Uganda (hereinafter referred to as “the Project”) to Uganda. The Team held a series of discussions with the officials of the Government of Uganda and conducted a field survey. In the course of the discussions, both sides have confirmed the main items described in the attached sheets.

Kampala, 4<sup>th</sup> April, 2019

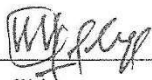
  
Kenshiro Tanaka  
Leader  
Preparatory Survey Team  
Japan International Cooperation Agency

  
Allen C. Kagina  
Executive Director  
Uganda National Roads Authority  
The Republic of Uganda

Witness

  
Maris Wanyera  
For: Permanent Secretary / Secretary to the Treasury  
Ministry of Finance, Planning and Economic Development  
The Republic of Uganda

Witness

  
Bageya Waiswa  
Permanent Secretary  
Ministry of Works and Transport  
The Republic of Uganda

## ATTACHMENT

### 1. Objective of the Project

The objective of the Project is to develop socio-economic infrastructure and realize smooth transport by/through improvement of National Road in Refugee-hosting Areas of West Nile Sub-region, thereby contributing to stabilization and resoration of the society, and promotion of economic growth in West Nile Sub-region of Uganda.

### 2. Title of the Preparatory Survey

Both sides confirmed the title of the Preparatory Survey as “the Preparatory Survey for the Project for Improvement of National Road in Refugee-hosting Areas of West Nile Sub-region, the Republic of Uganda”.

### 3. Project site

Both sides confirmed that the sites of the Project are in Yumbe District, which are shown in Annex 1.

### 4. Responsible authorities for the Project

Both sides confirmed the authorities responsible for the Project are as follows:

- 4-1. Ministry of Works and Transport (hereinafter referred to as “MoWT”) will be the sector ministry responsible for overall coordination and monitoring of relevant agencies responsible for the implementation of the Project. MoWT shall coordinate with all the relevant stakeholders to ensure smooth implementation of the Project. The organization chart of MoWT is shown in Annex 2-1.
- 4-2. Uganda National Roads Authority (hereinafter referred to as “UNRA”) will be the implementing agency for the Project. UNRA shall implement the Project under the supervision of MoWT. The organization chart of UNRA is shown in Annex 2-2
- 4-3. Both parties confirmed that the organization that shall be responsible for the maintenance of the national highways component of the Project shall be UNRA.
- 4-4. Both parties confirmed the organization that shall be responsible for the maintenance of the feeder roads component of the Project shall be Yumbe District Local Government.

### 5. Items requested by the Government of Uganda

- 5-1. As a result of discussions, both sides confirmed that the items requested by the Government of Uganda are as follows:

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- Improvement of National Highway Yumbe-Manibe including relevant Feeder Roads

5-2. JICA will assess the feasibility of the above requested items through the Preparatory Survey and will report findings to the Government of Japan. The final scope of the Project will be decided by the Government of Japan.

5-3. The Government of Uganda shall submit an official request to the Government of Japan through a diplomatic channel before the appraisal of the Project, which is scheduled in December 2019.

6. Procedures and Basic Principles of Japanese Grant

6-1. The Ugandan side agreed that the procedures and basic principles of Japanese Grant as described in Annex 3 shall be applied to the Project.

As for monitoring of the implementation of the Project, JICA requires the Ugandan side to submit Project Monitoring Report, the form of which is attached as Annex 4.

6-2. The Ugandan side agreed to take necessary measures as undertakings, as described in Annex 5, for smooth implementation of the Project. The contents of the Annex 5 will be elaborated and refined during the Preparatory Survey and be agreed in a mission dispatched for explanation of the Draft Preparatory Survey Report.

The contents of Annex 5 will be updated as the Preparatory Survey progresses, and eventually, will be used as an attachment to the Grant Agreement.

7. Schedule of the Preparatory Survey

7-1. The Team will proceed with further survey in Uganda until 14<sup>th</sup> April 2019.

7-2. An official request to the Government of Japan will be submitted before December 2019.

7-3. JICA will prepare a draft Preparatory Survey Report in English and dispatch a mission to Uganda in order to explain its contents around December 2019.

7-4. If the contents of the draft Preparatory Survey Report is accepted and the undertakings for the Project are fully agreed by the Ugandan side, JICA will finalize the Preparatory Survey Report and send it to Uganda around February 2020.

7-5. The above schedule is tentative and subject to change.

8. Environmental and Social Considerations

8-1. The Ugandan side confirmed to give due environmental and social considerations

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before and during implementation, and after completion of the Project, in accordance with the JICA Guidelines for Environmental and Social Considerations (April, 2010).

- 8-2. The Project is categorized as “B” from the following considerations: The project is not considered to be a large-scale road, is not located in a sensitive area, and has none of the sensitive characteristics under the JICA Guidelines for Environmental and Social Considerations (April, 2010), it is not likely to have a significant adverse impact on the environment. The guidelines can be downloaded at the following URL.

[http://www.jica.go.jp/english/our\\_work/social\\_environmental/guideline/pdf/guideline100326.pdf](http://www.jica.go.jp/english/our_work/social_environmental/guideline/pdf/guideline100326.pdf)

The Ugandan side confirmed to conduct the necessary procedures concerning the environmental assessment (including stakeholder meetings, Environmental Impact Assessment(EIA) /Initial Environmental Examination (IEE) and information disclosure, etc.) and make EIA/IEE report of the Project. The EIA/IEE approval shall be received from the responsible authorities and submitted to JICA by May 2020, which is within 1 month after signing of the G/A.

- 8-3. The Ugandan side confirmed that necessary document to be developed, which is EIA or IEE, is subject to the decision by responsible authorities “The National Environment Management Authority (NEMA)”.

#### 9. Other Relevant Issues

- 9-1. The Team explained a method of the Preparatory Survey based on the “Inception Report” submitted by the Team. The Ugandan side confirmed the contents and accepted the method.

