Public Administration
People's Republic of Bangladesh

PREPARATORY SURVEY REPORT
ON
THE PROJECT FOR THE IMPROVEMENT OF GOVERNANCE AND MANAGEMENT RESEARCH AND TRAINING FACILITIES
IN
PEOPLE' S REPUBLIC OF BANGLADESH

JANUARY 2021

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

YAMASHITA SEKKEI INC.
JAPAN INTERNATIONAL COOPERATION SYSTEM
INTERNATIONAL DEVELOPMENT CENTER OF JAPAN INC.

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Ministry of Public Administration
People's Republic of Bangladesh

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PREFACE

Japan International Cooperation Agency (JICA) decided to conduct the preparatory survey on "the Project for the Improvement of Governance and Management Research and Training Facilities" and entrust the survey to the Consortium of Yamashita Sekkei Inc., Japan International Cooperation System, International Development Center of Japan Inc.

The survey team held a series of discussions with the officials concerned of the Government of People's Republic of Bangladesh, and conducted a field investigations. As a result of further studies in Japan, the present report was finalized.

I hope that this report will contribute to the promotion of the project and to the enhancement of friendly relations between our two countries.

Finally, I wish to express my sincere appreciation to the officials concerned of the Government of People's Republic of Bangladesh for their close cooperation extended to the survey team.

January, 2021

Mr. Katsura Miyazaki
Director General,
Governance and Peacebuilding Department
Japan International Cooperation Agency

Summary

1. Outline of the Recipient Country

The People's Republic of Bangladesh (hereinafter referred to as “Bangladesh”) is located on the Bay of Bengal in the Indian subcontinent. It has a land area of 147,000 square kilometers and a population of 1.4 million. It borders India to the east and west on three sides, Myanmar to the southeast, and the Indian Ocean to the south.

It is classified as a tropical monsoon climate zone. It is characterized by high temperatures, high rainfall and high humidity, and the direction of prevailing winds varies between the wet and dry seasons. There are three main seasons: dry season (November-February), hot season (March-May) and rainy season (monsoon) (June-October). In Dhaka, the temperature can exceed 40 degrees Celsius during the extremely hot season. Cyclones occur during the pre-monsoon season (mainly in April-May) and post-monsoon season (October-November) from Bay of Bengal. Dhaka has experienced damage from large cyclones as they often travel inland.

Bangladesh's population is estimated to have reached 164.9 million in 2018. The poverty rate has fallen from 31.5 percent in 2010 to 24.3 percent in 2016. The human development index improved to 0.614 points in 2018, placing at 135th out of 189 countries in the medium human development category. Real GDP growth reached 7.9percent in 2018, the highest economic growth in the last decade rate. This was mainly due to strong private consumption, which was more than 60percent of GDP.

Inflation rate has fallen to 5.6percent in 2018, by controlling food prices such as rice and non-food prices such as real estate, gas and electricity, which has encouraged strong private consumption. Meanwhile, the fiscal deficit (as a percentage of GDP) was affected by the fiscal expansion policy, partly due to the 2018 general election, and has led to a deterioration to -4.6percent.

The current account balance (as a percentage of GDP) has fallen into deficit for the first time in five years since 2017, likely due to price increase in imports of machinery and components as a result of rising demand for infrastructure, and lower remittances from overseas workers due to the deteriorating economy in the Middle East. In addition to this, foreign exchange reserves (relative to months of imports) also declined to 5.7 months of imports in 2018 and the debt repayment ratio (as a percentage of exports) has increased to 6.3 percent.

Against the backdrop of steady economic growth, Bangladesh became a low- and middle-income country in the World Bank's classification in 2015 and achieved all three United Nation’s LDC graduation criteria in March 2018.

2. Basic Concept of the Project

Bangladesh has performed over six percent of GDP annual growth rate in recent years. In the Seventh Five-Year Plan 2016-2020, the Government of Bangladesh aims to achieve sustainable and inclusive economic growth and poverty reduction and becomes a middle-income country by 2021, and further to become a developed country by 2041 through promoting foreign direct investment and utilization of Information and Communication Technology (ICT). Nevertheless, according to the World Bank's Country Policy and Institutional Assessment (CPIA), "transparency, accountability, and corruption in the public sector," "quality of administrative structures," and "public sector management and institutions" remain below the average for South Asian countries, creating a bottleneck for development.

Policymaking might often be outsourced to external resources, such as think tanks and donors, due to the capacity limitation of civil servants. In order to become a middle-income country and a developed country, it is necessary to strengthen ability to formulate policies to achieve sustainable development. In this regard, the government urgently needs to enhance capacity development in policy analysis and formulation, and encourage knowledge sharing on other countries' development experiences.

Bangladesh Institute of Governance and Management (hereinafter referred to as “BIGM”) is a post-graduate institution under the Ministry of Public Administration, which offers master's programs in public policy targeting human resources in not only the public sector but also the private sector. The government also recommends the BIGM’s master's programs for civil servants as a part of long-term domestic training opportunities. BIGM is currently providing three courses

of master's programs and is planning to expand to fourteen courses until around 2023 as well as to introduce a doctoral program soon, which requires facility expansion.

Under such circumstances, the Government of Bangladesh requested the assistance of “the Project for the Improvement of Governance and Management Research and Training Facilities” in November 2018. It aims to improve the policymaking capacities of the government through the development of facilities and equipment and improving the environment for advanced education and policy research at the BIGM. This project is one of the key projects of the country's Seventh Five-Year Plan.

The contents and scale of the project requested are as follows. (See Table 1)

Table 1 Outline of the Requested Facility

1. Facilities	Eight stories building with a total floor area of approximately 7,480 square meters 15 classrooms (12 Classrooms, 1 PC room, 2 Seminar rooms), library, auditorium, , parking, administrative office, etc.
2. Equipment	Materials and equipment related to master’s program management and policy research Desks and chairs, monitors, screens, shelves, bookshelves and other furniture, audio equipment for auditorium, wireless LAN system, etc.

3. Outline of the Survey Results and Description of the Project

Based on the request, the Japan International Cooperation Agency (hereinafter referred to as "JICA”) dispatched the Preparatory Survey Team twice, from September 11th to September 26th, 2019 (first survey) and from December 11th to December 26th, 2019 (second survey). The survey team confirmed details of the request, the site, components of facilities and equipment, natural condition survey, and items to be borne by Bangladesh, with the officials.

As a result, "parking lot" and "installation of solar power generation system", which the earlier government statement was confirmed, were confirmed to include in the grant. The client requested to preserve existing garden as much as possible, therefore, the parking lot was planned inside of the ground floor of the new building. As for the installation of solar power generation system, the government is instructing that the system should be installed in new residential, commercial, and business buildings which are larger than a certain scale.

Along with this preparatory survey, BIGM has been preparing a development project proposal (DPP) as a procedure of building permit to the Department of Public Works (PWD). A local consultant firm was selected by BIGM to deal with the permission related service, and necessary documents were submitted to PWD based on the draft plans prepared by the survey team. Then on September 10th, 2020, PWD approved the construction project.

The survey team has compiled the facility and equipment plans based on the analysis of the survey results. In September 2020, the Survey team gave a briefing on the draft preparatory survey report to BIGM through TV conference, and then this preparatory survey report was prepared.

(1) Facility Plan

This site is accessed through entrance approach way of approximately 8.5 m wide and 90 m long, from the main road which lies in the north. A proposed facility is located in the southeast of the compound, avoiding the two existing buildings and preserving as much as possible existing garden, as previously mentioned. In order to achieve this, the ground floor of the new building is used as a parking lot and other building functions are placed on the first floor and above. Visitors shall use the large outdoor staircase leading to the first floor lobby or use lifts that provide direct access to each floor.

The proposed facility includes an auditorium with capacity of approximately 300 people, lobby, foyer and café, and library which was not appropriate size in the existing building, and classrooms and lecturers’ offices which will be inadequate for future course expansion. A compact standard floor plan is adopted to create gathering and relaxation spaces for students to spend their break time between the classes. Interior doors and walls of each classroom and office are screened with glass to create an open sense of comfort, provide adequate learning and working space.

The number of seats in the auditorium was determined based on the current information of events held. In the library, individual desks are planned to accommodate future increase of the students as the number of courses increase. Classrooms and offices are planned to meet the future demands, considering total six courses, including three additional courses, which have been

confirmed for expansion at the time of the survey. Classroom sizes were set based on the number of students per class.

(2) Equipment Plan

Facility furniture and educational and training equipment will be installed in order to conduct the master's programs and policy research activities in the new facility. Priority is given to the equipment which will be installed in the rooms and shared spaces to be used directly by students and lecturers.

On the contrary, following equipment are excluded from the scope of the grant; existing equipment appropriate to be relocated to the new building shall be reused, equipment that are mainly be used by administrative and management staff (e.g., the office of the director and vice director, board rooms, management offices, administrative offices, etc.) and able to be relocated or purchased by the executing agency.

Table 2 Summary of project components

	Project Summary
Facility	(1)Facility: Common: Auditorium, Library, Librarian room, Car Park, WC, Security room, Storage, Machine room, Staircase, Lobby, Corridor Education: Classrooms, PC Room, Seminar Room Administration: Cafe Kitchen, Meeting room, Conference room, Lecturer Office, Administrative office, Management Office, Director's office, Vice director's office, Secretariat, Board room (2)Facility Equipment: Electricity: Power supply system (including power receiving, transforming and distributing systems), emergency generator system, solar power generation system, lighting and outlet system, communication system, public address system, fire alarm system, lightning protection system. Machinery: Air conditioning and ventilation system. Plumbing and drainage: Sanitary equipment, water supply system, drainage/ sewage system, fire extinguishing system.
Equipment	(1)Equipment: Desktop PC, projectors, screens, audio equipment, video conferencing systems, LCD monitors, photo copiers, printers, wireless LAN systems, etc. (2)Furniture: Desks and chairs for students and lecturers, podiums for lecturers, tables for meetings, desks and chairs for students' computers, tables for students', bookshelves, etc.

4. Project Schedule and Estimated Cost

The construction period for the project is planned to be approximately 29 months (6 months for detailed design and bidding, 22 months for facility construction, and 1 month for equipment installation), taking into account the scale of the facility, local construction conditions, budgetary systems of the two governments, and the preparation process for the project site. The Project Cost to be borne by the Bangladesh Side is estimated as 15million Japanese yen.

5. Project Evaluation

(1) Relevance

This project is considered to be appropriate as a project of Japanese grant aid from the following perspectives.

1) Target Group of the Project

The direct beneficiaries of this project are the BIGM students who will use the facilities and equipment to be developed under this project. It has about 1,500 students and 125 lecturers (from FY2023 onwards). BIGM is a post-graduate institution under the Ministry of Public Administration, which offers master's programs in public policy targeting human resources in not only the public sector but also the private sector. Because of this, citizens of all over Bangladesh shall be eligible for benefits. In addition, since most of the master's students are employees of ministries, public and private sectors that provide services to the entire country, during the

daytime on weekdays, the entire country and people are indirectly benefiting from this project. The relevance of the project is high because of the wide range of beneficiaries.

2) Contribution to achieving the Med- and Long-term Development Plan in Bangladesh

In the Seventh Five Year Plan 2016-2020, Bangladesh's mid-term national development plan, the improvement in governance is one of the key priorities, and among these, administrative capacity building as one of the priority challenges. Thus, this project aims to develop human resources of future leaders in the bureaucracy and industry, through construction of education facility and management support. It consists with the five-year plan's priority of improving governance through administrative capacity building.

3) Consistency with Japan's grant aid Policies

Japan's Country Development Cooperation Policy of the People's Republic of Bangladesh, states that improvement in administrative capacity as one of the key issues, and capacity building at a wide range from central to local government, especially it cites support to the Government of Bangladesh's policy implementation on good governance. The project aims to contribute to the capacity of the Government of Bangladesh to formulate policies, and it fully consist with the Japanese aid policies.

(2) Effectiveness

1) Quantitative Outcomes

Quantitative indicators of which to confirm the effectiveness of the Project by improving the facilities and equipment are shown in Table 3-1.

Table 3 Quantitative Outcome Indicators and Targets

Indicators	Baseline (2020 Actual)	Target (2026). (Three years after project completion)
Number of graduates of master programs held in the new education building (person)	0 (*3) 300	1,000
Number of graduates of training programs held in the new education building (person)	0 (*3) 490	1,285
Classroom occupancy rate (%) on Saturday and Sunday's (*1) opening hours (*2) in the new classroom building	0 (*4) 0	100 (*4) 28.6
Number of seminars related to public policy and JICA training in Japan held in the new education building (times/year)	0	4

Note: (*1) BIGM opening days, (*2) 13:00~21:30 on Saturdays, and 18:30~21:00 on Sundays, (*3) As a reference, the ratios of the existing facilities are listed. (* 4) As a reference, the ratios when including dates other than Saturdays and Sundays are shown.

[Rationale]

1. Indicator 1: It is expected to increase the number of master's programs to 14 courses and the number of annual graduates to 1,000 graduates by 2026.
2. Indicator 2: It is expected to increase the number of short-term training programs to 16 courses and the number of annual graduates to 1,285 graduates by 2026.
3. Indicator 3: Because of the above 1 and 2, it is expected that the new education building will be fully utilized in line with the plan.
4. Indicator 4: By 2026, it is expected to hold four regular seminars annually, including policy research seminars twice a year and "the Project for Human Resource Development Scholarship (JDS)" seminars twice a year.

2) Qualitative Outcomes

- The government's capacities for policy formulation are advanced.
- Policy proposals for private sector development are made through collaboration with stakeholders from the private sector.

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Location Map

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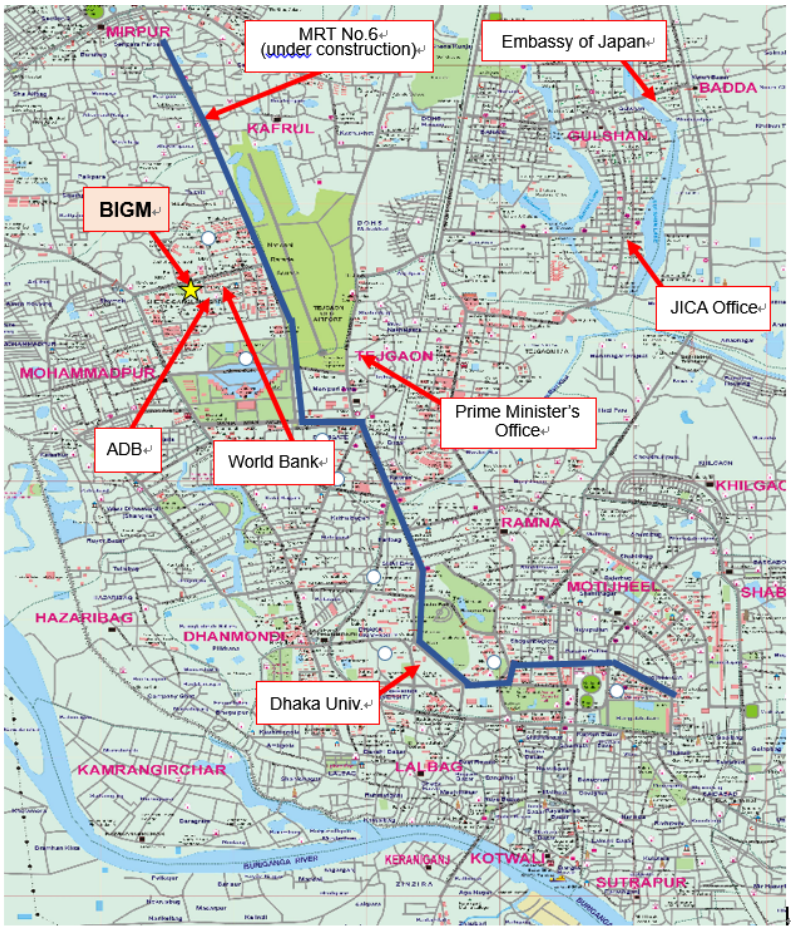
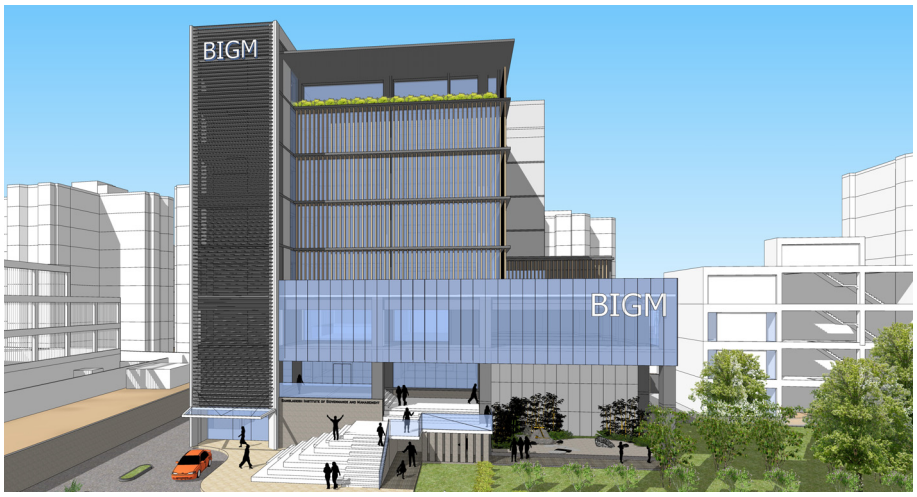


Figure 2: Project Site Map
(Bangladesh Institute for Governance and Management: BIGM)

Perspectives

Image of Bird Eye's View



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Abbreviations

ADB	Asian Development Bank
AICT	Advanced Income Tax
A/P	Authorization to Pay
ASTM	American Society for Testing and Materials
ASEAN	Association of South-East Asian Nations
AV	Audio Visual
AVR	Asset Valuation Reserve
B/A	Banking Arrangement
BCA	Building Construction Act
BCS	Bangladesh Civil Service
BDT	Bangladesh Taka
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BIGM	Bangladesh Institute of Governance and Management
BMET	Bureau of Manpower, Employment and Training
BNBC	Bangladesh National Building Code
BITAC	Bangladesh Industrial Technical Assistance Centre
BRTC	Bangladesh Road Transport Corporation
BS	British Standards
BUTEX	Bangladesh University of Textiles
CPIA	Country Policy and Institutional Assessment
C&F	Clearing and Forwarding Agent
DAC	Development Assistance Committee
DPP	Development Project Proposal
DTE	Directorate of Technical Education
DU	Dhaka University
E/N	Exchange of Note
EU	European Union
ERASMUS	European Region Action Scheme for the Mobility of University Students
FRP	Fiber Reinforced Plastics
G/A	Grant Agreement
GDP	Gross Domestic Product
GOB	Government of Bangladesh
IBA	Institute of Business Administration
ICT	Information and Communication Technology
IMF	International Monetary Fund
ISNN	International Standard Serial Number
IT	Information Technology
JDS	Project for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
JIS	Japan Industrial Standard
JPY	Japanese Yen
KOICA	Korea International Cooperation Agency
kVA	Kilo Volt Ampere
LAN	Local Area Network
LED	Light Emitting Diode

LCD	Liquid Crystal Display
LDC	Least Developed Country
LGS	Light Gauge Steel
MA	Master of Arts
MFF	Multi-Tranche Financing Facility
MOPA	Ministry of Public Administration
MPA	Master of Public Administration
MPhil	Master of Philosophy
MRT	Mass Rapid Transit
MSc	Master of Science
N/A	Not Applicable
NFPA	National Fire Protection Association
NGO	Non-Governmental Organization
NIS	National Integrity Strategy
NSDP	National Skills Development Policy
OECD	Organisation for Economic Co-operation and Development
ODA	Official Development Assistance
PC	Personal Computer
PhD	Doctor of Philosophy
PKSF	Palli Karma-Sahayak Foundation
PWD	Public Works Department
RAJUK	Capital Development Authority of Bangladesh
SDC	Swiss Agency for Development and Cooperation
SDCMU	Skills Development Coordination and Monitoring Unit
SDGs	Sustainable Development Goals
SEIP	Skill for Employment Investment Program
sqm	Square meter
UN	United Nations
UGC	University Grants Commission of Bangladesh
USD	United States Dollar
UNDP	United Nations Development Programme
UPS	Uninterruptible Power Supply
VAT	Value Added Tax
VIP	Very Important Person
WGI	World Governance Indicator

Chapter 1. Background of the Project

1-1. Background of the Project

The Government of People's Republic of Bangladesh (hereinafter referred to as “Bangladesh”) aims to become a middle-income country by 2021 and further a developed country by 2041. According to the World Bank's Country Policy and Institutional Assessment (CPIA), however, governance in Bangladesh has performed below average among South Asian countries. These indicators include "Transparency, Accountability, and Corruption in the Public Sector", "Quality of Public Administration", and "Public Sector Management and Institutions", which can be deemed as bottlenecks for development. Policymaking might be often outsourced to external resources, such as think tanks and donors, due to the capacity limitation of civil servants. Therefore, it is urgently necessary for the government to enhance capacity development in policy analysis and formulation, and encourage knowledge sharing on other countries' development experiences.

Bangladesh Institute of Governance and Management (BIGM) is a post-graduate institution under the Ministry of Public Administration, which offers master's programs in public policy targeting human resources in not only the public sector but also the private sector. The government also recommends the BIGM’s master's programs for civil servants as a part of long-term domestic training opportunities.

The BIGM is currently providing three courses of master's programs and is planning to expand to fourteen courses until around 2023 as well as to introduce a doctoral program soon. The BIGM has shown an interest in knowledge sharing of development histories and experiences from other countries, such as Japan, to be incorporated into their academic courses.

Under such circumstances, the Government of Bangladesh requested the assistance of “the Project for the Improvement of Governance and Management Research and Training Facilities” in November 2018. It aims to improve the policymaking capacities of the government through the development of facilities and equipment and improving the environment for advanced education and policy research at the BIGM. In this context, this preparatory survey examines the appropriateness of the project scale, make an appropriate schematic design as the grant aid, develop the project plan, and estimate the schematic project cost. It also designs a technical cooperation project to facilitate capacity development for the BIGM. This project is one of the key projects of the country's Seventh Five-Year Plan.

The contents and scale of the project envisioned through requests and consultations are as follows. (See Table 1-1)

Table 1-1 Outline of the Requested Facility

1. Facilities	Eight stories building with a total floor area of approximately 7,480 square meters 15 classrooms (12 Classrooms, 1 PC room, 2 Seminar rooms), library, auditorium, parking, administrative office, etc.
2. Equipment	Materials and equipment related to master’s program management and policy research Desks and chairs, monitors, screens, shelves, bookshelves and other furniture, audio equipment for auditorium, wireless LAN system, etc.

1-2. Environmental Conditions

1-2-1. Climate

It is classified as tropical monsoon climate zone with high temperature, rain and humidity. Another feature is that the direction of the prevailing wind may significantly being changed between the wet and dry seasons.

The climate is roughly divided as dry season (November to February), high temperature season (March to May), and rainy season as monsoon (June to October). In Dhaka, the heat can exceed 40 degrees Celsius during the hot season. (See Figure 1-1)

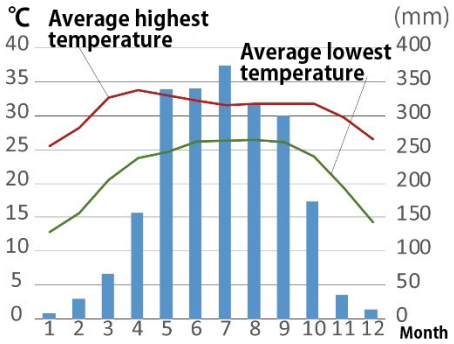


Figure 1-1 Bangladesh average monthly temperature and precipitation in Dhaka City

1-2-2. Rainfall

The maximum average rainfall in Dhaka is about 370 mm/month, but the rainy seasons of year 2004 and 2008 recorded 497 mm/48 hours and 190 mm/24 hours, respectively.

Torrential rains of very short duration is also observed as in October 2000 recorded 213 mm/48 hours due to cyclone. (See Figure 1-1)

1-2-3. Topographical and Geographical Features

Dhaka City is located in the center of the world's largest delta, where the Ganges River and the Brahmaputra River (called the Jomna River in Bangladesh) flowing from Tibet, meet and flow into the Bay of Bengal. It is located in a lowland zone of two to twelve meters above sea level, composed of Pliocene Modupur clay and Holocene sediments.

1-2-4. Geological Features

According to the results of the geological survey conducted at the site, the groundwater level ranges from 1.95 m to 2.1 m from the ground surface and the geological composition is shown as in following Table 1-2. In addition, liquefaction survey have been conducted and found to have a high potential for liquefaction.

Table 1-2 Geological composition

Depth from the ground surface	Geological Characteristic
0～-6m	Sand mixed clay
-6～－12m	Relatively dense sand mixed with clay
Deeper than -12m	Silty fine sand mixed with very dense clay

BIGM had conducted geological survey at seven locations in this site in 2016. Therefore, different four locations outside the scope of the previous survey were conducted additionally, in this survey. (See Figure 1-2)

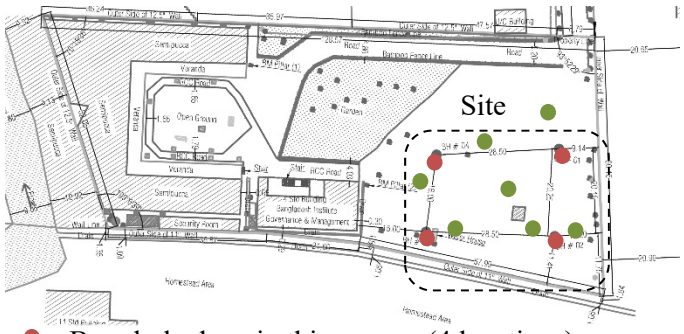


Figure 1-2 Location of bore holes

1-2-5. Topographical Survey

Topographical survey of the site was conducted including outskirts of the main road. The ground is slightly slanted towards university of agriculture, which is in the south. Difference of ground level is approximately two meters or more around assuming location of the new building. (See Figure 1-3)

Figure 1-3 Result of Topographical survey

1-3. Social and Environmental Considerations

1-3-1. Environmental laws and procedures

In Bangladesh, all industries and businesses must obtain an Environmental Clearance Certificate (ECC) under the Environmental Conservation Act (ECA) (established in 1995 and revised in 2010). (See Table 1-3)

Table 1-3 Environmental laws and regulations in Bangladesh

Environmental laws and regulations	Establishment year	Main purpose / contents
Environmental Conservation Act (ECA)	1995 (Revised in 2010)	Conservation of the natural environment, improvement of standards, and reduction of environmental pollution. No business can be implemented without acquisition of ECC.
The Environmental Conservation Rules (ECR)	1997 (Revised in 2002)	The actual procedure of ECA is specified. Business classifications, procedures for obtaining permits, provisions for standard values according to the business classifications (atmosphere, noise, drainage, etc.), procedures for ECC, etc.

Source : A Guide to Environmental Clearance Procedure(August, 2010, Department of Environment, Ministry of Environment and Forests)

In the Environmental Conservation Rules (ECR) (established in 1997 and revised in 2002), the ECC issuance procedure is proceeded according to the business classifications. Each business is classified by environmental impact, and labeled green, orange A, orange B and red.
(See Table 1-4)

Table 1-4 Industry / Business Classification in ECR

Classification	Industry / business type, scale	ECC acquisition process	Renewal term
Green	Assembling of industrial products such as radio & television, book-binding, medical and surgical instruments. (excluding businesses with the capital of 5BDT or less)	Submittals: In addition to the application form; general information about the industrial unit or project, no objection certificate (Prescribed Form) from the local authority. on-site inspection after document screening	Each three years
Orange A	Restaurant, cinema, laundry, bakery, Dairy farm (less than 10 cattle in the city center, less than 25 cattle in the suburbs), weaving, leather processing.	Submittals: In addition to the submittals for green, layout Plan, effluent discharge arrangement, other necessary information. On-site inspection after document screening.	Each one year
Orange B	Hotel, multi storied commercial and apartment building, factory for; glass, etc., engineering business with a capital of less than one million BDT, construction, re-construction and extension of road (feeder road, local road), construction, re-construction and extension of bridge (length below 100 meters).	Submittals: In addition to submittals for Orange A, Initial Environmental Examination (IEE) and Environmental Management Plan (EMP) Establishment of Environmental Clearance Committee	Each one year
Red	Hospital, power plant, production of iron and steel, explosives, Waste incinerator, landfilling, engineering projects with the capital of over one million BDT, construction, re-construction and expansion of road (regional, national and international), construction, re-construction and expansion of bridge (length 100 meters and above)	Submittals: In addition to the Orange B submission, an Environmental Impact Assessment (EIA) report as required Establishment of Environmental Permit Committee	Each one year

Source : A Guide to Environmental Clearance Procedure (August, 2010, Department of Environment, Ministry of Environment and Forests), Summarized by the Consultant

1-3-2. Environmental considerations in the plan

This project is an extension of facility within the compound of existing BIGM campus, so that it has little undesirable impact on the environment or society, and is recognized to be excluded from ECR Industry / business type and classification from above Table 1-4.

Chapter 2. Contents of the Project

2-1. Basic Concept of the Project

2-1-1. Overall Goal and Project Objectives

In the Seventh Five-Year Plan 2016-2020, the Government of Bangladesh aims to achieve sustainable and inclusive economic growth and poverty reduction and becomes a middle-income country by 2021 and further a developed country by 2041 through promoting foreign direct investment and utilization of ICT. Bangladesh has performed over six percent of GDP annual growth rate in recent years. Nevertheless, according to the World Bank's CPIA, governance in Bangladesh has performed below average among South Asian countries, including transparency, accountability, corruption, and other issues. Policymaking might be often outsourced to external resources, such as think tanks and donors, due to the capacity limitation of civil servants. In this regard, the government urgently needs to enhance capacity development in policy analysis and formulation, and encourage knowledge sharing on other countries' development experiences.

Bangladesh Institute of Governance and Management (BIGM) is a post-graduate institution under the Ministry of Public Administration, which offers master's programs in public policy targeting human resources in not only the public sector but also the private sector. The government also recommends the BIGM's master's programs for civil servants as a part of long-term domestic training opportunities.

The BIGM is currently providing three courses of master's programs and is planning to expand to fourteen courses until around 2023 as well as to introduce a doctoral program soon. The BIGM has shown an interest in knowledge sharing of development histories and experiences from other countries, such as Japan, to be incorporated into their academic courses.

2-1-2. Outline of the Project

This project aims to contribute in improving policy making capacities of the government to achieve the upper-middle-income country status as an overall goal. It provides facilities and equipment for high-level human resource development in BIGM, of policy research and development, for senior executive officials and executives of private companies. Thereby contribute to enhance collaboration between the public and private sectors.

2-2. Outline Design of the Japanese Assistance

2-2-1. Design Policy

2-2-1-1. Basic Policy

(1) Basic Policy

1) Site Layout

- The plan shall be highly visible, and accessible for both vehicles and pedestrians.
- Design landscape in order to maximize tree preservation.
- Since the construction work will be carried out while the existing facilities are in use, the construction plan will include safety measures against facility users, and measures to reduce impact of vibration and noise appropriate for the educational environment.

2) Facility plan

- Considering the current situation and activities of the project site and existing facilities, the scope, scale and components shall conform BIGM's operational capacity.
- The building design shall be consistent and unite with existing facilities, and suitable regarding the 50th anniversary of the Japan-Bangladesh friendship, which the students and staff can be proud of. It shall maintain aesthetics with less staining or deterioration in future.
- Make a plan to stimulate communication among facility visitors, students, and staff.
- The plan shall be highly safe against natural disasters such as earthquakes, cyclones and floods, and to be able to continue facility functions promptly even after disaster.

3) MEP plan

- Consider energy conservation measures that can reduce energy costs for air conditioning, lighting, etc., with consideration for shielding from sunlight.
- Consider the ease of maintenance and its cost reduction, regarding infrastructure conditions and the maintenance status of existing facilities.
- Keep indoor environment clean by air conditioning, paying attention to air pollution etc.

4) Equipment Plan

Consider the current situation of the existing equipment, BIGM's budget, technical level, and implementation capacity in terms of maintenance, in order to do equipment planning regarding appropriate and efficient scope, scale and content of the equipment.

Suppliers should be able to offer spare parts smoothly and easily.

(2) Target facilities

1) Activity plan of BIGM

BIGM is currently planning to become a university, which requires at least minimum six master's programs. Therefore, in addition to current three master's programs, three new master's programs will be added in 2021 (those three new master's programs have already been approved by Dhaka University). After 2023, the total number of master's programs is planned to become fourteen.

The maximum number of students in each program is considered as 50 for the current three and upcoming three master's program in 2021 (average of 35-40 students/ program on actual) and 25-35 students for each short-term training course. Maximum 25 students per program is assumed for the eight new master's courses starting from 2023.

The master's programs, which is critical in facility planning and capacity, recruit students every six months, so there will be students of maximum 3 batches of programs registered at one time, and this counts as the maximum of 1,500 students after 2023. The following Table 2-1 shows the future activity plan and the assumed actual number of people using the facility.

Table 2-1 Future activity plan and number of students and staff

	Present（2019）	**2020**	**2021**	**After 2023**
Master's program （18 months）	Three Courses (Recruit every six months)	Three Courses (Recruit every six months)	Six Courses (Recruit every six months)	Fourteen Courses (Recruit every six months)
Doctor's course	-	-	-	One Course
Short-term training course	Four Courses （two to four Batches / year）	Five Courses （two to four Batches / year ）	Seven Courses （two to four Batches /year）	Sixteen Courses （two to four Batches /year）
Number of master students, which is critical to facility planning (2 batches)	300 students (Total three courses, 50 students in each course, 2 batches)	300 students (Total three courses, 50 students in each course, 2 batches)	600 students （Total six courses, 50 students in each course , 2 batches）	1,000 students （Total fourteen courses, of which six courses: Fifty students each, of which eight courses: twenty-five students each, two batches）
Maximum capacity of staff	45	54	59	125
(Manager)	(8)	(10)	(10)	(18)
(Full-time lecturer / researcher)	(10)	(14)	(19)	(50)
(Administrative / assistant staff)	(27)	(30)	(30)	(57)

Source：BIGM

Classes are concentrated every Saturday afternoon until evening (four classes), and evenings from Sundays to Wednesday, because most of the master's students are full time workers, mainly civil servants who work during weekdays. There are two rounds of student recruitment per year, which means at least two academic years (two to three batches) may use the facilities at the same time. After expanding master's programs in 2021, the number of weekday evening classes shall be increased to reduce number of overlapping students. Furthermore, remote teaching has been introduced after covid-19 incidence.

Currently, the number of requested staff is 75, but in actual, the facility is operated with less than 45 staff. As the size of the facility expands, the number of staff needs to be expanded as well. In the process of re-organization, BIGM plans to recruit 80 more new staff (breakdown; 40 full-time lecturer, 10 managers, and 30 staff), and the staff number is assumed to become up to 125 people. In addition to these full-time lecturers and staff, there will be many part-time or period-limited users, such as external lecturers and experts from donors.

2) Scope of facility

Functions of the facility to be covered in this project are mainly those of that shall be lacking in the existing facilities, assuming six master's programs scheduled in 2021 is in operation. All functions of the administration building will be relocated to the new building, and the existing classroom building will remain. Table 4 below shows functions of the new building under this project.