- 9-2. The Ugandan side shall, at its own expense, provide the Team with following items;

- 1) Necessary data and information for the Preparatory Survey,
- 2) Answers to the questionnaire submitted by the Team,
- 3) Counterpart personnel,
- 4) Permissions for entering private properties and restricted places and for taking photographs,
- 5) Security information in a timely manner,
- 6) Permissions of conducting field activities, such as topographic surveys, geotechnical investigations, environmental and social considerations, a traffic volume survey, etc., by local consulting firms entrusted by the Team and issuing identification cards for members of the said firms,

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- 7) Permissions of field activities around refugee settlement,
- 8) Permissions of use of a drone for field survey, and
- 9) Securing traffic safety through the field survey in cooperation with relevant authorities

9-3 Both parties confirmed that the scope of the Project shall be determined according to its priority based on the Preparatory Survey. Both parties also confirmed priority at this moment as following order;

- 1) Improvement of Yumbe - Ure Bridge section (approx. 23.6km) of National Highway Yumbe-Manibe
- 2) Reconstruction of New Koro bridge on Feeder Road No.2
- 3) Improvement of Feeder Road No.1 (approx. 18km)
- 4) Improvement of Feeder Road No.2 (approx. 30km)
- 5) Improvement of Feeder Road No.3 (approx. 3km)
- 6) Improvement of a Beginning Section of National Highway Noko-Obongi

Annex 1 Project Site

Annex 2 Organization Charts

Annex 3 Japanese Grant

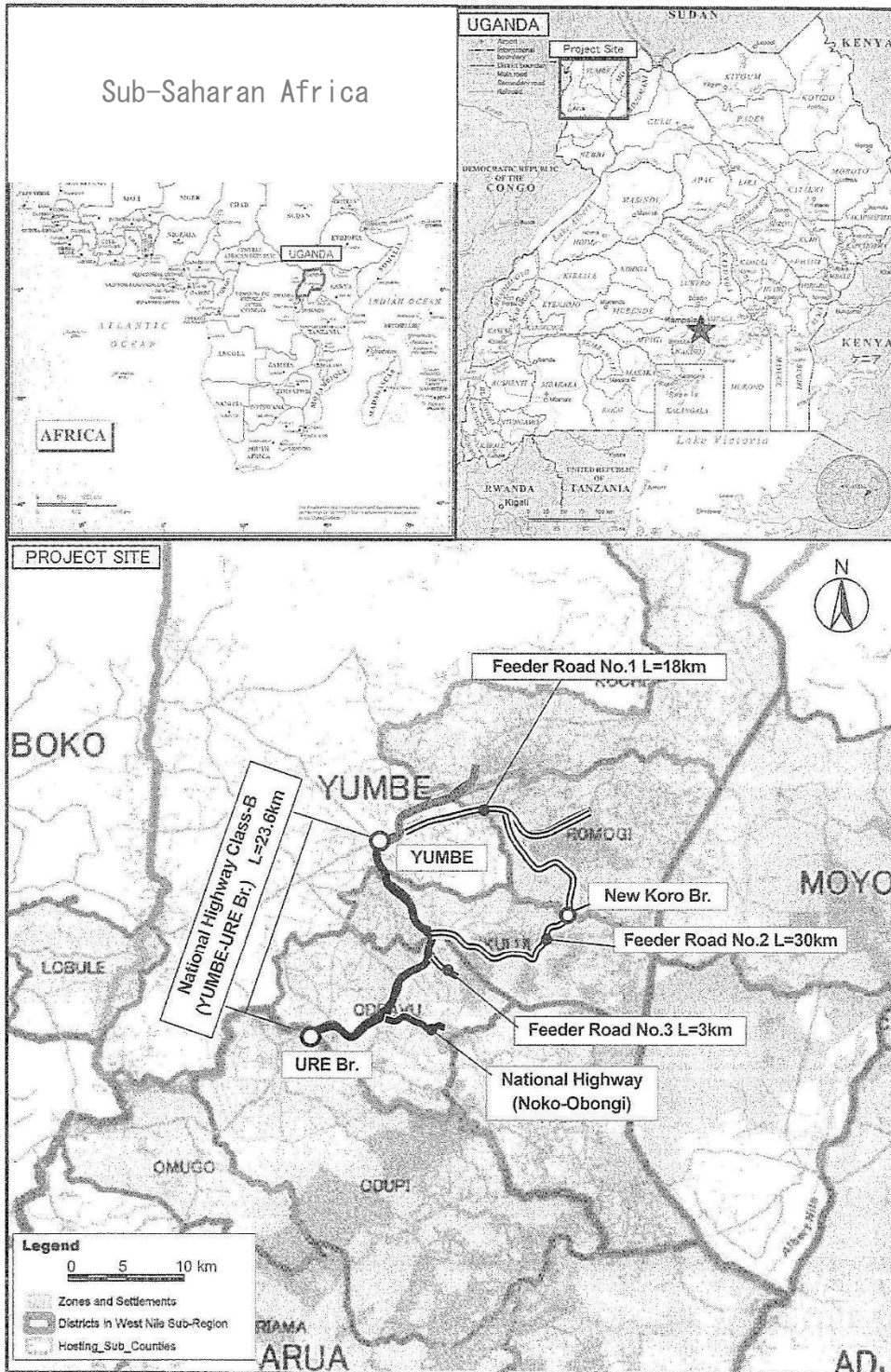
Annex 4 Project Monitoring Report (template)

Annex 5 Major Undertakings to be taken by the Government of Uganda

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Location Map

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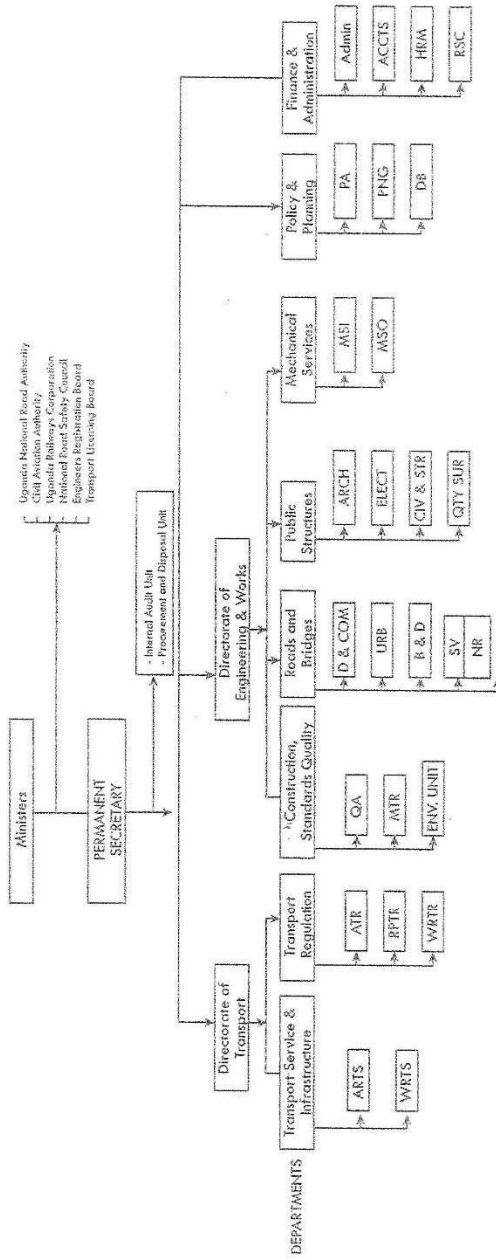
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Annex 2-1

### Ministry of Works and Transport (MoWT)



Transport Services ARTS - Air & Round Transport Services WRTS - Water & Rail Transport Services	Transport Regulation ARTS - Air & Round Transport Regulation RPTR - Roads & Pipeline Transport Regulation WRTS - Water & Rail Transport Regulation	Roads and Bridges D & COM - District & Comm, Roads URB - Urban Roads B & D - Bridges & Drainage SV - Surveying Section NR - National Roads	Public Structures ARCH - Architecture ELECTR - Electrical Engineering CIV & STR - Civil Structural Engineering QTY SUR - Quality Surveying	Policy & Planning PA - Policy Analysis PNG - Transport & Works Planning DB - Database Section
	Construction Standards and Quality Management QA - Quality Assurance MTR - Material Test & Research ENV_UNIT - Environment Unit	Mechanical Services MSI - Mechanical Services Inspection MSO - Mechanical Services Operation		Finance & Administration Admin - Administration HRM - Human Resource Management RSC - Resource Centre

Handwritten initials/signatures.