Table 2-2 Main functions of the new building in the Project

No. of Floor	Major Room	Activities and functions
Ground Floor	Main Staircase	In addition to access to main lobby on the first floor, it is also used as communication terrace for facility users.
	Lift Lobby	Use as barrier-free access or direct access from parking lots during rain.
	Security room	Approximately six security staff manage entry and exit of the users. Install various control and alarm panels.
	Car Park	Used by staff, students, and visitors. It will accommodate about 70 cars and have direct access to the lift lobby. Adopt two storied mechanical parking system to minimize floor area. It shall be designed one way, to enable smooth flow of cars.
	Drop-off	Used for drop on and off vehicles with a driver. Set up eaves to protect from rain in consideration of the rainy season.
	Transformer room	Receives power, transform, and distributes power to each facility in entire compound.
First Floor	Main lobby	In addition to function as the entrance hall of BIGM headquarters, it is assumed to be used for various receptions and events, and as a coffee lounge. Plan furniture such as benches to provide relaxing interacting space during intervals of classes.
	Auditorium	Conduct activities involving large number of people, such as orientation at admission, graduation ceremonies, and special lectures inviting guest lecturers/ government officials. Plan approximately 280 seats. It is also supposed to be used as a venue for examination that requires a large space to secure the interval between examinees. The seats location shall be set staircase-way, with access to both the first and second floor to ensure smooth entry and exit. Secure space for wheelchair users. Install a large screen and a projector, which enables full-scale presentation. Provide ante room to block sound and light from adjacent halls.
	Cafe Kitchen (1F)	Provides light snacks and beverages in collaboration with auditorium events.
	Administration	Administration office for facility management, student affairs, general affairs, etc.
	Electrical room	Holds generator, distribution board, PBX, etc.
Second Floor	Conference room	Assumes conference of about 30 attendees with donors and other external organizations. Presentation facility, microphone conference system, and a video conference system will be installed.
	Library	Stores references related to master's programs and lectures, journals, previous thesis, and BIGM seminar materials. Carrel desks and table seats will be enhanced for browsing and master's thesis work. Independently secure librarians' office space inside.
	PC room	Used for practical training related to software such as creating various documents and statistical analysis. Project contents of the lecturer's PC onto the screen during lecture. A server room and other facilities will be installed to ensure security.
	Academic Lounge	There will be table seats installed for reading books and group discussions, not only used for coffee break. Connected to the library and adjacent to the auditorium and conference room.
Third to Sixth Floo	Classroom (Large) * Common to each floor	Large classrooms that can hold two class groups at once. A large classroom on 3rd floor has an exclusive entrance to outside terrace, which enables to divide the room into two rooms by movable partitions. In the events such as receptions, the room can be opened to the terrace.
	Classroom (medium) * Common to each floor	Assumes multi-purpose usage classroom for master's programs, short-term courses, and seminars, etc.
	Seminar room * Common to each floor	Multipurpose usage for short courses, seminars, trainee group working, donor technical cooperation projects, etc.
	Conference room * Common to each floor	Room for meetings and group work of trainees. It can also be used for prayer rooms, lecture/ examination preparation rooms, and master's thesis guidance rooms, etc.
	Lobby *Common to each floor	Space for stay, break, having communication during interval of lectures, training and work. It also has function as lift lobby.

No. of Floor	Major Room	Activities and functions
	Outside terrace * 3rd floor	A multipurpose space where people can spend time between lectures and interact with other students and facility users. Layout table seats and plants to provide relaxing atmosphere.
	Cafe Kitchen (4F) * 3rd floor	Serving snacks and beverages for people using terrace and lobby. It is possible to provide coffee services between lectures.
	Lecturer office * 5, 6th floors	Office for professors, lecturers, guest lecturers, academic staff, etc. Executive lecturers shall have a private booth with enough space for lecture preparation and functions of photo copying and storing teaching materials.
	Vertical void	A void that draws natural light from the roof surface to the 5th floor lobby to improve comfort and reduce lighting costs.
Seventh Floor	Director's Office Vice Director's Office	Office for executives. Enter and exit through waiting room which also serves function as a secretary room. In a director's office, a reception furniture shall be installed for VIP reception.
	Boardroom	A room for Board meetings that has direct access from the secretary room.
	Management office	Office room mainly for executive staff. Executive lecturers will have private booths. Serves photo copying system and storing space for office documents.
	Meeting Room	Used for meetings of executives, and as a waiting room for part-time directors.
Common Space	WC	A sufficient number of toilets and hand washers shall be placed on each floor. For those at the entrance hall, shall have a barrier-free multi-purpose toilets each for men and women.
	Stairs	Plan highly safe external staircase that is open to air.
	Lift	Two barrier-free lifts, capacity of approximately 18 people to be installed.

(3) Project Site

UNICEF is under construction on the north of the site, the Asian Development Bank and the World Bank on the east, and the Sheer-E-Bangla Agricultural University on the south. Private houses lie along the west. The area around the site is considered as a relatively safe area as the government buildings are located.

The entrance approach way from the main road to BIGM campus, has a total width of about 7m between the adjacent border walls. Mutual vehicle running way is about 4m widths, and between the trees on both sides is about 5.5m. Even during the construction of the new building, the staff and students will pass through this approach way on foot or by car, while construction vehicle also flows, so it is important to take care of safety measures.

The BIGM campus, behind the entrance approach way, is about 114m in the east-west direction and about 47m in the north-south direction. There is a garden in front of the existing classroom building alongside the administration building at the west end, and a vehicular way of approximately 4 m widths (including the lawn portion) along the adjacent property boundary wall to the north.

Currently, there are many trees and hedges in the vacant lot in the campus, and BIGM has a strong intention not to damage this existing garden. To preserve the garden, as much as possible, the new building shall be located in the east end of the site. The status of the project site planning is shown in Figure 2-1 below.

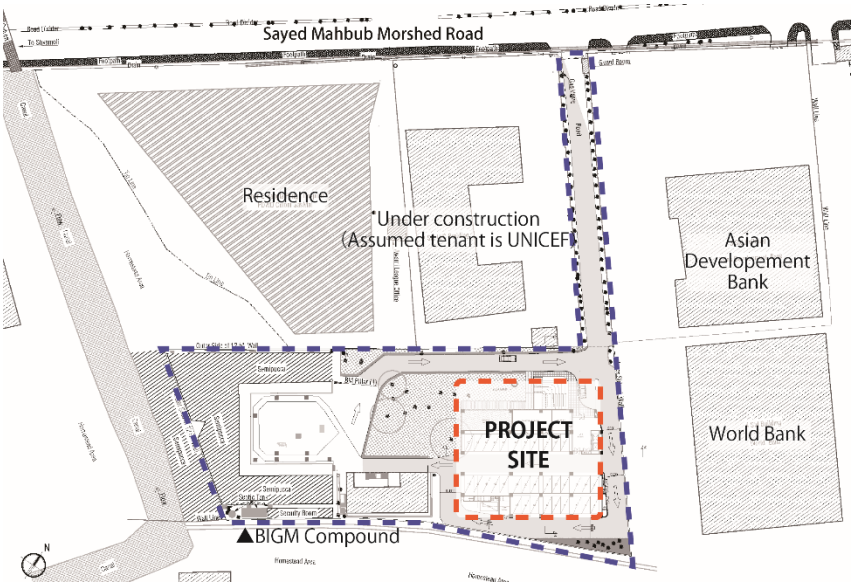


Figure 2-1 Project Site Map

2-2-1-2. Policy for Natural Conditions

(1) Consideration for High Temperature and Solar Radiation

It is classified as tropical monsoon climatic zone and is characterized by high temperature, heavy rain and high humidity. In the high temperature season, the heat can exceed 40 degrees Celsius, so the plan shall prioritize the reduction of heat load. Especially in dry season, Dhaka suffers from air pollution such as PM2.5. Therefore, the air conditioning system in the entire building will be adopted to efficiently air-condition and ventilation.

(2) Measures against rainfall and humidity

Outside walls and eaves may dirt eventually caused by mold due to heavy rain and high humidity. Therefore, these climatic conditions shall be taken into account when selecting external finishing materials. At the same time, openings and air-conditioning will be designed to control entry of dust.

(3) Consideration for Strong Winds

In Bangladesh, cyclones occur mainly from the Bay of Bengal during the pre-monsoon season from April to May and during the post-monsoon season from October to November. It often goes to inland, and Dhaka has experienced hit by large cyclones. In recent years, it has been pointed out that the cyclone's power is becoming intensified. Therefore, in setting wind pressure resistance and specifications of the building, refer not only local standards but also those of other countries where tropical cyclones land.

2-2-1-3. Policy on Socioeconomic Conditions

(1) Reductions in operation and maintenance costs

The following policies shall be incorporated aiming to save resources and energy, in order to secure long-term operation and maintenance (O&M) costs.

- Prioritize LED lamps and other electric bulbs that consume less electricity and long-lasting lighting fittings.
- Preferentially adopt locally common and simple systems so that local engineer can engage in maintenance.

(2) Consideration for barrier-free

- Connect with slight slope between outside pavement level and ground floor level, for those people using wheelchairs.
- Lift shall be installed for access to each floor.
- Universal toilet shall be provided on the floor where auditorium is located.

2-2-1-4. Policy on Construction Conditions

Obtaining construction permit in Dhaka requires multi-step and long-term procedure, however, the review period is expected to be shortened for this project, because the application for the permit will only be submitted to the Public Works Department (PWD) for approval, like the other existing buildings of BIGM, without going through the Capital Development Authority of Bangladesh (RAJUK). Both examination body is PWD, and required documents are set of drawings. BIGM selected a local consultant firm, who deals with the permission related service, and on September 10th, 2020, PWD approved the construction project.

2-2-1-5. Policy on Procurement Conditions

In general, many industrial products for construction materials are imported, and most of those are available in Dhaka. Some may even directly imported from China and Thailand on project basis.

Of the equipment planned for this project, computer-related equipment, photo copy machines, etc. will be procured locally, taking into account maintenance in the event of trouble.

Japanese, European and American products that has local distributor shall be considered for teaching equipment, and procured from Japan or third countries. As for audio-visual equipment such as projectors and audio system, it is necessary to consider the interaction with facility from the design stage.

2-2-1-6. Policy on Use of Local Contractors

Many public and private construction projects are undergoing in Bangladesh. The construction market is booming and there are plentiful skilled Contractors. When selecting a local subcontractor, determine their capacity based on ability of available engineers and status of materials and equipment.

There are number of local consultants who provide various technical services, and we shall collaborate with them for the project.

2-2-1-7. Policy on Operation and Maintenance

As for the facility management, an exclusive maintenance engineer is not planned on duty in BIGM organization. For this reason, equipment that requires advanced skills shall not be adopted.

Prioritize equipment with locally available, and easy to procure consumables and maintenance parts, to reduce maintenance and management costs during operation.

Regarding the operation and maintenance of the equipment, allow sufficient time for the initial operation guidance, avoid mishandling after handover. Include common maintenance issues, and simple repair method for possible minor failures in the operation manual.

2-2-1-8. Policy on Grade Setting for Facilities and Equipment

The new building shall be a landmark commemorating the 50th anniversary of Japan-Bangladesh friendship, and the facility design shall be appropriate for this purpose.

From the viewpoint of sustainable use, equipment shall be maintained and managed through local distributors in the same way as existing BIGM equipment. For AV equipment and ICT equipment, set appropriate grade in consideration of the latest equipment specifications

2-2-1-9. Policy on Construction Schedule

The construction schedule will be determined in consideration of potential impacts of rainy seasons, extremely hot periods, and local circumstances that may affect daily working hours.

2-2-2. Basic Plan (Construction Plan / Equipment Plan)

2-2-2-1. Construction Plan

(1) Concept of Facility layout plan

The layout plan considering access route of students, lecturers, staff, university visitors, and vehicles, etc. was confirmed with BIGM as follows.

- Garden: The layout of the building is planned, in order not to harm the existing activities. To preserve the existing garden as much as possible, parking lot is placed on the ground floor of the new building, and other building functions are located on above floors.

- Facility Layout: Facilities such as auditorium and library, which are used not only by the students but also by guests from outside, are located on the lower floor of the building for easy access. The upper floors of the building shall have highly private rooms, such as lecturer and administration offices.
- Access: Most of the facility users access either by bus or by private car with a driver. Private car users can get off at the car park and directly access to the first floor lobby and/ or each floor using lift or stairs. Bus users would access the building on foot via a long entrance approach way from the front road. Access to the existing classroom building will be through the back door of the entrance lift lobby on ground floor, or via the outdoor stairs on the south of the building.
- Parking: The ground floor of the building will be a parking lot with approximately 70 parking spaces. The traffic flow is planned to be one-way passing through to the existing classroom building.

The concept of the placement plan is shown in Figure 2-2 below.

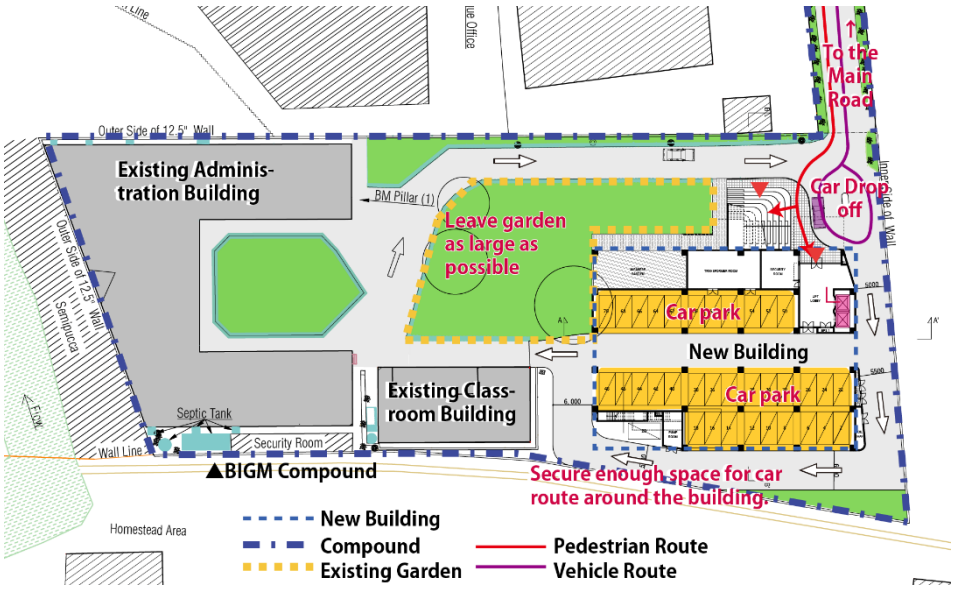


Figure 2-2 Building site layout plan

(2) Architectural planning

1) Facility configuration

The plan is a compact standard floor type with stairs in two locations, north and south. There are many spaces to hang out and relax assuming the intervals of classes.

The ground floor level is largely occupied by mechanical parking, with direct lift access to each floor and an outdoor grand staircase leading to the first floor lobby. Visitors can choose either access way to the building. An image of the building approach is shown in Figure 3 below. It shows lift lobby entrance, car drop off, and the grand staircase that leads to first floor lobby.

Figure 2-3 Image of approach

The first and second floors have an auditorium, on the west side of the building that can accommodate approximately 300 people, equipped with lobby and cafe space. From the third floor are the standard floor plan for classrooms, and lecturer and staff offices. Roof of the second floor, shall be used as a terrace for the users to relax. The fourth, fifth, and sixth floors have a three-story atrium to let in natural light from the top light.

The first floor toilet near the auditorium has a wheelchair accessible universal toilet.

The interior doors and walls of each classroom and office shall be see through glass screen, to enable as much sense of openness and provide comfortable learning and working atmosphere.

At the time of the survey, when the facility was fully occupied with master's programs and short-term training classes, about sixty cars were parked in the compound (of which about ten cars for staff). The number of parking spaces required by regulation is about sixty-three, but the number of vehicles used by students are expected to be doubled and over seventy parking spaces are expected, as the expansion of three new master's programs and new short-term training courses. The plan calls for seventy spaces, and the shortfall shall be dealt with BIGM operations, considering remaining parking spaces in the compound

The functional configuration of the buildings is shown in Figure 2-4 below.

				Class	Office	
			Capacity total excl Auditorium and security room	844	120	
			Max. Capacity	1144	126	
			Management Office	20	27	7F
			Academic Office	36	52	6F
			2 Class rooms, Academic Office	143	22	5F
	468	18	5 Class rooms, seminar room	274	0	4F
1 Class rooms +Office	48	18	5 Class rooms, seminar room	273	0	3F
3 Class rooms	140	0	Auditorium Library, Conference, PC Class room	98	0	2F
3 Class rooms	140	0	Entry hall, Cafe, Admin. Office	(300)	19	1F
3 Class room s	140	0	Car Park (70 cars), Security, Substation	0	(6)	GF

Existing Classroom Bldg **New Bldg.**

Figure 2-4 Functional configuration

2) Functions of the new building and required facilities

The main components of the facilities corresponding to the activities of the BIGM, based on the discussions during the survey, are as follows. (See Table 2-3)

Table 2-3 Components and area of the facility

Department	Room	Area	Usage, area, scale, basis of calculation, incidental facilities, etc.
Auditorium	Auditorium	Approx. 330 sqm	Auditorium capacity of approximately 300 seats with a podium. Projector and screen is planned, including a 9m x 4m stage, PA room and storage.
Library	Library	Approx. 135 sqm	Layout rich space for group work and individual study.
	Librarian room	Approx. 15 sqm	Size of the room shall accommodate office desks for two librarians and bookshelf.
Classroom	Classroom (Large)	Approx. 125 sqm x 3 rooms (Total Approx. 375 sqm)	Capacity of about 72 seats. Room on the third floor has movable partition which allows to divide the room in half.
	Classroom (Medium)	Approx. 75 sqm×4 rooms (Total Approx. 300 sqm)	Capacity of about 48 seats.
	Classroom (Small)	Approx. 60 sqm×5 rooms (Total Approx. 300 sqm)	Capacity of about 35 seats.
	PC Room	Approx. 75 sqm	A computer room with 39 seats, including a server room.
	Seminar room	Approx. 40 sqm x 2 rooms (Total Approx. 80 sqm)	Capacity of 15 people for small seminars.
Administration	Cafe Kitchen (1F, 4F)	Approx. 20 sqm	Simple equipment such as electric water heaters shall be equipped to serve beverages. Refreshments shall be provided by catering service, etc.
	Meeting room (Large)	Approx. 35 sqm x 3 rooms (Total Approx. 105 sqm)	Capacity of 20 people each room. 1.75 square meters per person. Projector and screen are planned.
	Meeting room (Small)	Approx. 20 sqm x 5 rooms (Total Approx. 100 sqm)	Capacity of 16 people each room. Projector and screen are planned.
	Conference room	Approx. 90 sqm	Capacity of 30 people. Projector and screen are planned.
	Lecturer Office (Large)	Approx. 205 sqm	29 desks and bookshelves are planned. (This includes meeting space).
	Lecturer Office (Small)	Approx. 185 sqm x 2 rooms (Total 370 sqm)	21 desks and bookshelves are planned. (This includes meeting space).
	Administrative office	Approx. 185 sqm	Assuming 23 desks and bookshelves. (Furniture are out of scope of the Japanese grant). This includes meeting space.
	Management Office	Approx. 185 sqm	21 desks and bookshelves are planned. (This includes meeting space).
	Director's office	Approx. 50 sqm	Assuming an office desk, bookshelves and set of reception chair. (Furniture are out of scope of the Japanese grant). Private toilet included.
	Vice director's office 1	Approx. 20 sqm	Assuming an office desk and bookshelves (Furniture are out of scope of the Japanese grant)
	Vice director's office 2	Approx. 30 sqm	Assuming an office desk and bookshelves (Furniture are out of scope of the Japanese grant).
	Secretariat	Approx. 35 sqm	Assuming an office desk and bookshelves. Including office kitchenette. (Furniture other than sink counter is out of the scope of the Japanese grant).
	Board room	Approx. 50 sqm	Capacity of 19 people.
	Car park	Approx. 890 sqm	Two storied mechanical parking system for approximately 70 cars.

Department	Room	Area	Usage, area, scale, basis of calculation, incidental facilities, etc.
Common	WC	Approx. 120 sqm	For men and women (approx. 20 sqm each) on each floor except the ground floor.
	Security room	Approx. 35 sqm	Capacity of 6 people.
	Storage, machine room	Approx. 635 sqm	Transformer room (approx. 65 sqm), pump room (approx. 15 sqm), air conditioning room (approx. 240 sqm), electricity room, emergency generator room, etc. (approx. 140 sqm), lift (approx. total 160 sqm), warehouse (approx. sqm)
	Staircase, lobby, corridor	Approx. 2,930 sqm	
Total		Approx. 7,480 sqm	

After the completion of the new building, the headquarters, offices and library in the existing BIGM administration building will be moved to the new building.

3) Method of deciding facility scale

• BIGM future plan

BIGM is planning to add three new master's programs in year 2021, which are already being approved by Dhaka University, additional to the current three programs, with the goal of becoming a university. In addition, although BIGM is planning to increase the number of master's programs to fourteen after year 2023, in this project, the facility scale shall conform to six master's programs being in operation, which includes three new master's programs that have been approved at current stage. In this case, the existing classroom building shall be continued in use.

In the early stage of the site survey, we obtained a list of rooms requested by BIGM. According to the list, the requested rooms were summarized in three stages: the current number of courses, three more courses expected, and a total of fourteen courses expected around 2023, indicating that even the current three courses lack classrooms and teacher rooms.

Table below shows the list of requested rooms prepared by BIGM, which was obtained at the initial stage of the field survey. Based on this, the initial number of requested classrooms were seventeen, but after a close examination of the actual courses scheduled, both BIGM and the consultant agreed that the scale of the facility shall focus on three courses being added. (See Table 2-4)

Table 2-4 Comparison of the number of rooms and the area requested

	Requested room	Requested size	Requested quantity	Existing quantity	Measures in the project
1	Number of classrooms for 3 master's programs	74.4 sqm	10 rooms	8 rooms	Lacks 2 rooms. (Existing 65.1 sqm / room)
2	Thesis and end-of-semester paper supervision	74.4 sqm	4 rooms	1 room	Lacks 3 rooms. (Existing 65.1 sqm / room)
3	Policy Analysis Training	74.4 sqm	3 rooms	3 rooms	Fulfills with existing.
4	Library	279 sqm	1 room	1 room	Area lacks. (Existing 65.1 sqm / room)
5	PC room	140 sqm	1 room	1 room	Area lacks. (Existing 37.2 sqm / room)
6	Cafe	186 sqm	1 room	1 room	Area lacks. (Existing 69.75 sqm / room)
7	Lecturer room	9.3 sqm	6 rooms	2 rooms	Lacks 4 rooms. (Existing 13.95 sqm / room)
8	Research	27.9 sqm	3 rooms	1 room	Lacks 2 rooms. (Existing 27.9 sqm / room)
9	Academic Affairs	9.3 sqm	6 rooms	2 rooms	Lacks 4 rooms. (Existing 13.95 sqm / room)
10	Guest lecturer room	139.5 sqm	1 room	0 room	Not planed in existing facility.
11	Administration	186 sqm	1 room	1 room	Area lacks. (Existing 93 sqm / room)
12	Shop	93 sqm	1 room	0 room	Not planed in existing facility.
13	Recreation room	139.5 sqm	1 room	0 room	Not planed in existing facility.
14	Alumni room	93 sqm	1 room	0 room	Not planed in existing facility.

• Setting size of office

BIGM plans to increase the number of lecturer and staff to maximum of 125 as the number of courses increases. In this plan, administrative office (for facility management, academic affairs, and general affairs), lecturers' office, and office for finance and human resources staff, are planned separately. The room plan shall be designed with plenty of storage and, in the case of lecturer's office, space for class preparation, to conform this maximum number of staff.

• Setting size of auditorium

BIGM had requested an auditorium with capacity of more than 200 people to hold large-scale seminars and other events, but after the survey and hearing about the events being held, it was found that the maximum attendees may come up to nearly 300. Frequency is about one to two times a week. If more courses were added, the number of participants in each conference body would be increased to maximum of 300, which will be accommodated by increasing the frequency of meetings held. The following table shows the conferences and seminars currently held at BIGM. (See Table 2-5)

Table 2-5 The conferences and seminars currently held at BIGM

Conference body	Contents	Frequency	Participants
Orientation for new master's students	Orientation for new students. Each course shall be held jointly. Invite guest speakers and graduates who are active in the government and private sectors.	Twice a year	Approx. 250 people / once
Examination for master's program	The final exam at the end of the semester. Each course holds exams three times a year. In total 9 exams a year, as there are currently 3 courses.	9 times a year (3 times a year x 3 courses)	Approx. 120 people / once
Graduation ceremony for master's program	In addition to guest speakers and graduates who are active in the government and private sectors, family members of graduates shall also be invited.	Twice a year	Approx. 250 people / once
Enrollment orientation for training courses	All five courses plan to hold three times a year, so 15 times a year. Guest speakers and graduates who are active in the government and private sectors shall be invited.	15 times a year (3 times a year x 5 courses)	Approx. 100 people / once
Graduation ceremony of the training course	All five courses plan to hold three times a year, so 15 times a year. Guest speakers and graduates who are active in the government and private sectors shall be invited.	15 times a year (3 times a year x 5 courses)	Approx. 100 people / once
Regular seminar	Incumbent ministers and other experts shall be invited to serve as guest speakers and panelists. Other participants shall be guests from the government, private sectors, and universities, current students, graduates, and general participants.	Twice a year	Approx. 200 people / once
BIGM Seminar	Out-of-programme special seminars for students. Graduates who are active in the government and private sectors shall also be invited.	Twice a year	Approx. 250 people / once
Graduate Program	Special lecture for graduates. Open to graduates of master's and undergraduate programs.	3 to 4 times a year	Approx. 250 people / once
Admission exams for irregular programs.	Admissions for irregular programs other than master's, programs, training courses, and doctoral programs.	3 times a year	Approx. 250 people / once
Joint research presentations with other universities and research institutions	There is a plan to promote joint research with other universities and research institutions.	Irregular	Approx. 200 people / once
Refresh seminar for JDS alumni	It shall be held during visit of a professor from Japanese University to Bangladesh.	Irregular	Approx. 200 people / once

• Setting size of library

At the time of the survey, BIGM had about 3,000 books as its collection, and thirteen reading seats in a room of about sixty-five square meters. In order to accommodate the increase in the number of students as the courses increase in the future, plan to increase the number of individual desks for thesis writing space. It is also used during break time between classes. The request from BIGM was 250 sqm, but by securing additional place for gathering in the facility, adjusted the size.

• Setting size of car park

The basis for calculating the number of legally required parking spaces is as follows

Requirement in regulation:

One car parking unit per 200 sqm of the building floor area

One unit per twenty seats in the auditorium.

Calculated requirements:

Total floor area of the new building and existing building: 9,600 sqm / 200 sqm = 48 cars,

Number of seats in the auditorium: 300 seats / 20 seats = 15 cars,

Total number of required car parking units, including requirement of existing building shall be: 48 units + 15 units = 63 units

(3) Elevation and section planning

The auditorium and library, which outside users may use, shall be located on the first floor, while the general classrooms located on the upper floor. The director's office shall be located on the top floor.

High-side windows and a three-story atrium on the rooftop let in natural light.

To use the ground floor as a parking lot, general reception and lobby is located on the first floor. First floor is accessible by the large staircase at the front of the building, and there will be lift access from the ground floor to each floor.

A screen to block direct sunlight is installed on the glass surface of the exterior wall to reduce heat from the sunlight. (See Figure 2-5).

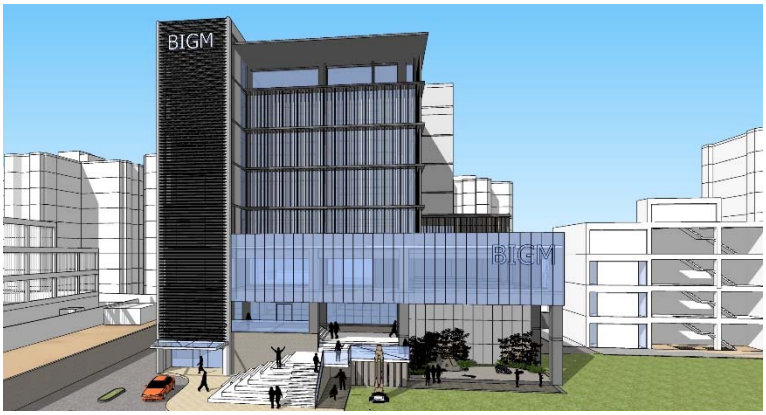


Figure 2-5 Elevation image

(4) Structural Design

1) Conditions of Ground and Foundation Structure Design

According to the results of the geological survey conducted at the project site, from surface to 6.0m depth, low ground bearing capacity with sand mixed clay were observed, which is not suitable for 8 stories reinforced concrete structure (the new building). In addition to this, since existing buildings and surrounding buildings are nearby, pile foundation is planned with concrete on-site construction.

Another result from the above survey showed that, there was a possibility of liquefaction in a case of large earthquake. This requires a 7.5 m penetration to the non-liquefied layer to ensure pile strength.

2) Superstructure Design

In principle, rigid-frame reinforced-concrete structure is adopted as a general construction method, which is common in Bangladesh. Huge column free space of the auditorium shall be steel-framed reinforced concrete construction.

3) Load

In this Project, the external forces and loads are assumed as follows, considering the local climate and geographical conditions as well as the building functions.

a) Dead Load

The dead load will be calculated by adding up the weight of all structural and finishing materials to be used for each building.

b) Wind Load

The wind load will be calculated in accordance with actual conditions and the American standards.

c) Live Load

The live load will be calculated in accordance with actual design conditions and the American standards.

d) Seismic Load

Seismic load calculation complies with American standards. The site class used in calculating the seismic load shall be in accordance with the geological survey results of the project site.

(5) Electrical System Design

1) Service Drop and Transformer

An 11kVA distribution line is laid along the main road in front of the project site. It will be drawn from the 11kVA line to the on-site transformer by Bangladesh side. The pulling in is assumed to be from the north side of the site. There are some government-related facilities around the project site, and voltage fluctuations are relatively small, so no AVR (automatic voltage regulator) is installed, and voltage adjustment using a transformer with on-road tap changer is planned. Specification of transformer will be considered based on specifications of the power company. (See Figure2-6).

New Transformer 750kVA（500kVA/New Building, 250kVA Existing Building）, Existing 250kVA(to be removed)

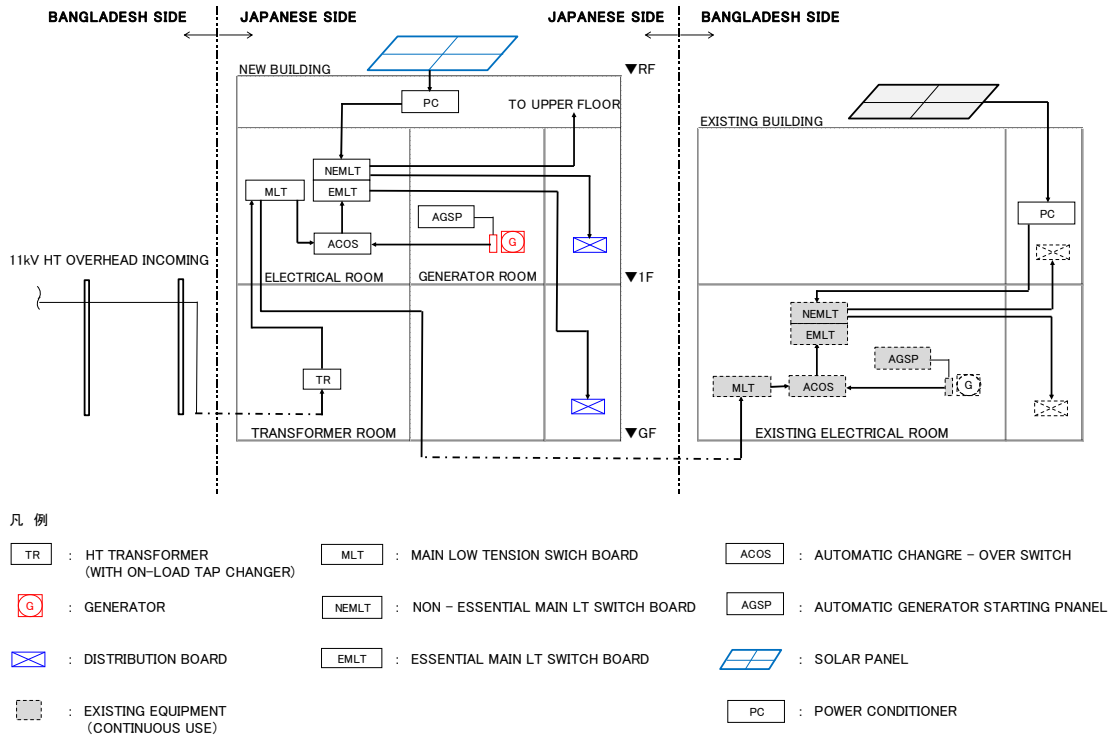


Figure 2-6 Electrical wiring diagram

2) Power Supply System

- Primary Power Facilities

Electricity is supplied to the buildings from the main distribution board to the switchboards/control panels of the respective buildings.

- Backup Power Generator

Despite of government-related facilities around the site, there is a short-term black out, but quick restoration is expected. An emergency power supply will be installed to maintain the minimum facility functions during the blackout, and power supply for the facilities shown in the

following table will be connected to emergency power generation circuit. Considering the environment, emergency generators will be designed with low emission and low noise type.

New generator 250kVA (for new building), existing generator 150kVA (continuous use). (See Table 2-6)

Table 2-6 Supply from Generator power

Facilities and equipment to be supplied by generator	Load
Director's office, administration and management offices, lecturers' room, conference room, security room.	Part of lighting / socket outlet
Auditorium	Part of lighting / socket outlet
Common facilities	Pumps, public address system, fire alarm system

- Solar power generation system

The Government of Bangladesh is instructing that solar power generation system with stipulated capacity should be installed in new residential, commercial, and business buildings which are larger than a certain scale. Therefore, a solar power generation panel of about 30 kW and a power conditioner of 30 kW or more, which are 7% or more of the total lighting and air conditioning load of the new building, is planned. The power conditioner and power supply switching method will be examined based on the specifications of the power company.

3) Lighting and Socket Outlets

Install distribution board in each floor to provide appropriate circuit configuration. Ensure appropriate line system and prepare secondary line for lighting fixtures and socket outlets.

- Lighting system

General lighting equipment: Power-saving equipment such as LED lights is to be selected.

Emergency lighting equipment: Battery-operated wall lights are to be installed in rooms and corridors for emergency purposes.

Guide light: To install battery-equipped wall-mounted guide lights in rooms and corridors.

- Socket Outlets

All general electrical outlets are to be earthed. The number of sockets will be carefully determined to meet minimum needs.

4) Telephone system

Install telephones in necessary rooms for facility operation.

5) Public address system

Speakers will be installed in each required room and common areas, and public address system for general and emergency use will be planned.

6) Fire Alarm System

Install detectors and emergency alarm as appropriate. Plan with address type.

7) Lightning Protection

Lightning protection equipment will be installed on the roof.

(6) Air Conditioning / Ventilation Design

1) Air-conditioning System

Since this facility is an educational and research facility for students with relatively high social status, it is necessary to be able to adjust the indoor temperature environment. The air-conditioning heat source will be electric power in consideration of the facility scale and the surrounding infrastructure. Air-conditioning equipment will be distributed with air-cooled multi-package type equipment (for cooling only), considering the reduction of maintenance costs, easy response to equipment failure, and facility scale. The air conditioning system for each zone is shown below. (See Table 2-7)

Table 2-7 List of air conditioning systems

Floor	Room	Type of Air Conditioner
GF	Security room, lift lobby	Air-cooled multi-package type fresh air conditioner + air-cooled package type air conditioner + total heat exchanger
1F 2F	Administration office, main lobby, cafe kitchen	
	Auditorium	Air-cooled multi-package type air conditioner + total heat exchanger
3F	Conference room, PC room, library, meeting room, librarian room, academic lobby	Air-cooled multi-package type fresh air conditioner + air-cooled package type air conditioner + total heat exchanger
3F	Classrooms, seminar rooms, conference rooms	Ditto
4F	Classrooms, seminar rooms, conference rooms	Ditto
5F	Classrooms, seminar rooms, conference rooms	Ditto
6F	Lecturer room, meeting room	Ditto
7F	Executive office, management office	Ditto

2) Ventilation System

In order to take in fresh air, a total heat exchanger is installed on the roof to collect the exhaust heat in consideration of the reduction of the outside air load, and then supply to each room from air-handling unit on each floor.

Some rooms such as WCs, electrical rooms, etc. are to be equipped with exhaust fans to remove smell, heat, and dust.

It is said that air pollution due to fine particulate matter (PM2.5) is serious in Dhaka city, and filter is installed outside air intake to prevent health damage. (See Figure 2-7)

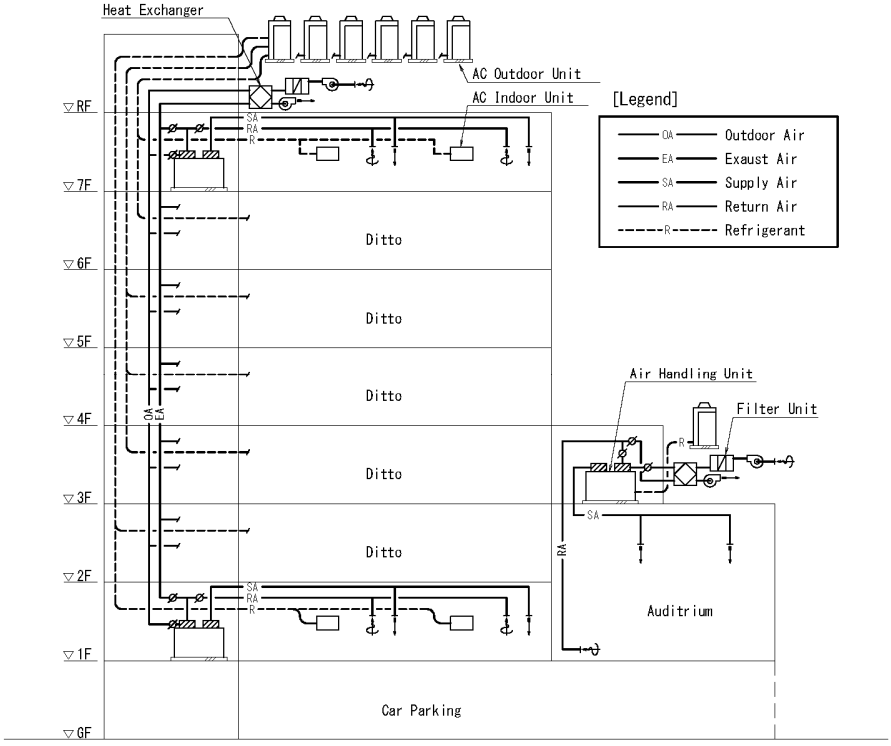


Figure 2-7 Schematic diagram of Air-conditioning system

(7) Plumbing System Design

1) Sanitary Equipment

Low-tank water closets, automatic flush-valve urinals, washbasins and other sanitary equipment are to be installed. Place hand shower in each booth.