## JAPANESE GRANT

The Japanese Grant is non-reimbursable fund provided to a recipient country (hereinafter referred to as “the Recipient”) to purchase the products and/or services (engineering services and transportation of the products, etc.) for its economic and social development in accordance with the relevant laws and regulations of Japan. Followings are the basic features of the project grants operated by JICA (hereinafter referred to as “Project Grants”).

### 1. Procedures of Project Grants

Project Grants are conducted through following procedures (See “PROCEDURES OF JAPANESE GRANT” for details):

- (1) Preparation
  - The Preparatory Survey (hereinafter referred to as “the Survey”) conducted by JICA
- (2) Appraisal
  - Appraisal by the government of Japan (hereinafter referred to as “GOJ”) and JICA, and Approval by the Japanese Cabinet
- (3) Implementation
  - Exchange of Notes
    - The Notes exchanged between the GOJ and the government of the Recipient
  - Grant Agreement (hereinafter referred to as “the G/A”)
    - Agreement concluded between JICA and the Recipient
  - Banking Arrangement (hereinafter referred to as “the B/A”)
    - Opening of bank account by the Recipient in a bank in Japan (hereinafter referred to as “the Bank”) to receive the grant
  - Construction works/procurement
    - Implementation of the project (hereinafter referred to as “the Project”) on the basis of the G/A
- (4) Ex-post Monitoring and Evaluation
  - Monitoring and evaluation at post-implementation stage

### 2. Preparatory Survey

#### (1) Contents of the Survey

The aim of the Survey is to provide basic documents necessary for the appraisal of the the Project made by the GOJ and JICA. The contents of the Survey are as follows:

- Confirmation of the background, objectives, and benefits of the Project and also institutional capacity of

relevant agencies of the Recipient necessary for the implementation of the Project.

- Evaluation of the feasibility of the Project to be implemented under the Japanese Grant from a technical, financial, social and economic point of view.
- Confirmation of items agreed between both parties concerning the basic concept of the Project.
- Preparation of an outline design of the Project.
- Estimation of costs of the Project.
- Confirmation of Environmental and Social Considerations

The contents of the original request by the Recipient are not necessarily approved in their initial form. The Outline Design of the Project is confirmed based on the guidelines of the Japanese Grant.

JICA requests the Recipient to take measures necessary to achieve its self-reliance in the implementation of the Project. Such measures must be guaranteed even though they may fall outside of the jurisdiction of the executing agency of the Project. Therefore, the contents of the Project are confirmed by all relevant organizations of the Recipient based on the Minutes of Discussions.

#### (2) Selection of Consultants

For smooth implementation of the Survey, JICA contracts with (a) consulting firm(s). JICA selects (a) firm(s) based on proposals submitted by interested firms.

#### (3) Result of the Survey

JICA reviews the report on the results of the Survey and recommends the GOJ to appraise the implementation of the Project after confirming the feasibility of the Project.

### 3. Basic Principles of Project Grants

#### (1) Implementation Stage

##### 1) The E/N and the G/A

After the Project is approved by the Cabinet of Japan, the Exchange of Notes (hereinafter referred to as "the E/N") will be signed between the GOJ and the Government of the Recipient to make a pledge for assistance, which is followed by the conclusion of the G/A between JICA and the Recipient to define the necessary articles, in accordance with the E/N, to implement the Project, such as conditions of disbursement, responsibilities of the Recipient, and procurement conditions. The terms and conditions generally applicable to the Japanese Grant are stipulated in the "General Terms and Conditions for Japanese Grant (January 2016)."



2) Banking Arrangements (B/A) (See "Financial Flow of Japanese Grant (A/P Type)" for details)

a) The Recipient shall open an account or shall cause its designated authority to open an account under the name of the Recipient in the Bank, in principle. JICA will disburse the Japanese Grant in Japanese yen for the Recipient to cover the obligations incurred by the Recipient under the verified contracts.

b) The Japanese Grant will be disbursed when payment requests are submitted by the Bank to JICA under an Authorization to Pay (A/P) issued by the Recipient.

3) Procurement Procedure

The products and/or services necessary for the implementation of the Project shall be procured in accordance with JICA's procurement guidelines as stipulated in the G/A.

4) Selection of Consultants

In order to maintain technical consistency, the consulting firm(s) which conducted the Survey will be recommended by JICA to the Recipient to continue to work on the Project's implementation after the E/N and G/A.

5) Eligible source country

In using the Japanese Grant disbursed by JICA for the purchase of products and/or services, the eligible source countries of such products and/or services shall be Japan and/or the Recipient. The Japanese Grant may be used for the purchase of the products and/or services of a third country as eligible, if necessary, taking into account the quality, competitiveness and economic rationality of products and/or services necessary for achieving the objective of the Project. However, the prime contractors, namely, constructing and procurement firms, and the prime consulting firm, which enter into contracts with the Recipient, are limited to "Japanese nationals", in principle.

6) Contracts and Concurrence by JICA

The Recipient will conclude contracts denominated in Japanese yen with Japanese nationals. Those contracts shall be concurred by JICA in order to be verified as eligible for using the Japanese Grant.

7) Monitoring

The Recipient is required to take their initiative to carefully monitor the progress of the Project in order to ensure its smooth implementation as part of their responsibility in the G/A, and to regularly report to JICA about its status by using the Project Monitoring Report (PMR).

8) Safety Measures

The Recipient must ensure that the safety is highly observed during the implementation of the Project.

9) Construction Quality Control Meeting

Construction Quality Control Meeting (hereinafter referred to as the "Meeting") will be held for quality assurance and smooth implementation of the Works at each stage of the Works. The member of the Meeting will be composed by the



Recipient (or executing agency), the Consultant, the Contractor and JICA. The functions of the Meeting are as followings:

- a) Sharing information on the objective, concept and conditions of design from the Contractor, before start of construction.
- b) Discussing the issues affecting the Works such as modification of the design, test, inspection, safety control and the Client's obligation, during of construction.

(2) Ex-post Monitoring and Evaluation Stage

- 1) After the project completion, JICA will continue to keep in close contact with the Recipient in order to monitor that the outputs of the Project is used and maintained properly to attain its expected outcomes.
- 2) In principle, JICA will conduct ex-post evaluation of the Project after three years from the completion. It is required for the Recipient to furnish any necessary information as JICA may reasonably request.

(3) Others

1) Environmental and Social Considerations

The Recipient shall carefully consider environmental and social impacts by the Project and must comply with the environmental regulations of the Recipient and JICA Guidelines for Environmental and Social Considerations (April, 2010).

2) Major undertakings to be taken by the Government of the Recipient

For the smooth and proper implementation of the Project, the Recipient is required to undertake necessary measures including land acquisition, and bear an advising commission of the A/P and payment commissions paid to the Bank as agreed with the GOJ and/or JICA. The Government of the Recipient shall ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the Recipient with respect to the purchase of the Products and/or the Services be exempted or be borne by its designated authority without using the Grant and its accrued interest, since the grant fund comes from the Japanese taxpayers.

3) Proper Use

The Recipient is required to maintain and use properly and effectively the products and/or services under the Project (including the facilities constructed and the equipment purchased), to assign staff necessary for this operation and maintenance and to bear all the expenses other than those covered by the Japanese Grant.

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4) Export and Re-export

The products purchased under the Japanese Grant should not be exported or re-exported from the Recipient.

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## PROCEDURES OF JAPANESE GRANT

Stage	Procedures	Remarks	Recipient Government	Japanese Government	JICA	Consultants	Contractors	Agent Bank
Official Request	Request for grants through diplomatic channel	Request shall be submitted before appraisal stage.	x	x				
1. Preparation	(1) Preparatory Survey Preparation of outline design and cost estimate		x		x	x		
2. Appraisal	(2) Preparatory Survey Explanation of draft outline design, including cost estimate, undertakings, etc.		x		x	x		
	(3) Agreement on conditions for implementation	Conditions will be explained with the draft notes (E/N) and Grant Agreement (G/A) which will be signed before approval by Japanese government.	x	x (E/N)	x (G/A)			
	(4) Approval by the Japanese cabinet			x				
3. Implementation	(5) Exchange of Notes (E/N)		x	x				
	(6) Signing of Grant Agreement (G/A)		x		x			
	(7) Banking Arrangement (B/A)	Need to be informed to JICA	x					x
	(8) Contracting with consultant and issuance of Authorization to Pay (A/P)	Concurrence by JICA is required	x			x		x
	(9) Detail design (D/D)		x			x		
	(10) Preparation of bidding documents	Concurrence by JICA is required	x			x		
	(11) Bidding	Concurrence by JICA is required	x			x	x	
	(12) Contracting with contractor/supplier and issuance of A/P	Concurrence by JICA is required	x				x	x
	(13) Construction works/procurement	Concurrence by JICA is required for major modification of design and amendment of contracts.	x			x	x	
	(14) Completion certificate		x			x	x	
4. Ex-post monitoring & evaluation	(15) Ex-post monitoring	To be implemented generally after 1, 3, 10 years of completion, subject to change	x		x			
	(16) Ex-post evaluation	To be implemented basically after 3 years of completion	x		x			

notes:

- Project Monitoring Report and Report for Project Completion shall be submitted to JICA as agreed in the G/A.
- Concurrence by JICA is required for allocation of grant for remaining amount and/or contingencies as agreed in the G/A.

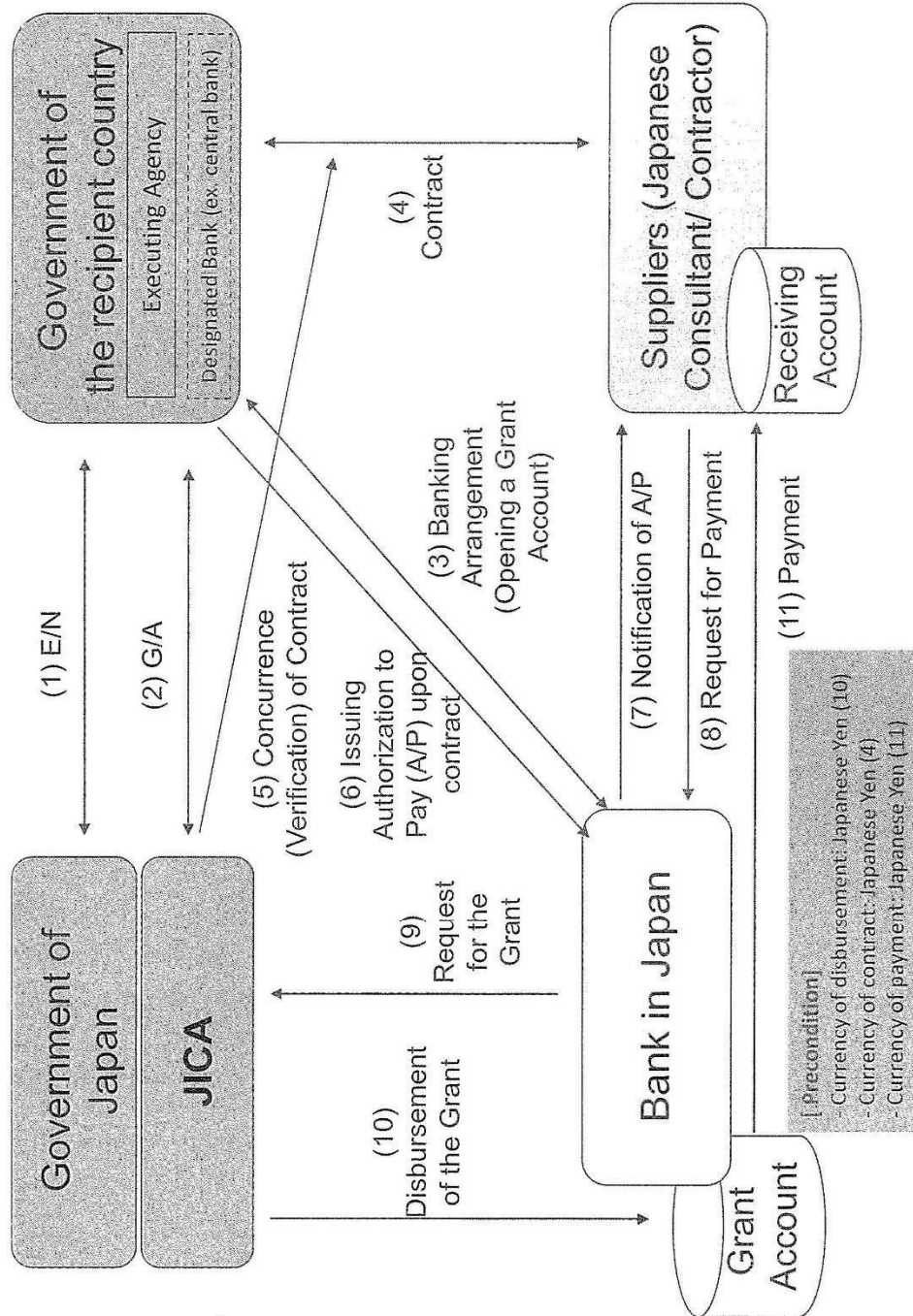
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# Financial Flow of Japanese Grant (A/P Type)