2) Water Supply Facilities

It branches off from the secondary side of the existing city water supply meter (pipe diameter 50 mmφ) drawn into the site, and stores water in a concrete water reservoir using the underground structure of the building. Pump water to the elevated water tank on the roof, and the middle and lower floors (Ground to Fifth floor) shall be gravity supply, and the upper floors (Sixth and Seventh floor) shall be pressurized by the rooftop booster pump unit. (See Tables 2-8 and 2-9)

Table 2-8 Estimated water requirement

Target	Estimated number of staff (persons)	Unit rate of water consumption per person/day (litters per person/day)	Daily amount of water needed (litters / day)
Official no. of students	700	60	42.0 m^3
Actual no. of staff	75	100	7.5 m^3
Total			49.5→50 m^3

Note: The unit rate of water consumption is based on the educational facility B2 of the BNBC 2015 Final Report. The students will be 60% due to short time in the facility.

Table 2-9 Estimated capacity of required equipment

Equipment	Capacity
Reservoir (Potable water)	20m3/day
Reservoir (Miscellaneous)	30m3/day
Elevated tank (Potable water)	10m3 (50% portion of daily consumption)
Elevated tank (miscellaneous)	15m3
Pump (Potable water)	Pumping capacity 100L / min (50% of daily water supply can be lifted in 2 hours)
Pump (Miscellaneous water)	Pumping capacity 130L / min (50% of daily water supply can be lifted in 2 hours)

3) Drainage Facilities

Since the planned site does not have a sewer system which flow to the main road, a sewage treatment plant will be installed for the planned building. Treated water will be discharged to the rainwater gutter, and rainwater drainage will be discharged to the existing canal in the agricultural university site on the south. (See Table 2-10, Figure 2-8)

Table 2-10 Treatment ability of the sewage treatment plant

Water type	Water Quality
Incoming：	BOD200ppm, and SS200ppm
Discharge：	Below BOD30ppm, and SS50ppm

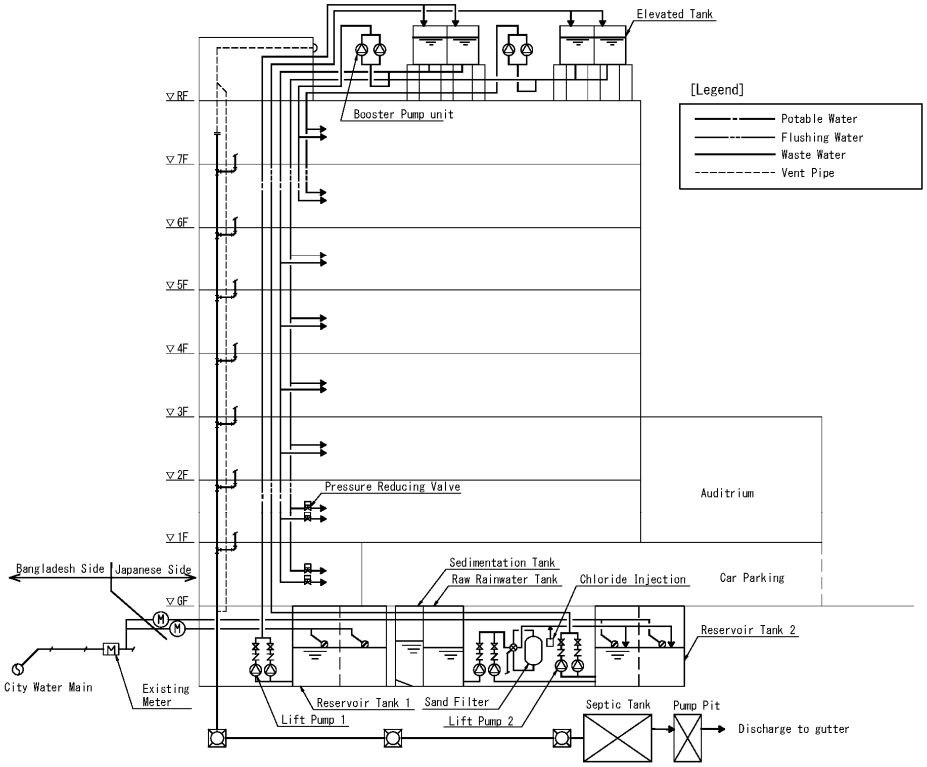


Figure 2-8 Schematic diagram of Plumbing system

4) Firefighting System

Sprinkler, fire hydrants, firefighting pump, fire extinguisher are to be installed. (See Figure 2-9)

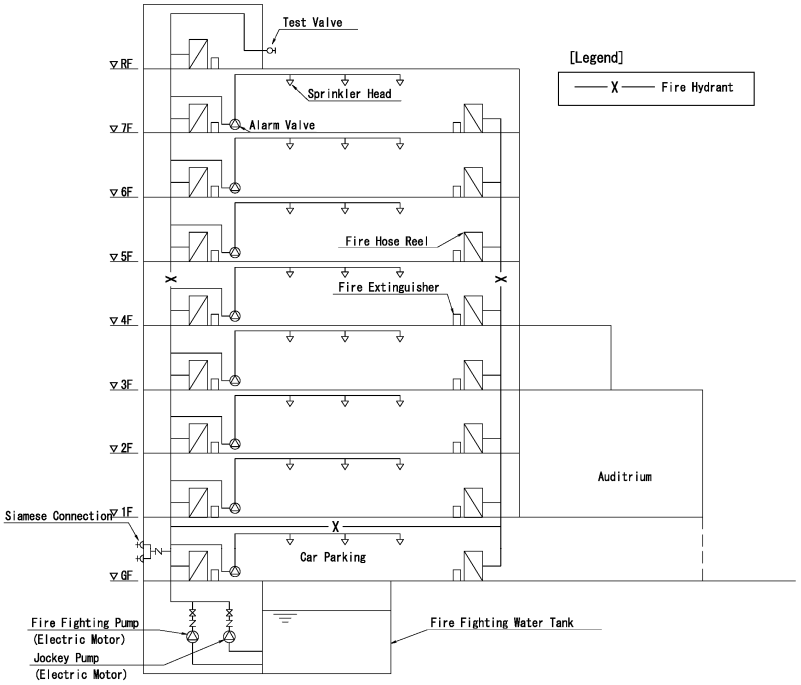


Figure 2-9 Schematic diagram of Fire Fighting system

(8) Construction Material Plan

1) Basic Policy

Considering local climate, nature, construction situation, construction period, construction cost, maintenance and management system, etc., the following policy is adopted.

a) To use local materials as much as possible to reduce construction costs and shorten construction periods.

b) Select materials that are excellent in weather resistance and easy to maintain, and reduce maintenance costs.

2) Materials

a) Structural material

Reinforced concrete and steel-framed reinforced concrete structure generally used locally will be adopted. For concrete, ready mixed concrete is available. Regarding steel material standard, JIS (Japanese Industrial Standards), ASTM (American Society for Testing and Materials), and BS (British Standards) are available.

b) Exterior Finishing Materials

Major exterior finishing materials are as shown below.

Exterior walls : Aluminum plastic composite panel, Paint Finish
Doors & windows : Aluminum doors and windows

c) Interior Finishing Materials

The interior finishing materials to be used for major rooms are shown below in Table 2-11, as well as the reason for choosing the material.

Table 2-11 Interior finishing materials

Name of Room	Floor	Wall	Ceiling	Remarks
Entrance Hall	Stone/Tile	Paint/Decoration Panel	Gypsum board / Acoustic Panel	For easy maintenance and design
Classrooms・Other rooms	Carpet	Paint	Acoustic Board	For easy maintenance and design
Auditorium	Carpet	Paint / Acoustic Panel	Acoustic Panel	For Acoustic Effect
Corridor/Lobby	Tile/Carpet	Paint /Decoration Panel	Acoustic Board	For easy maintenance and design
Toilet	Tile	Paint / Tile	Acoustic Board	For Water Resistant

2-2-2-2. Equipment Plan

(1) Basic Equipment Plan

Facility furniture, and educational and training equipment will be installed in order to conduct the master's programs and policy research activities in the new building. Priority is given to the equipment which shall be directly used by students and lecturers. The major equipment to be installed under the project is as follows (Table 2-12 Major Equipment Plan).

Table 2-12 Major Equipment Plan

Installation Room	Major Equipment		Remarks
	Facility Furniture	Educational and Training Equipment	
Classroom (12 Rooms)	Desk and Chair for Students, Desk and Chair for Lecturers, and Podium	PC (Desktop Type), Projector, Screen, PA System, Video Conference System and LCD Monitor	for 583 students and 12 lecturers (Video Conference System is 3 sets)
Auditorium (1 Room)	Podium	Projector, Screen and PA System	for 300 persons
Seminar Room (2 Rooms)	Desk and Chair for Students, Desk and Chair for Lecturers, and Table for Meeting	-	for 35 students
PC Classroom (1 Room)	Desk and Chair for Students and Podium	PC (Desktop Type), Projector, Screen and PA System	for 39 students
Library (1 Room)	Table for Students, Desk and Chair for Students, Desk and Chair for Lecturers, and Bookshelf	PC (Desktop Type), Copy Machine and Printer	for 18 students
Meeting Room (7 Rooms)	Table for Meeting and Chair	-	for 120 students
Conference Room (1 Room)	Podium	PC (Desktop Type), Projector, Screen, PA System, Video Conference System and LCD Monitor	-
Lecturer Room (1 Room)	Desk and Chair for Lecturers, and Table for Meeting	-	for 16 lecturers
Shared Space	Table for 4 persons and Chair, and Table for 8 persons and Chair	Wireless LAN System	for Open Lounge, Academic Lounge, Main Lobby, Cafe space and Corridor

(2) Criteria For Equipment Selection

Equipment has been selected in accordance with the following criteria.

Selection Criteria

- Equipment already being used for master's programs and policy research activities in the existing facility and expected to be necessary even in the new facility
- Equipment necessary for the expansion of master's programs and policy research activities
- Equipment generally being used in similar facilities
- Equipment that can be maintained by the staff of BIGM

Deletion Criteria

- Existing equipment suitable for relocation to the new facility
- Equipment to be used in administrative rooms (directors' / deputy directors' rooms, board rooms, executive offices, management offices, etc.), for which BIGM's own budget should be spent to purchase

Throughout this preparatory survey, it was confirmed that the equipment which match the above deletion criteria will be procured and installed by BIGM at its own cost; and, therefore, it has been excluded from the equipment plan.

White board listed in the requested item list will be procured and installed as a part of the facility component of the Project in terms of specifications.

(3) Quantity Calculation of the Equipment

Quantity of equipment (facility furniture, and educational and training equipment) was calculated in accordance with the aforementioned size and purpose of use of each room. The concept of the quantity calculation is as follows (Table 2-13 Quantity Calculation of the Equipment).

Table 2-13 Quantity Calculation of the Equipment

Installation Room	Major Equipment	
	Facility Furniture	Educational and Training Equipment
Classroom (12 Rooms)	One (1) set of desk and chair for each student and lecturer in accordance with the size of classrooms. One (1) unit of podium for lecturer in each classroom.	One (1) set of audio visual equipment (PC of Desktop Type, Projector, Screen and PA System) in each classroom. One (1) set of Video Conference System and LCD Monitor in three (3) large-sized classrooms.
Auditorium (1 Room)	One (1) unit of podium for lecturer in each classroom	One (1) set of audio visual equipment (PC of Desktop Type, Projector, Screen and PA System)
Seminar Room (2 Rooms)	Table, desk and chair for thirty seven (35) students and lecturers	-
PC Classroom (1 Room)	One (1) set of desk and chair for thirty nine (39) student and one (1) set of lecturer in accordance with the size of PC classroom and due to the insufficient capacity of the exiting PC room. One (1) unit of podium for lecturer.	One (1) set of audio visual equipment (PC of Desktop Type, Projector, Screen and PA System)
Library (1 Room)	Desk, chair and table for eighteen (18) students in accordance with the size of library and utilization and desk, chair and table for three (3) lecturers. Fifteen (15) of bookshelf are installed in accordance with size of library and the existing materials.	Two (2) units of PC (Desktop Type) for students to search information and published papers on Web, and three (3) units of (Desktop Type) for lecturers. PC (Desktop Type) for students with barrier-free function to be installed software of Text-to-speech software, in addition to standard software of windows and office
Meeting Room (7 Rooms)	Desk, chair and table for one hundred twenty (120) students are installed in accordance with the room size	−
Conference Room (1Room)	One (1) unit of podium for lecturer (Furniture such as table and chair as well as conference microphone system used in the existing conference room are to be moved to the new conference room.)	One (1) set of audio visual equipment (PC of Desktop Type, Projector, Screen and PA System) for meetings. One (1) set of Video Conference System and LCD Monitor are installed for remote meetings, lectures and trainings with graduate universities in overseas.
Lecturer Room (1 Room)	Sixteen (16) sets of desk and chair for lecturers, and meeting tables in accordance with the size of the lecturer room.	−
Shared Space	Thirteen (13) units of table for four (4) persons, three (3) units of table for eight (8) persons (for Open Lounge, Academic Lounge, Main Lobby, Café space and Corridor) considering each size.	One (1) set of Wireless LAN System including rooter and adaptation equipment, which is able to cover the whole facility space for connecting PC of Desktop Type and Video Conference System to the internet and for developing Information Communication Technology (ICT).

(4) Equipment Installation Plan

Equipment installation plan for the project is as follows (Table 2-14 Equipment Installation Plan).

Table 2-14 Equipment Installation Plan

No.	Equipment List	Q'ty	Installation Room
Facility Furniture			
1	Desk 01 for Student	598	Classroom (583 units), Seminar Room (15 units)
2	Desk 02 for Lecturer (Classroom)	14	Classroom (12 units), PC Classroom (1 unit), Seminar Room (1 unit)
3	Desk 03 for Lecturer's Room	19	Lecturer Room (16 units), Library (3 units)
4	Desk 04 for PC Classroom	39	PC Classroom (39 units)
5	Desk 05 for Library	8	Library (8 units)
6	Desk 06 for Library (PC type)	2	Library (2 units)
7	Podium 01 Desk for Speaker	15	Classroom (12 units), Auditorium (1 unit), PC Classroom (1 unit) , Seminar Room (1 unit)
8	Table 01 for Seminar Room	6	Seminar Room (1 unit), Library (1 unit), Lecturer Room (1 unit), Academic Lounge (3 unit)
9	Table 02 for Seminar Room	2	Seminar Room (2 units)
10	Table 03 for Meeting Room	32	Meeting Room (32 units)
11	Table 04 for Open Lounge	9	Lecturer Room (2 units), Open Lounge (3 units), Academic Lounge (4 units)
12	Table 05 for Main Lobby & Cafe space	23	Main Lobby（13 units), Cafe space (10 units)
13	Chair 01 for Classroom	795	Classroom (583 units), Seminar Room (35 units), PC Classroom (39 units), Library (18 units), Meeting Room (120 units)
14	Chair 02 for Lecturer Room	33	Classroom (12 units), PC Classroom (1 unit), Seminar Room (1 unit), Library (3 units), Lecturer Room (16 units)
15	Chair 03 for Open Lounge	66	Lecturer Room (14 units), Open Lounge (36 units), Academic Lounge (16 units)
16	Chair 04 for Main Lobby & Cafe space	92	Main Lobby (52 units), Cafe space (40 units)
17	Bookshelf 01 (Double Side Type)	10	Library (10 units)
18	Bookshelf 02 (One Side Type)	5	Library (5 units)
Equipment for Education and Training			
19	Projector 01 for Auditorium	1	Auditorium (1 unit)
20	Projector 02 for Classroom	14	Classroom (12 units), PC Classroom (1 unit), Conference Room (1 unit)
21	Screen 02 for Auditorium	1	Auditorium (1 unit)
22	Screen 01 for Classroom	14	Classroom (12 units), PC Classroom (1 unit), Conference Room (1 unit)
23	Public Address System 01 for Auditorium	1	Auditorium (1 unit)
24	Public Address System 02 for Classroom	14	Classroom (12 units), PC Classroom (1 unit), Conference Room (1 unit)
25	PC 01 for Classroom (Desktop Type)	19	Classroom (12 units), Library (5 units), PC Classroom (1 unit),Conference Room (1 unit)
26	PC 02 for PC Classroom (Desktop Type)	39	PC Classroom (39 units)
27	Text-to-speech software for PC	2	Library (2 units)
28	LCD monitor	4	Classroom (3 units), Conference Room (1 unit)
29	Video Conference System Set	4	Classroom (3 units), Conference Room (1 unit)
30	Copy machine	2	Library (1 unit), Lecturer Room (1 unit)
31	Printer for PC	2	Library (1 unit), Lecturer Room (1 unit)
32	Wireless LAN System	1	Whole Facility Space (1 set)