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**Project Monitoring Report**  
on  
**Project Name**  
**Grant Agreement No. XXXXXXXX**  
20XX, Month

**Organizational Information**

<b>Signer of the G/A (Recipient)</b>	Person in Charge (Designation) _____ Contacts            Address: _____ Phone/FAX: _____ Email: _____
<b>Executing Agency</b>	Person in Charge (Designation) _____ Contacts            Address: _____ Phone/FAX: _____ Email: _____
<b>Line Ministry</b>	Person in Charge (Designation) _____ Contacts            Address: _____ Phone/FAX: _____ Email: _____

**General Information:**

<b>Project Title</b>	
<b>I/N</b>	Signed date: Duration:
<b>G/A</b>	Signed date: Duration:
<b>Source of Finance</b>	Government of Japan: Not exceeding JPY _____ mil. Government of (_____): _____

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**1: Project Description**

1-1 Project Objective

--

1-2 Project Rationale

- Higher-level objectives to which the project contributes (national/regional/sectoral policies and strategies)
- Situation of the target groups to which the project addresses

--

1-3 Indicators for measurement of "Effectiveness"

Quantitative indicators to measure the attainment of project objectives		
Indicators	Original (Yr )	Target (Yr )
Qualitative indicators to measure the attainment of project objectives		

**2: Details of the Project**

2-1 Location

Components	Original <i>(proposed in the outline design)</i>	Actual
1.		

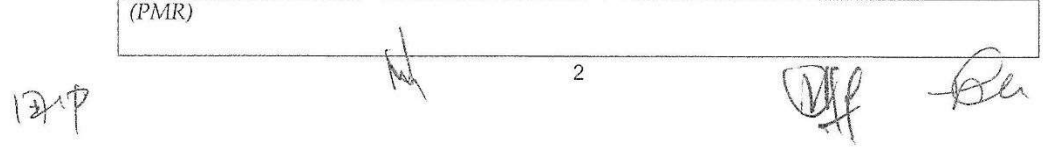
2-2 Scope of the work

Components	Original* <i>(proposed in the outline design)</i>	Actual*
1.		

Reasons for modification of scope (if any).

(PMR)
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**2-3 Implementation Schedule**

Items	Original		Actual
	(proposed in the outline design)	(at the time of signing the Grant Agreement)	

Reasons for any changes of the schedule, and their effects on the project (if any)

**2-4 Obligations by the Recipient**

**2-4-1 Progress of Specific Obligations**

See Attachment 2.

**2-4-2 Activities**

See Attachment 3.

**2-4-3 Report on RD**

See Attachment 11.

**2-5 Project Cost**

**2-5-1 Cost borne by the Grant(Confidential until the Bidding)**

Components	Original		Cost (Million Yen)	
	(proposed in the outline design)	Actual (in case of any modification)	Original <sup>1)2)</sup> (proposed in the outline design)	Actual
1.				
Total				

Note: 1) Date of estimation:  
 2) Exchange rate: 1 US Dollar = Yen

**2-5-2 Cost borne by the Recipient**

Components	Original		Cost (1,000 Taka)	
	(proposed in the outline design)	Actual (in case of any modification)	Original <sup>1)2)</sup> (proposed in the outline design)	Actual
1.				

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Note: 1) Date of estimation:  
2) Exchange rate: 1 US Dollar =

Reasons for the remarkable gaps between the original and actual cost, and the countermeasures (if any)

(PMR)

**2-6 Executing Agency**

- Organization's role, financial position, capacity, cost recovery etc,
- Organization Chart including the unit in charge of the implementation and number of employees.

<p>Original (at the time of outline design) name: role: financial situation: institutional and organizational arrangement (organogram): human resources (number and ability of staff):</p>
<p>Actual (PMR)</p>

**2-7 Environmental and Social Impacts**

- The results of environmental monitoring based on Attachment 5 (in accordance with Schedule 4 of the Grant Agreement).
- The results of social monitoring based on in Attachment 5 (in accordance with Schedule 4 of the Grant Agreement).
- Disclosed information related to results of environmental and social monitoring to local stakeholders (whenever applicable).

**3: Operation and Maintenance (O&M)**

**3-1 Physical Arrangement**

- Plan for O&M (number and skills of the staff in the responsible division or section, availability of manuals and guidelines, availability of spareparts, etc.)

<p>Original (at the time of outline design)</p>
<p>Actual (PMR)</p>

**3-2 Budgetary Arrangement**

- Required O&M cost and actual budget allocation for O&M

<p>Original (at the time of outline design)</p>
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Actual (PMR)

**4: Potential Risks and Mitigation Measures**

- Potential risks which may affect the project implementation, attainment of objectives, sustainability
- Mitigation measures corresponding to the potential risks

**Assessment of Potential Risks (at the time of outline design)**

Potential Risks	Assessment
1. (Description of Risk)	Probability: High/Moderate/Low
	Impact: High/Moderate/Low
	Analysis of Probability and Impact:
	Mitigation Measures:
	Action required during the implementation stage:
2. (Description of Risk)	Probability: High/Moderate/Low
	Impact: High/Moderate/Low
	Analysis of Probability and Impact:
	Mitigation Measures:
	Action required during the implementation stage:
3. (Description of Risk)	Probability: High/Moderate/Low
	Impact: High/Moderate/Low
	Analysis of Probability and Impact:
	Mitigation Measures:
	Action required during the implementation stage:

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	Contingency Plan (if applicable):
Actual Situation and Countermeasures (PMR)	

**5: Evaluation and Monitoring Plan (after the work completion)**

**5-1 Overall evaluation**

Please describe your overall evaluation on the project.

**5-2 Lessons Learnt and Recommendations**

Please raise any lessons learned from the project experience, which might be valuable for the future assistance or similar type of projects, as well as any recommendations, which might be beneficial for better realization of the project effect, impact and assurance of sustainability.

**5-3 Monitoring Plan of the Indicators for Post-Evaluation**

Please describe monitoring methods, section(s)/department(s) in charge of monitoring, frequency, the term to monitor the indicators stipulated in 1-3.

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[Signatures]

Attachment

1. Project Location Map
2. Specific obligations of the Recipient which will not be funded with the Grant
3. Monthly Report submitted by the Consultant
- Appendix - Photocopy of Contractor's Progress Report (if any)
  - Consultant Member List
  - Contractor's Main Staff List
4. Check list for the Contract (including Record of Amendment of the Contract/Agreement and Schedule of Payment)
5. Environmental Monitoring Form / Social Monitoring Form
6. Monitoring sheet on price of specified materials (Quarterly)
7. Report on Proportion of Procurement (Recipient Country, Japan and Third Countries) (PMR (final) only)
8. Pictures (by JPEG style by CD-R) (PMR (final) only)
9. Equipment List (PMR (final) only)
10. Drawing (PMR (final) only)
11. Report on RD (After project)

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Monitoring sheet on price of specified materials

1. Initial Conditions (Confirmed)

Items of Specified Materials	Initial Volume A	Initial Unit Price (X) B	Initial total Price C=A×B	1% of Contract Price D	Condition of payment Price (Decreased) E=C-D	Price (Increased) F=C+D
Item 1	●●t	●	●	●	●	●
Item 2	●●t	●	●	●		
Item 3						
Item 4						
Item 5						

*Handwritten initials*

2. Monitoring of the Unit Price of Specified Materials

(1) Method of Monitoring : ●●

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(2) Result of the Monitoring Survey on Unit Price for each specified materials

Items of Specified Materials	1st month, 2015	2nd month, 2015	3rd month, 2015	4th	5th	6th
Item 1	●	●	●			
Item 2						
Item 3						
Item 4						
Item 5						

(3) Summary of Discussion with Contractor (if necessary)

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Report on Proportion of Procurement (Recipient Country, Japan and Third Countries)  
(Actual Expenditure by Construction and Equipment each)

	Domestic Procurement (Recipient Country) A	Foreign Procurement (Japan) B	Foreign Procurement (Third Countries) C	Total D
Construction Cost	(A/D%)	(B/D%)	(C/D%)	
Direct Construction Cost	(A/D%)	(B/D%)	(C/D%)	
others	(A/D%)	(B/D%)	(C/D%)	
Equipment Cost	(A/D%)	(B/D%)	(C/D%)	
Design and Supervision Cost	(A/D%)	(B/D%)	(C/D%)	
Total	(A/D%)	(B/D%)	(C/D%)	

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## Major Undertakings to be taken by the Government of Uganda

**1. Specific obligations of the Government of Uganda which will not be funded with the Grant**

## (1) Before the Bidding

No.	Items	Deadline	In charge	Cost	Ref.
1	To open Bank Account (Banking Arrangement (B/A))	within 1 month after signing of the G/A	MOFPED		
2	To issue the Authorization to Pay (A/P) to a bank in Japan (the Agent Bank) for the payment to the Consultant	within 1 month after signing of the contract	UNRA/ MOFPED		
3	To approve IEE/EIA (Conditions of approval should be fulfilled, if any) and secure the necessary budget for implementation of countermeasures obligated in the IEE/EIA.	within 1 month after signing of the G/A	UNRA		
4	To secure the necessary budget and implement land acquisition and compensation if necessary	before notice of the bidding document(s)	UNRA		
5	To implement social monitoring, and to submit the monitoring results to JICA, by using the monitoring form, on a quarterly basis as a part of Project Monitoring Report	till land acquisition and resettlement complete	UNRA		
6	To secure and clear the following lands 1) right of way for the Project 2) temporary construction yard and stock yard near the Project area 3) diversion route for the existing road 4) borrow pit and disposal site near the Project area	before notice of the bidding document(s)	UNRA		
7	To obtain the planning, zoning, building permit	before notice of the bidding document(s)	UNRA		
8	To submit Project Monitoring Report (with the result of Detailed Design (DD))	before preparation of bidding document(s)	UNRA		

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## (2) During the Project Implementation

No.	Items	Deadline	In charge	Cost	Ref.
1	To issue A/P(s) to the Agent Bank in Japan for the payment(s) to the Supplier(s)	within 1 month after signing of the contract(s)	UNRA/ MOFPEP		
2	To bear the following commissions to the Agent Bank in Japan for the banking services based upon the B/A	during the Project			
	1) Advising commission of A/P	within 1 month after signing of the contract(s)	UNRA/ MOFPEP		
	2) Payment commission for A/P	every payment	UNRA/ MOFPEP		
3	To ensure prompt unloading and customs clearance at the ports of disembarkation in the country of Recipient and to assist the Supplier with internal transportation therein		UNRA		
4	To accord Japanese physical persons and/or physical persons of third countries whose services may be required in connection with the supply of the products and the services such facilities as may be necessary for their entry into the country of the Recipient and stay therein for the performance of their work	during the Project	UNRA		
5	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services be borne by the country of the Recipient.	during the Project	UNRA		
6	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	during the Project	UNRA		
7	1) To submit Project Monitoring Report	every month	UNRA		
	2) To submit Project Monitoring Report (Final).	within one month after signing of Certificate of Completion of the Work under the contract(s)	UNRA		
8	To submit a report concerning completion of the Project	within six months after completion of the Project	UNRA		
9	To take necessary measure for safety construction - traffic control	during the construction	UNRA		
10	To implement Environmental Management Plan (EMP) and Environmental Monitoring Programme (EMoP)	during the construction	UNRA		
11	To submit results of environmental monitoring to JICA, by using the monitoring form, on a quarterly basis as a part of Project Monitoring Report	during the construction	UNRA		

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## (3) After the Project

No.	Items	Deadline	In charge	Cost	Ref.
1	To implement EMP and EMoP	for a period based on EMP and EMoP	UNRA		
2	To submit results of environmental monitoring to JICA, by using the monitoring form, semi-annually - The period of environmental monitoring may be extended if any significant negative impacts on the environment are found. The extension of environmental monitoring will be decided based on the agreement between UNRA and JICA.	for three years after the Project	UNRA		
3	To maintain and use properly and effectively the facilities constructed and equipment provided under the Grant Aid 1) Allocation of maintenance cost 2) Operation and maintenance structure(Clarification of Organization in charge / responsible for the O&M) 3) Routine check/Periodic inspection	After completion of the construction	UNRA		

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UNRA

UNRA

2. Other obligations of the Government of Uganda funded with the Grant

No.	Items	Deadline	Amount (Million Japanese Yen)*
1	To construct roads and bridge - Improvement of National Highway and Feeder Road - Construction of bridge		
2	To implement detailed design, bidding support and construction supervision (Consulting Service)		
3	Contingencies		
	Total		XXX

\*The Amount is provisional. This is subject to the approval of the Government of Japan.

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## A-5 討議議事録2 (M/D2)

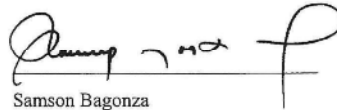
**Minutes of Discussions  
for the Second Outline Design Mission  
on the Preparatory Survey for  
the Project for Improvement of National Road in Refugee-hosting Areas of West  
Nile Sub-region, the Republic of Uganda**

Based on discussions between the Government of the Republic of Uganda (hereinafter referred to as “Uganda”), and Embassy of Japan in the Republic of Uganda and JICA Uganda Office, Japan International Cooperation Agency (hereinafter referred to as “JICA”) dispatched a Preparatory Survey Team for the Outline Design (hereinafter referred to as “the Team”) of the Project for Improvement of National Road in Refugee-hosting Areas of West Nile Sub-region, the Republic of Uganda (hereinafter referred to as “the Project”) to Uganda. The Team held a series of discussions with the officials of the Government of Uganda and conducted a field survey. In the course of the discussions, both sides have confirmed the main items described in the attached sheets.