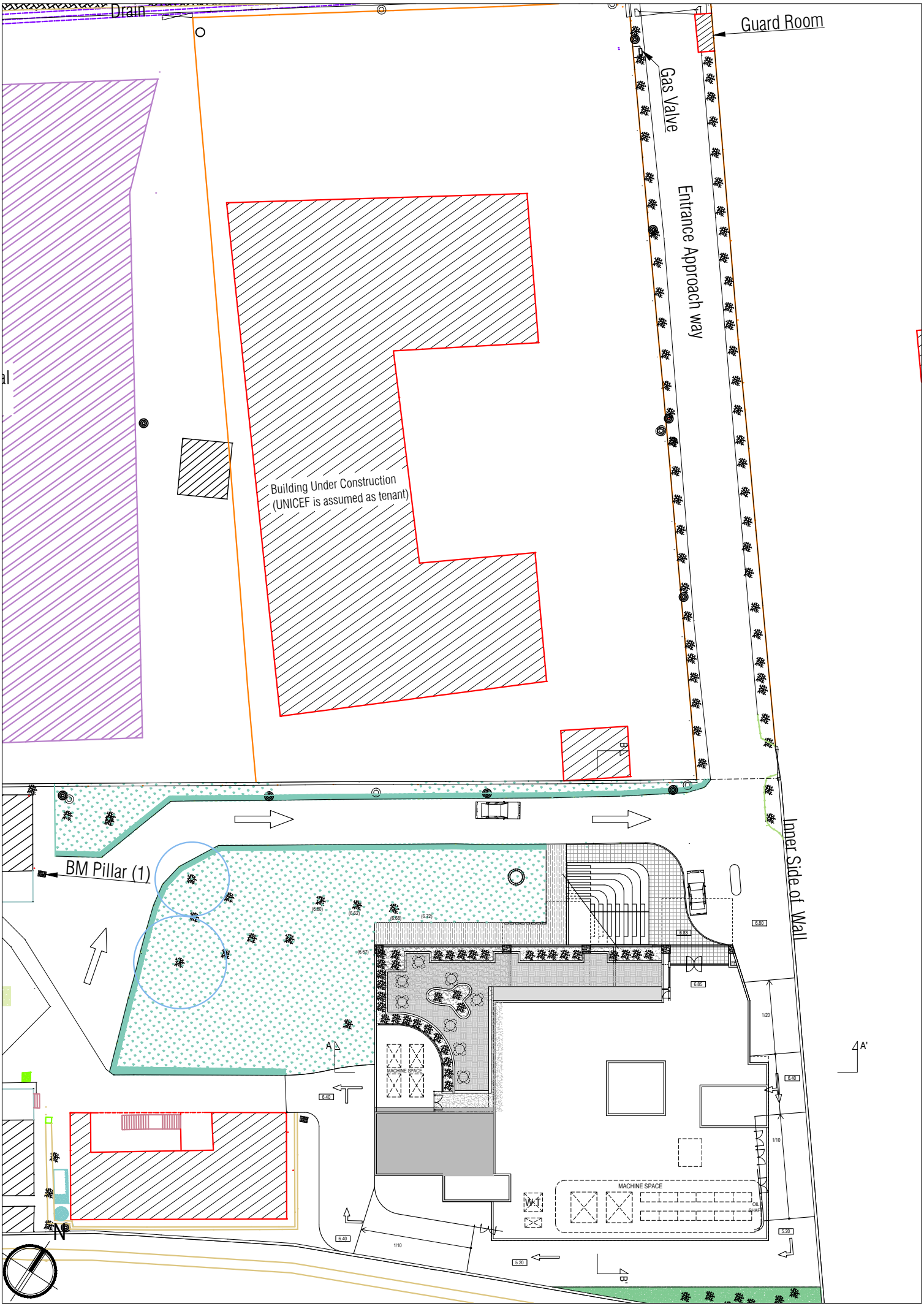
(5) Measures for fluctuations in Voltage

In order to avoid malfunctions of equipment caused by blackouts and fluctuations in voltage in Dhaka city, UPS (Uninterrupted Power Supply) will be provided to the audiovisual equipment and ICT equipment.

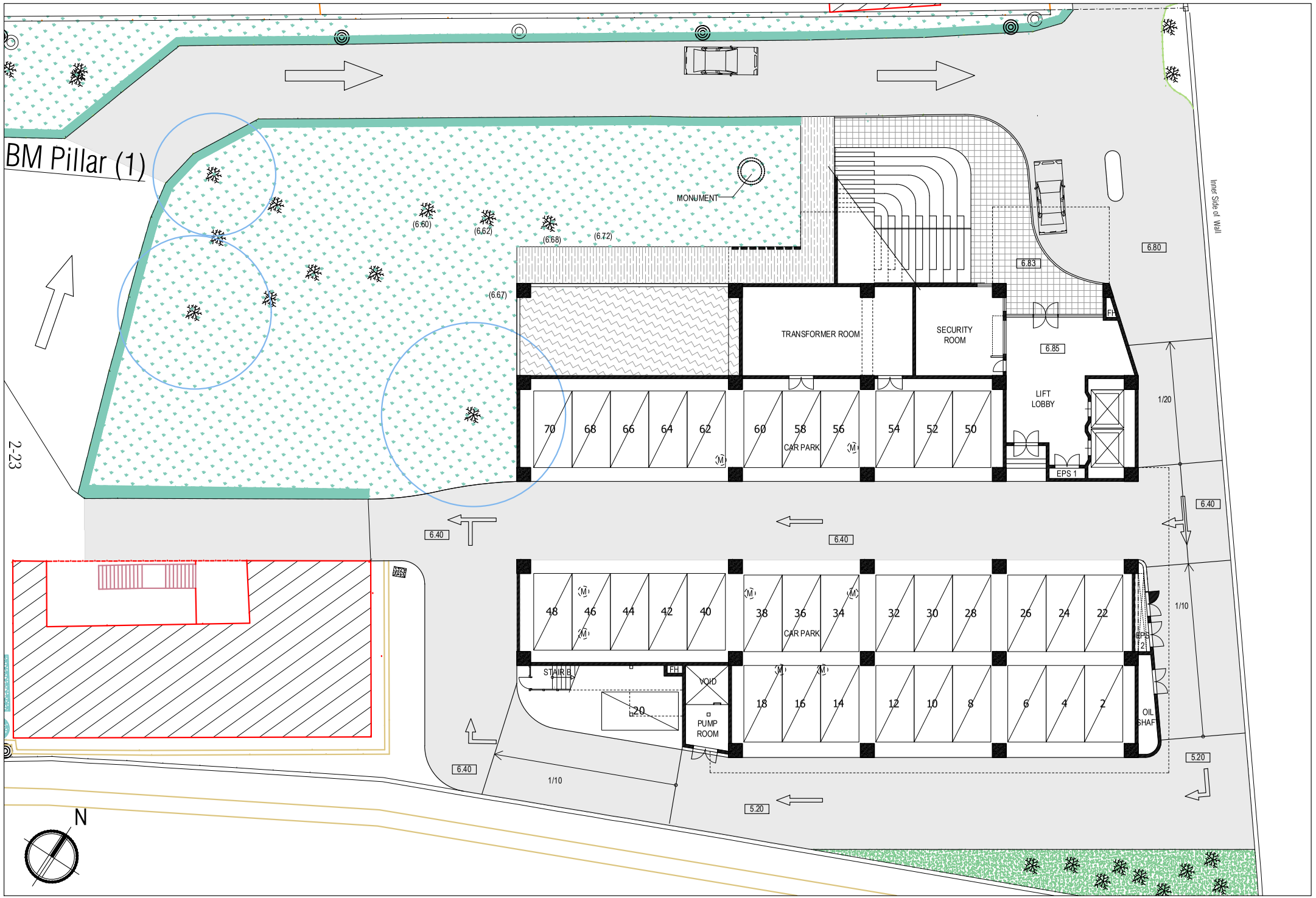
2-2-3. Outline Design Drawing

This section presents the following outline design drawings.

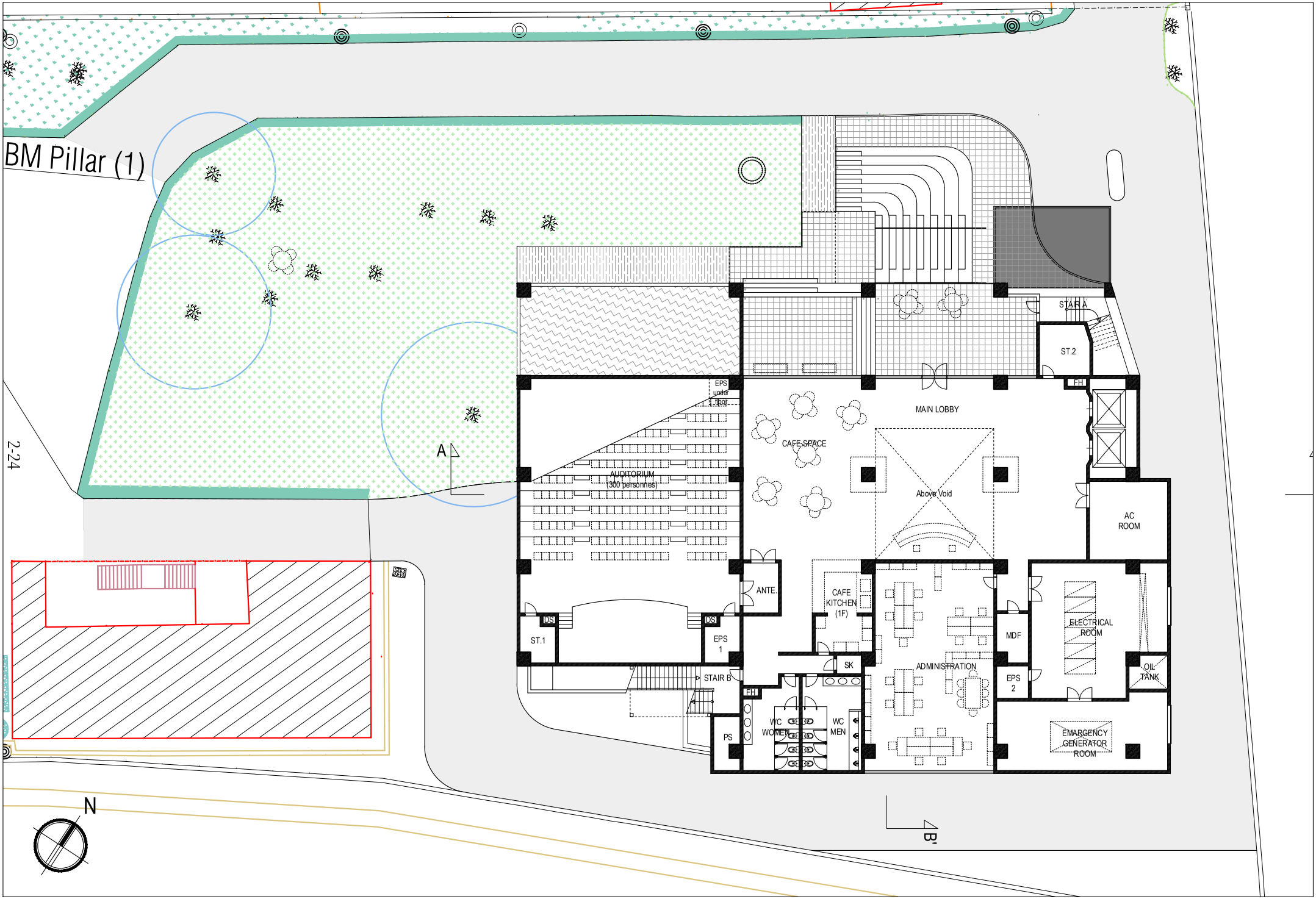
- Site Plan
- Ground Floor Plan
- First Floor Plan
- Second and Third Floor Plan
- Fourth and Fifth Floor Plan
- Sixth and Seventh Floor Plan
- Elevation
- Section



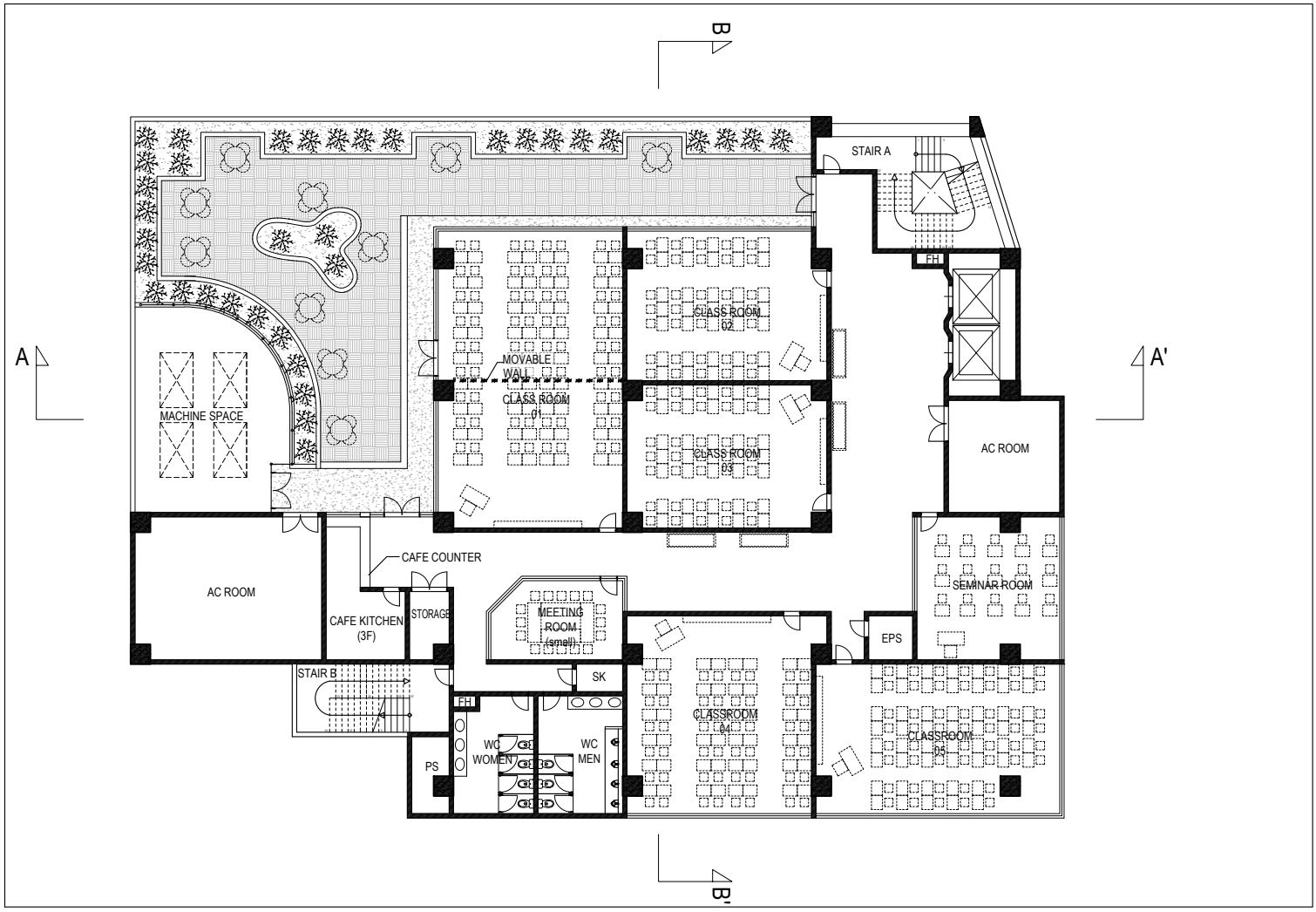
Site Plan - Scale 1/500



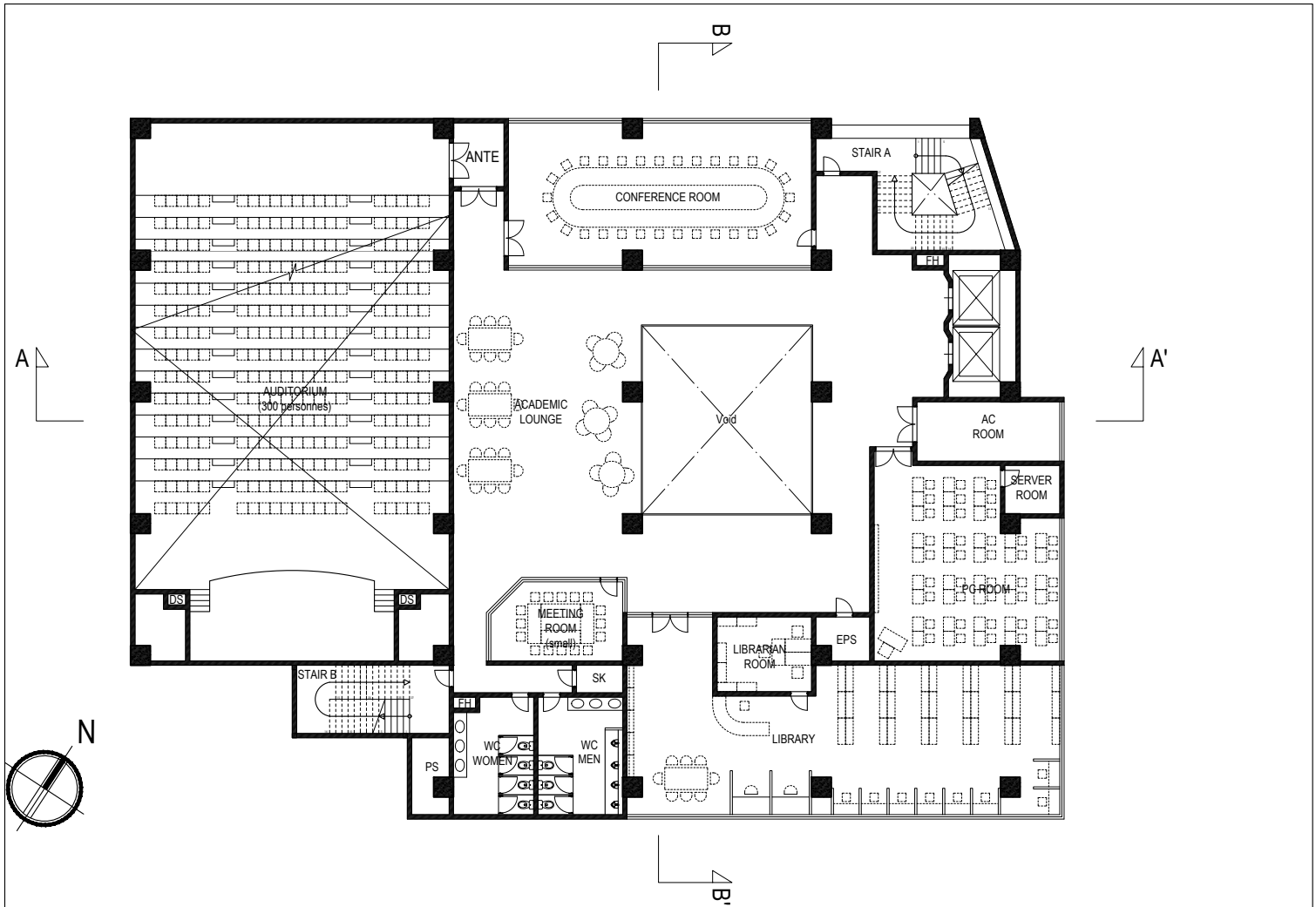
Ground Floor Plan - Scale 1/300



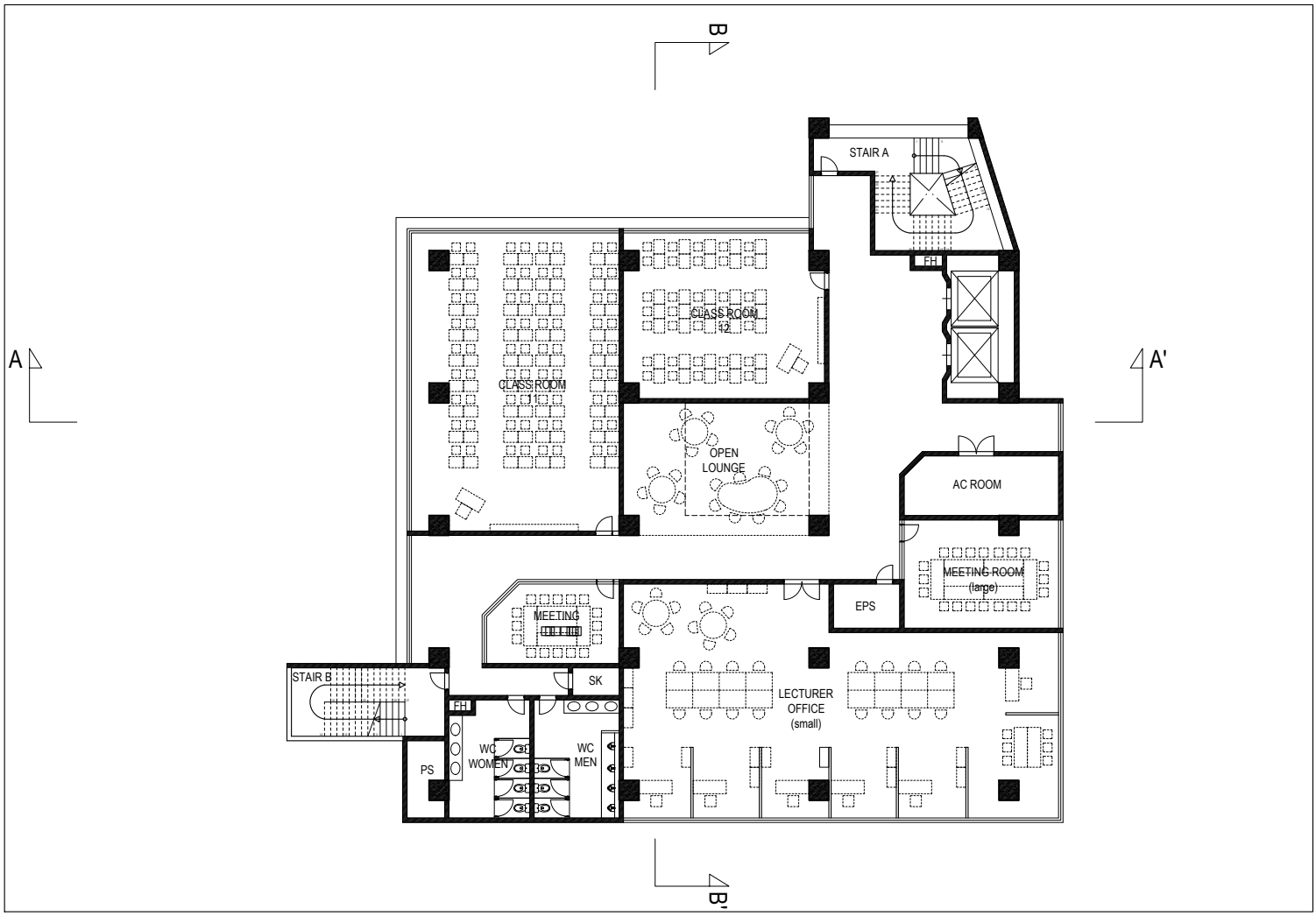
First Floor Plan - Scale 1/300



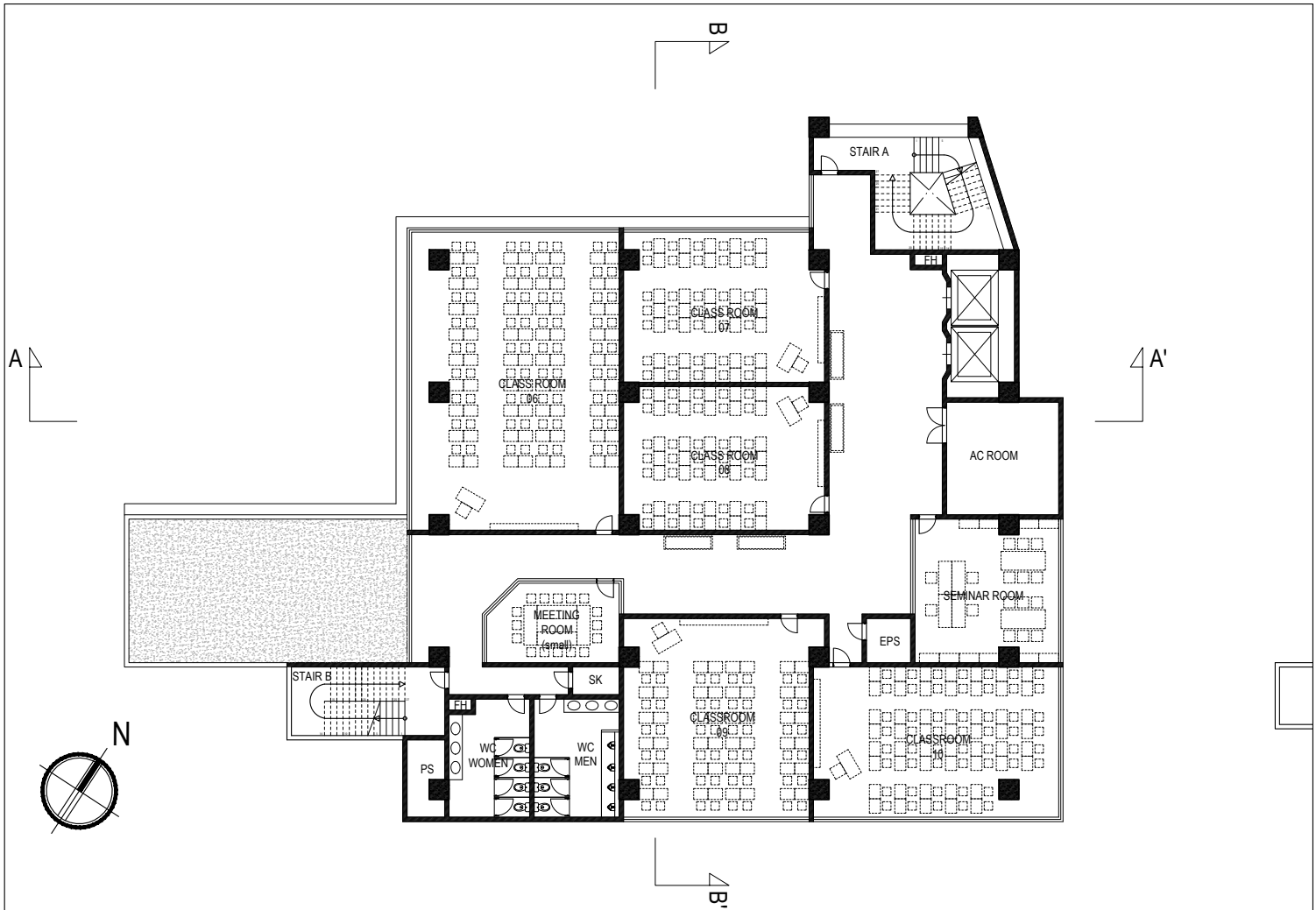
Third Floor Plan - Scale 1/300



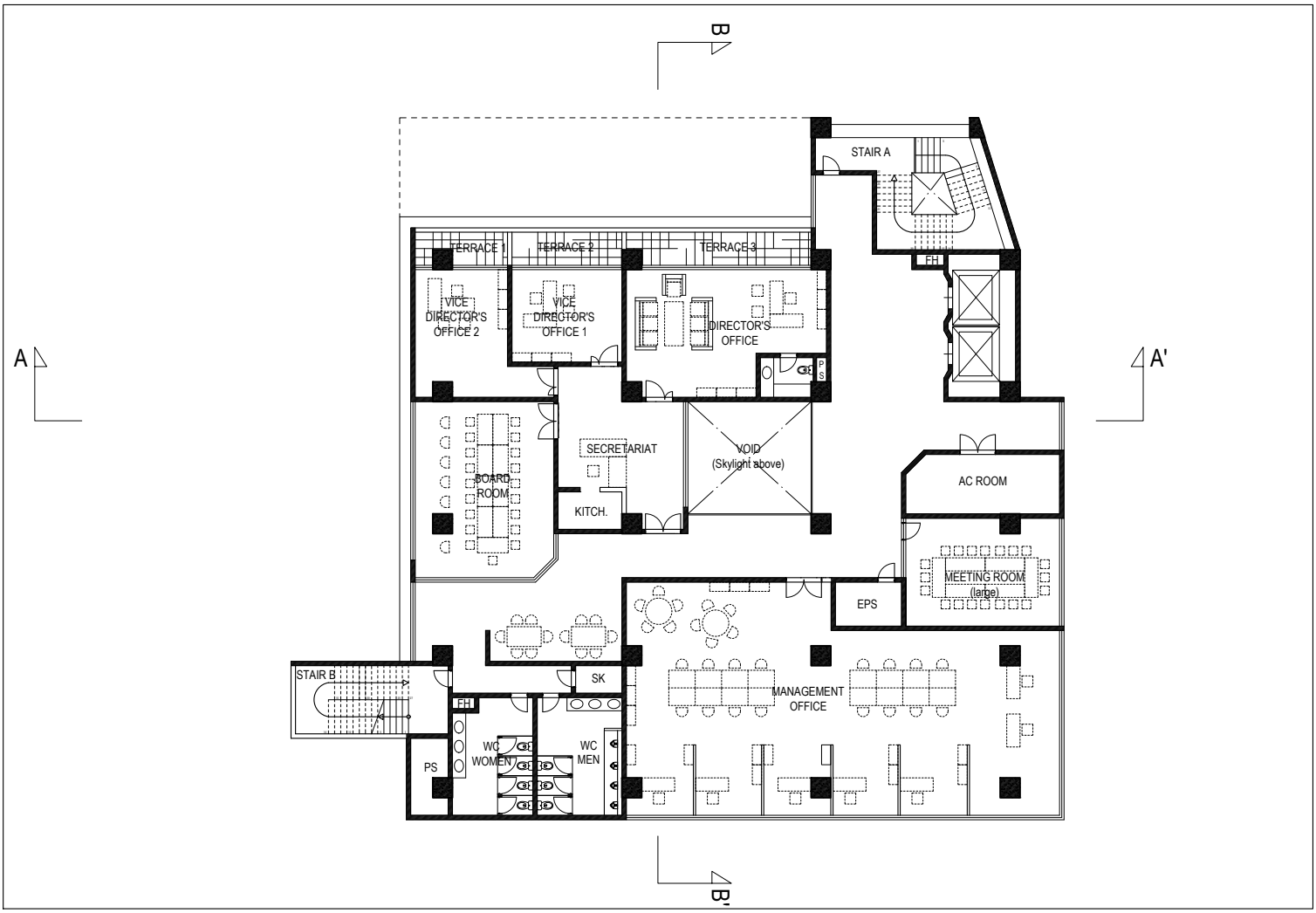
Second Floor Plan - Scale 1/300



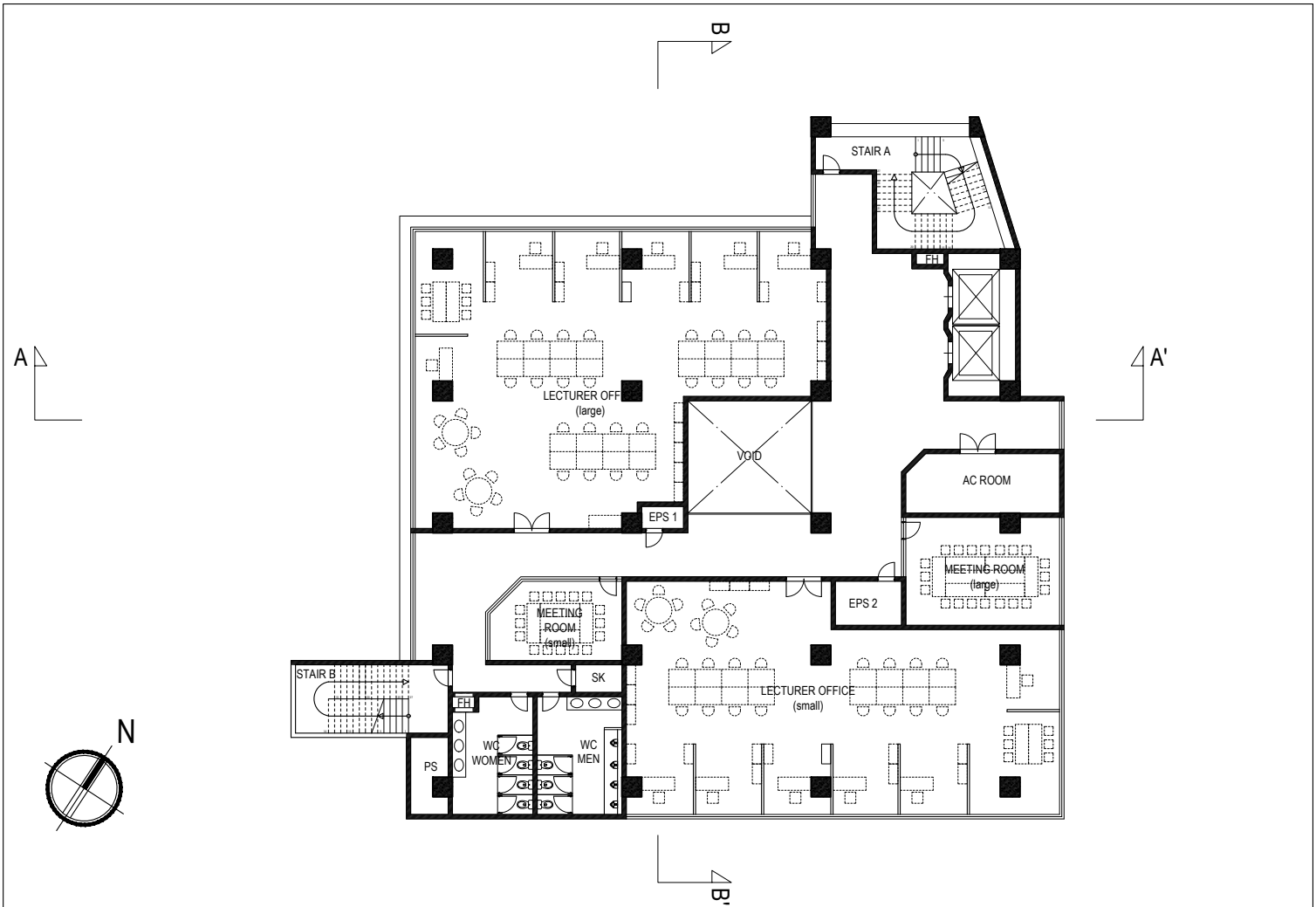
Fifth Floor Plan - Scale 1/300



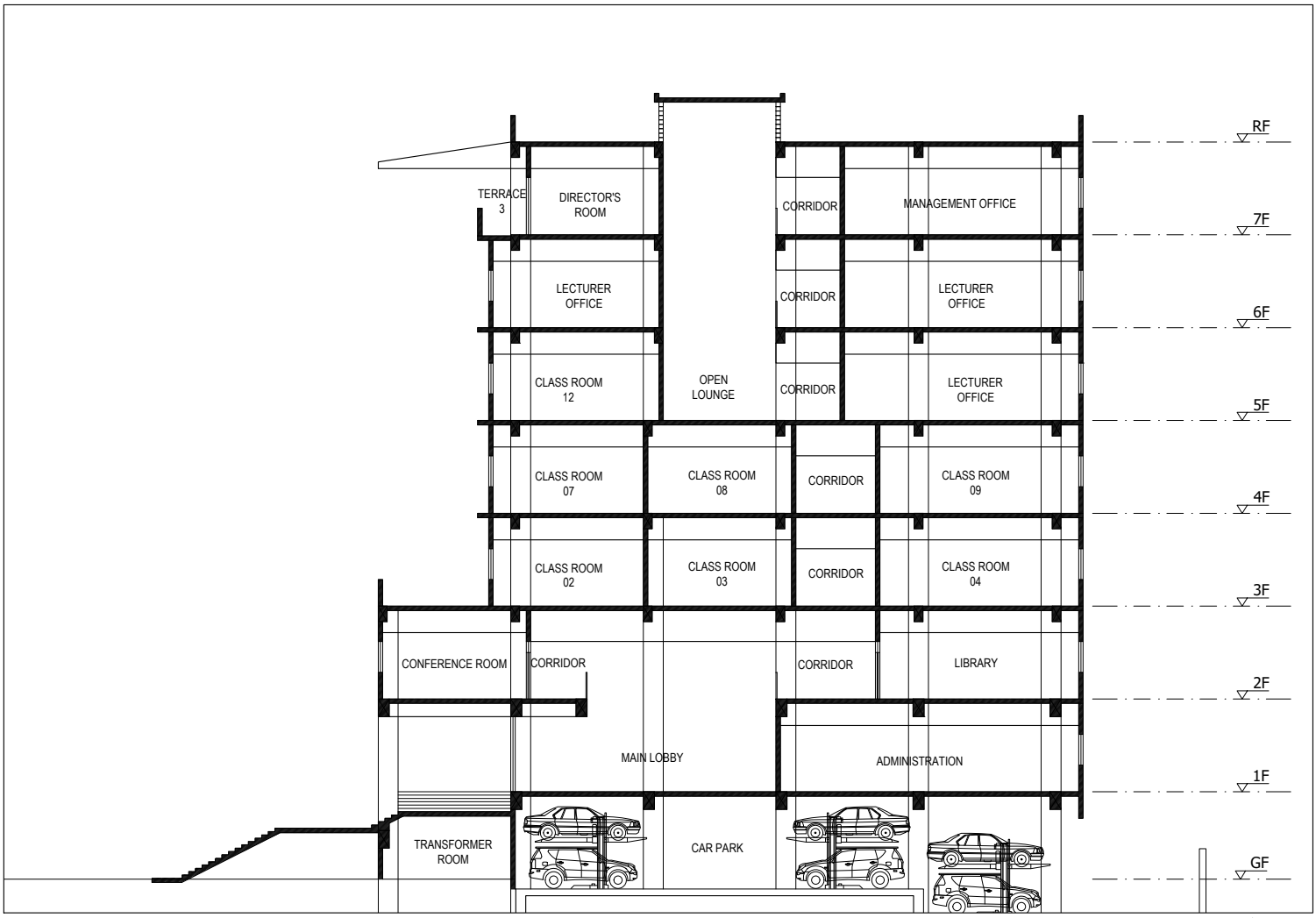
Fourth Floor Plan - Scale 1/300



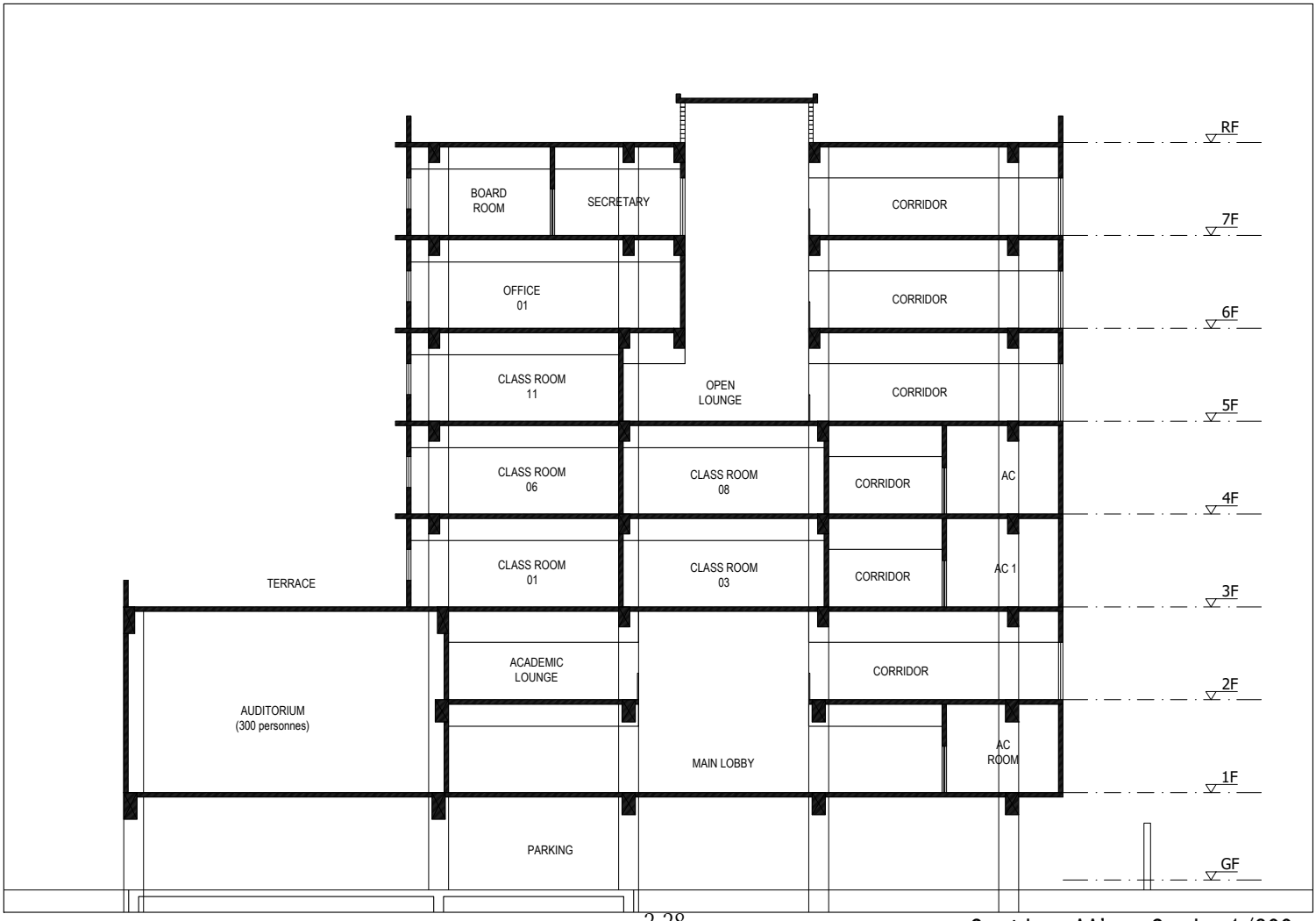
Seventh Floor Plan - Scale 1/300



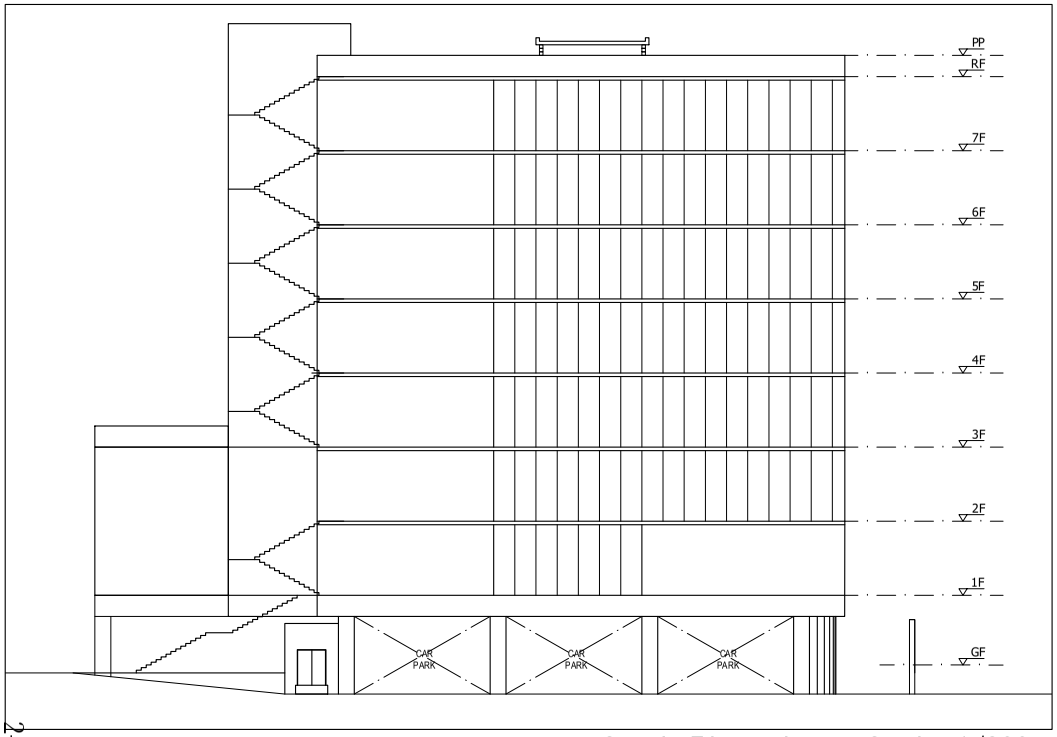
Sixth Floor Plan - Scale 1/300



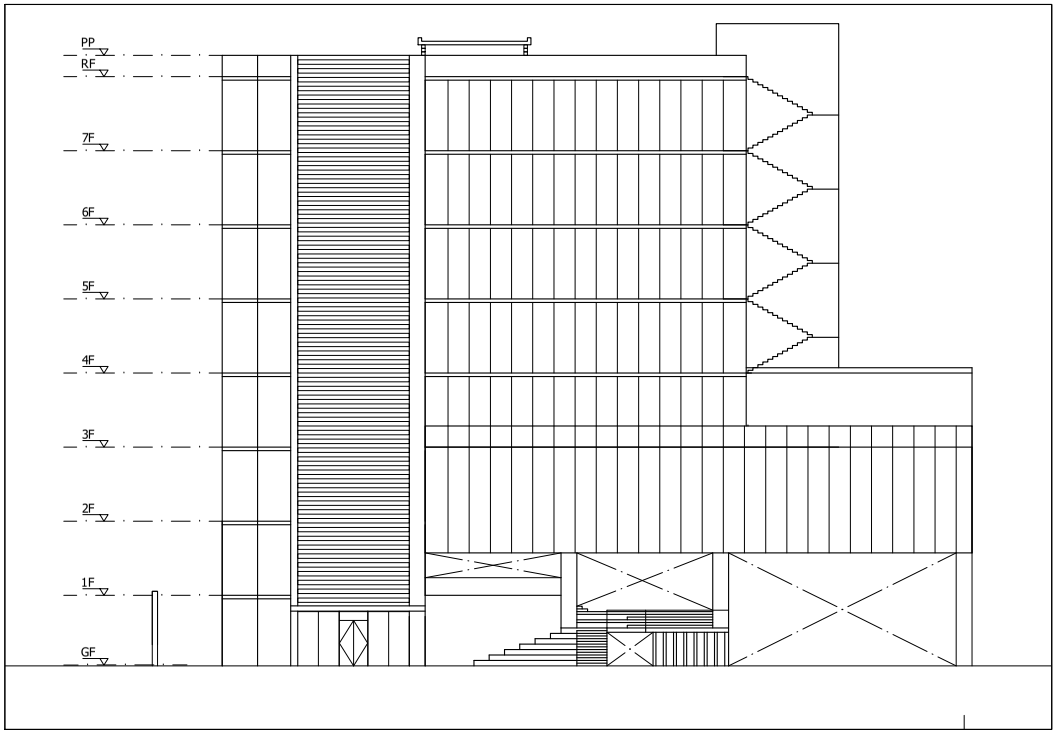
Section BB' - Scale 1/300



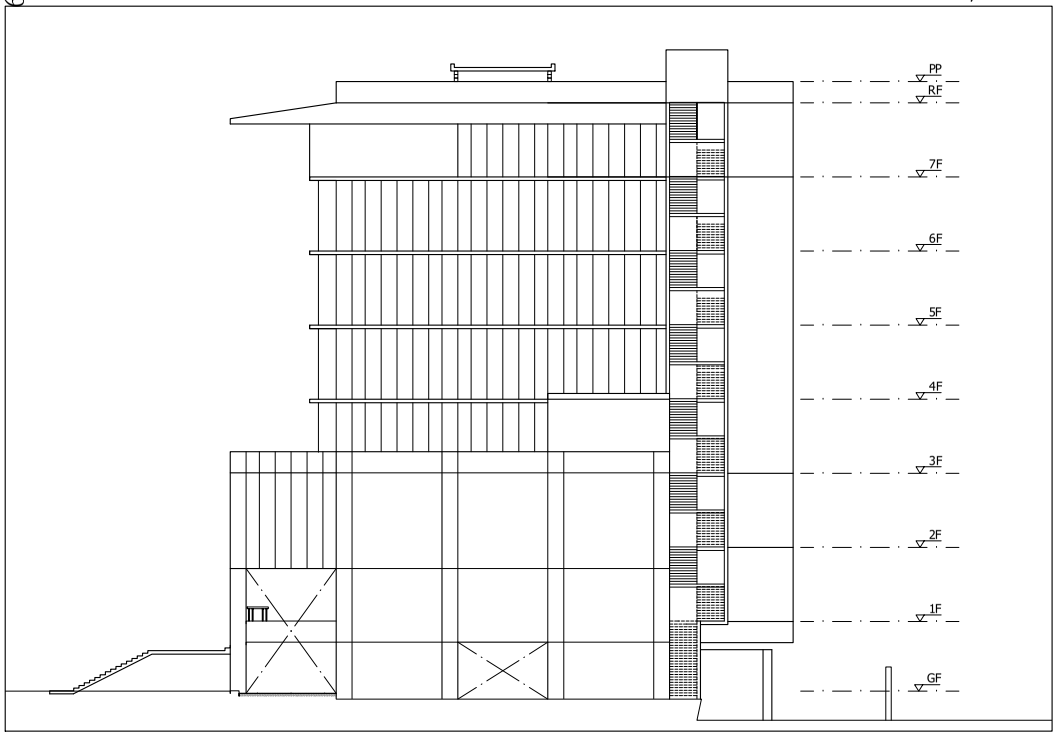
Section AA' - Scale 1/300



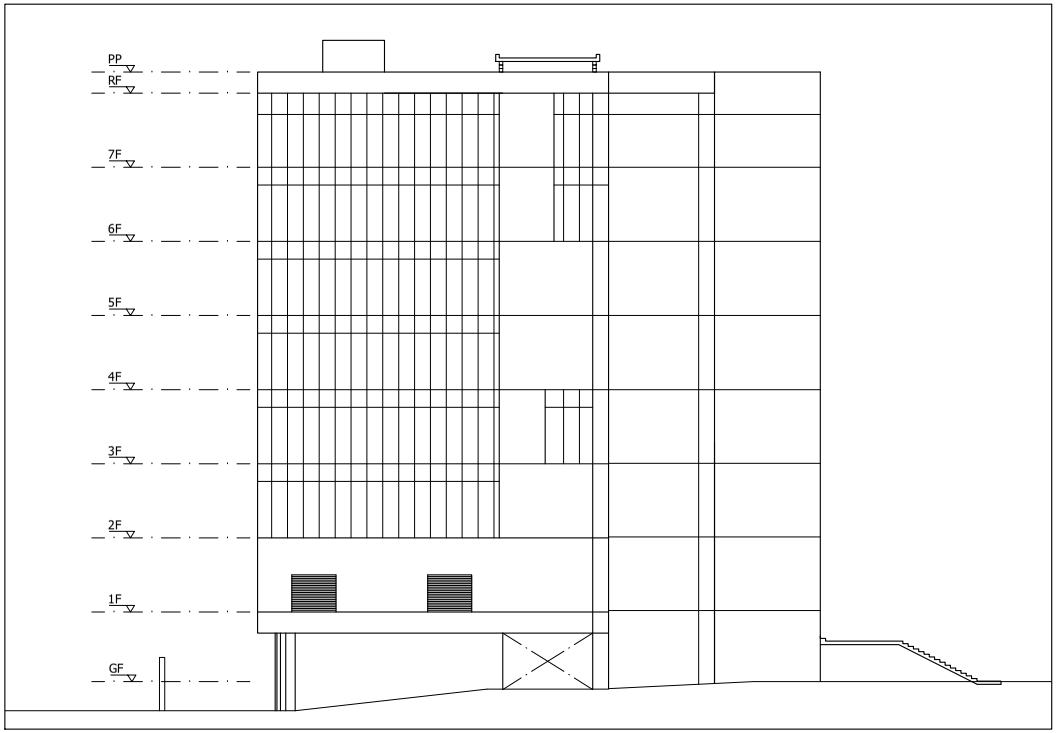
South Elevation - Scale 1/300



North Elevation - Scale 1/300



West Elevation - Scale 1/300



East Elevation - Scale 1/300

2-2-4. Implementation Plan

2-2-4-1. Implementation Policy

(1) Project Implementation Structure of Bangladesh

The responsible implementing agency of the Government of Bangladesh for the Project is the ministry of Public Administration (MOPA), which will be a signatory of relevant agreements and contracts including the E/N・G/A. Implementation agency is the Bangladesh Institute for Governance and Management (BIGM).

(2) Consultant

In order to facilitate the procurement of construction materials and equipment and the construction of facilities under this project, a Japanese consultant will conclude a design supervision agreement with MOPA to carry out the implementation design, assistances for bidding process, and construction and procurement supervision work related to this project. The consultant will prepare the bidding documents and will also work on behalf of the project executing agency, MOPA, for the bidding of facility construction work. In addition, the consultant will have a resident construction supervisor (building engineer) reside at the site to carry out comprehensive construction supervision including quality control and process management. In the same way, equipment procurement will be supervised from equipment bidding to installation, commissioning, operation training and delivery.

(3) Contractor and Equipment Supplier

Contractors and equipment suppliers of a Japanese corporation in accordance with the Japan's Grant Aid scheme, shall be selected by the Bangladesh side through open bidding, and will carry out the construction of the facilities and the procurement of equipment. The construction period is expected to be about 22 months, and shall be completed within the schedule, taking into account the procurement condition of materials and equipment, and the construction environment in Bangladesh.

1) Facility construction work