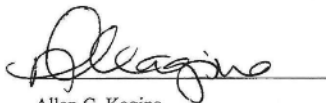
Kampala, 24th July, 2019



Takayuki Uchiyama  
Senior Representative  
JICA Uganda Office  
Japan International Cooperation Agency



Samson Bagonza  
For: Permanent Secretary  
Ministry of Works and Transport  
The Republic of Uganda



Allen C. Kagina  
Executive Director  
Uganda National Roads Authority  
The Republic of Uganda



Hassan Ssentamu  
Principal  
Mt. Elgon Labour-Based Training Centre  
Ministry of Works and Transport  
The Republic of Uganda

## ATTACHMENT

### 1. Background

Following the discussion during the first Outline Design Mission as contained in the Minutes of Discussion signed on 4<sup>th</sup> April 2019, the second Outline Design Mission was dispatched, and the Ugandan side and the Japanese side hereby confirm the contents below as the findings of the Mission.

### 2. Updated scope of the Project

2-1. Both sides confirmed the scope of the Project as shown in Annex 1 and below;

- 1) Improvement of Yumbe - Ure Bridge section (approx. 23.6km) of B-class National Highway Yumbe-Manibe (approx. 77km)
- 2) Construction of Koro bridge on Feeder Road No.2 Barakala-Lomunga
- 3) Improvement of Feeder Road No.1 (approx. 17km) consisting of District Road (approx. 9km) Yumbe-Barakala and C-class National Highway Barakala-Bidibidi (approx. 8km)

### 3. Utilization of Labour Based Technology (hereinafter referred to as "LBT")

Both sides confirmed the points in applying LBT to the Project as below;

#### 3-1. Outline

The project will cover two LBT-related contents, which are the LBT construction and the LBT training. For the former, LBT will be applied to a part of the construction in the Project, and refugees and residents from hosting community will be hired. For the latter, LBT training will be provided to engineers and social workers in Yumbe District Local Government.

#### 3-2. Purpose

The purpose of applying LBT to the Project is summarized as below;

##### 1) LBT construction

Refugees and the hosting community will acquire practical construction skills through LBT construction, which may lead to their future employment, consequently community development itself.

##### 2) LBT training

Engineers and social workers in Yumbe District Local Government will acquire comprehensive LBT skills from the planning to maintenance, which will ultimately contribute to their capacity building, and the maintenance of the feeder road after the Project.

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3-3. Methodology

1) LBT construction

Utilization of LBT will be clearly stipulated as the obligation of the Japanese prime contractor in the bidding document. With that, the Japanese prime contractor will procure a local contractor which has official approval in LBT construction from Mt. Elgon Labour-based Training Centre (hereinafter referred to as "MELTC"), and that local contractor will execute the LBT construction.

2) LBT training

Training conducted by MELTC will be offered for Engineers and social workers in Yumbe District Local Government. The cost will be borne by the Government of Uganda through UNRA

3-4. Contents

1) Assumed contents for the LBT construction is as follows;

- a) Scope of work: Road improvement in a part of feeder road No. 1. Refugees and residents from hosting community will be engaged in 2 km by each.
- b) Specification: To be determined by the design, but expected to be low-cost sealing
- c) Timing: Start from January to April 2022
- d) Duration: 4 – 8 months
- e) Target workers: Equal number of workers between refugees and hosting community including youth, women, and disabled persons
- f) Note: Contents stated above are subject to change in situation

2) Assumed contents for the LBT training is to be determined by MELTC, upon conduction of training needs assessment, and is expected to be comprised of;

- a) Field: Road improvement, road maintenance, and social consideration
- b) Number of trainees: To be determined by MELTC
- c) Timing: When the Japanese prime contractor is doing preparation work
- d) Duration: To be determined by MELTC
- e) Location: To be determined by MELTC
- f) Note: Monitoring and assessment will be conducted by MELTC when the actual LBT construction is ongoing under the Project, which also contributes to the quality control of LBT construction. The result of the monitoring and assessment will be reported to MOWT by MELTC.

3-5. Undertakings

The image shows four handwritten signatures or initials in black ink, arranged horizontally. From left to right: a stylized signature, a simple 'y' or 'g' mark, a signature that appears to be 'Du', and a small mark resembling a '2' or 'h'.



1) LBT construction

Engineers and social workers in refugee-hosting districts of the West Nile sub-region especially from Yumbe District Local Government, undergoing the LBT training, will be deployed to the site as a part of LBT training to join the Japanese supervision consultant conducting supervision of construction. During that time, MELTC will monitor and assess their performance, and report the result to MOWT.

In addition, the Ugandan side, namely MOWT, will organize and chair the LBT advisory committee consisting of personnel from relevant organizations such as MELTC, UNRA, Yumbe District Local Government, UNHCR, Office of the Prime Minister (hereinafter referred to as OPM), and the leader of refugee and hosting community. The LBT advisory committee is expected to provide technical advice on an ad-hoc basis regarding LBT especially when selecting LBT workers and determining wage rate for the LBT work. The cost will be borne by the Ugandan side through UNRA.

2) LBT training

The Ugandan side, namely UNRA, will bear the cost for the LBT training to engineers and social workers in refugee-hosting districts of the West Nile sub-region especially from Yumbe District Local Government.

4. Environmental and Social Considerations

4-1. UNRA confirmed to develop EIA to be approved by the responsible authority - "The National Environment Management Authority (NEMA)".

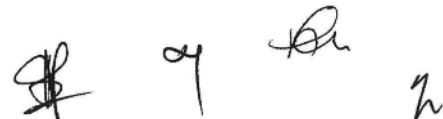
4-2. UNRA agreed to provide necessary information regarding land acquisition such as the list of titleholders of the land.

4-3. For the Project that will result in involuntary resettlement, the Ugandan side, namely UNRA, confirmed to prepare a Resettlement Action Plan (RAP)/Abbreviated Resettlement Action Plan (ARAP) and make it available to the public. In addition, the Ugandan side confirmed to provide the affected people with sufficient compensation and/or support in accordance with RAP/ARAP, which is consistent with JICA Guidelines for Environmental and Social Considerations (April, 2010), in a timely manner.

Annex 1 Project area map

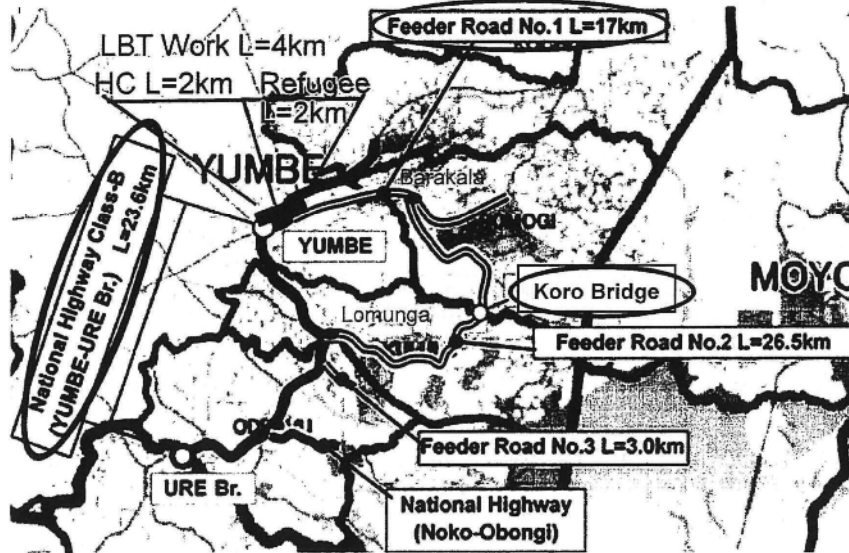
Annex 2 Revised Major Undertakings to be taken by the Government of Uganda

Annex 3 Timeline of the Project



Annex 1: Project area map

The scope of the project is the part highlighted with yellow line, and the name of the component for each is also highlighted with red circle.



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## Revised Major Undertakings to be taken by the Government of Uganda

**1. Specific obligations of the Government of Uganda which will not be funded with the Grant**

## (1) Before the Bidding

No.	Items	Deadline	In charge	Cost	Ref.
1	To prepare the budget for LBT-related contents	September 2019	MOWT		
2	To open Bank Account (Banking Arrangement (B/A))	within 1 month after signing of the G/A	MOPPED		
3	To issue the Authorization to Pay (A/P) to a bank in Japan (the Agent Bank) for the payment to the Consultant	within 1 month after signing of the contract	UNRA/ MOPPED		
4	To approve IEE/EIA (Conditions of approval should be fulfilled, if any) and secure the necessary budget for implementation of countermeasures obligated in the IEE/EIA.	within 1 month after signing of the G/A	UNRA		
5	To secure the necessary budget and implement land acquisition and compensation if necessary	before notice of the bidding document(s)	UNRA		
6	To implement social monitoring, and to submit the monitoring results to JICA, by using the monitoring form, on a quarterly basis as a part of Project Monitoring Report	till land acquisition and resettlement complete	UNRA		
7	To secure and clear the following lands 1) right of way for the Project 2) temporary construction yard and stock yard near the Project area 3) diversion route for the existing road 4) borrow pit and disposal site near the Project area	before notice of the bidding document(s)	UNRA		
8	To obtain the planning, zoning, building permit	before notice of the bidding document(s)	UNRA		
9	To submit Project Monitoring Report (with the result of Detailed Design (DD))	before preparation of bidding document(s)	UNRA		
10	To assign engineers and social workers for LBT-related contents from refugee-hosting districts of the West Nile sub-region especially from Yumbe District Local Government	before beginning construction	MOWT		

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## (2) During the Project Implementation

No.	Items	Deadline	In charge	Cost	Ref.
1	To issue A/P(s) to the Agent Bank in Japan for the payment(s) to the Supplier(s)	within 1 month after signing of the contract(s)	UNRA/ MOFPED		
2	To bear the following commissions to the Agent Bank in Japan for the banking services based upon the B/A	during the Project			
	1) Advising commission of A/P	within 1 month after signing of the contract(s)	UNRA/ MOFPED		
	2) Payment commission for A/P	every payment	UNRA/ MOFPED		
3	To conduct the LBT training for engineers and social workers in refugee-hosting districts of the West Nile sub-region especially from Yumbe District Local Government	during the preparation works	MELTC		
4	To allocate the budget for No. 3 above	during the preparation works	UNRA		
5	To monitor and assess the performance of LBT trainees	during the construction	MELTC		
6	To allocate the budget for No. 5 above	during the construction	UNRA		
7	To ensure prompt unloading and customs clearance at the ports of disembarkation in the country of Recipient and to assist the Supplier with internal transportation therein		UNRA		
8	To accord Japanese physical persons and/or physical persons of third countries whose services may be required in connection with the supply of the products and the services such facilities as may be necessary for their entry into the country of the Recipient and stay therein for the performance of their work	during the Project	UNRA		
9	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services be borne by the country of the Recipient.	during the Project	UNRA		
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	during the Project	UNRA		
11	1) To submit Project Monitoring Report	every month	UNRA		
	2) To submit Project Monitoring Report (Final).	within one month after signing of Certificate of Completion of the Work under the contract(s)	UNRA		
12	To submit a report concerning completion of the Project	within six months after completion of the Project	UNRA		
13	To take necessary measure for safety construction - traffic control	during the construction	UNRA		
14	To implement Environmental Management Plan (EMP) and Environmental Monitoring Programme (EMoP)	during the construction	UNRA		
15	To submit results of environmental monitoring to JICA, by using the monitoring form, on a quarterly basis as a part of Project Monitoring Report	during the construction	UNRA		
16	To organize and chair the LBT advisory committee	during the Project	MOWT		
17	To allocate the budget for No. 14 above	during the Project	UNRA		

## (3) After the Project

No.	Items	Deadline	In charge	Cost	Ref.
1	To implement EMP and EMOp	for a period based on EMP and EMOp	UNRA		
2	To submit results of environmental monitoring to JICA, by using the monitoring form, semi-annually - The period of environmental monitoring may be extended if any significant negative impacts on the environment are found. The extension of environmental monitoring will be decided based on the agreement between UNRA and JICA.	for three years after the Project	UNRA		
3	To maintain and use properly and effectively the facilities constructed and equipment provided under the Grant Aid 1) Allocation of maintenance cost 2) Operation and maintenance structure(Clarification of Organization in charge / responsible for the O&M) 3) Routine check/Periodic inspection	After completion of the construction	UNRA/ Yumbe District Local Governme nt		

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**2. Other obligations of the Government of Uganda funded with the Grant**

No.	Items	Deadline	Amount (Million Japanese Yen)*
1	To construct roads and bridge - Improvement of National Highway and Feeder Road - Construction of bridge		/
2	To implement detailed design, bidding support and construction supervision (Consulting Service)		
3	Contingencies		/
	Total		XXX

\*The Amount is provisional. This is subject to the approval of the Government of Japan.

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Annex 3: Timeline of the Project

Year Month	2020			2021			2022			2023			2024			2025														
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	
Cabinet Meeting																														
Exchange of Notes																														
Grant Agreement																														
Contract of Consultant																														
Detail Design																														
Bidding																														
Contract of Contractor																														
Construction(3.5 years)																														
LBT training																														
LBT construction																														
Defect Inspection																														

*[Handwritten signatures]*