The contractors for the facility construction shall include ability such as, progress of construction of equivalent projects especially in Bangladesh, and reliable safety management and construction capacity and progress, appropriate plans for loading and unloading equipment. It is also important to have the ability to implement sufficient safety measures for managers / teachers, support staff, and students of BIGM during the construction period, since the operation will continue in the existing premises (the classroom building and the administration building).

2) Equipment procurement

In order to shorten the construction period, the equipment supplier shall survey the targeted facility for the project at least three months prior to the delivery of the equipment, confirm the equipment delivery route, the planned installation location, the power supply status of audio equipment, ICT equipment, etc. It is necessary to prepare schedule for such delivery, installation and initial operation training, and then provide equipment installation and initial operation training.

In addition, this project includes installation of audio equipment and ICT equipment that involve the interaction with the facility equipment, and the uncertain security situation in

Bangladesh may affect the timing of equipment delivery and installation. The facility construction contractor shall also be responsible for the procurement of equipment in order to ensure the completion of construction within the period.

(4) JICA

As the implementing agency of the Government of Japan for the Grant Aid, JICA provides necessary services for executing the Project in accordance with the Japan's Grant Aid Scheme.

(5) Dispatchment of engineers

The construction of the facilities in this project consists of the procurement, transportation, delivery of materials, equipment, and site construction. Therefore, balanced management is essential, and it is deemed necessary to dispatch Japanese contractor engineers who can consistently direct and manage the entire construction. Contractors shall assign: 1 site manager, 2 construction engineers (on-site, and documentation), 2 facility engineers (for electrical and mechanical works), 1 safety manager and 1 clerk. Consider assignment of local technical assistants appropriately.

(6) Local consultant

There are local consulting firms, who has experience in large-scale construction work, there are scattered individual consultants who are increasing their expertise through the hiring of donors from various countries and foreign companies. Therefore, in this project, consider local consultant assisting the Japanese consultant, taking into account the capabilities.

(7) Local construction company

In Bangladesh, especially large-scale project construction work is mostly done by foreign-capitalized Contractors. Therefore, in this project, consider capacity of local contractors and utilized as subcontractors.

(8) Overall relationship of the implementation plan

The interrelationship among the authorizations in charge of the implementation of the project, including the supervision of construction, is shown in the figure below. (See Figure 2-10)

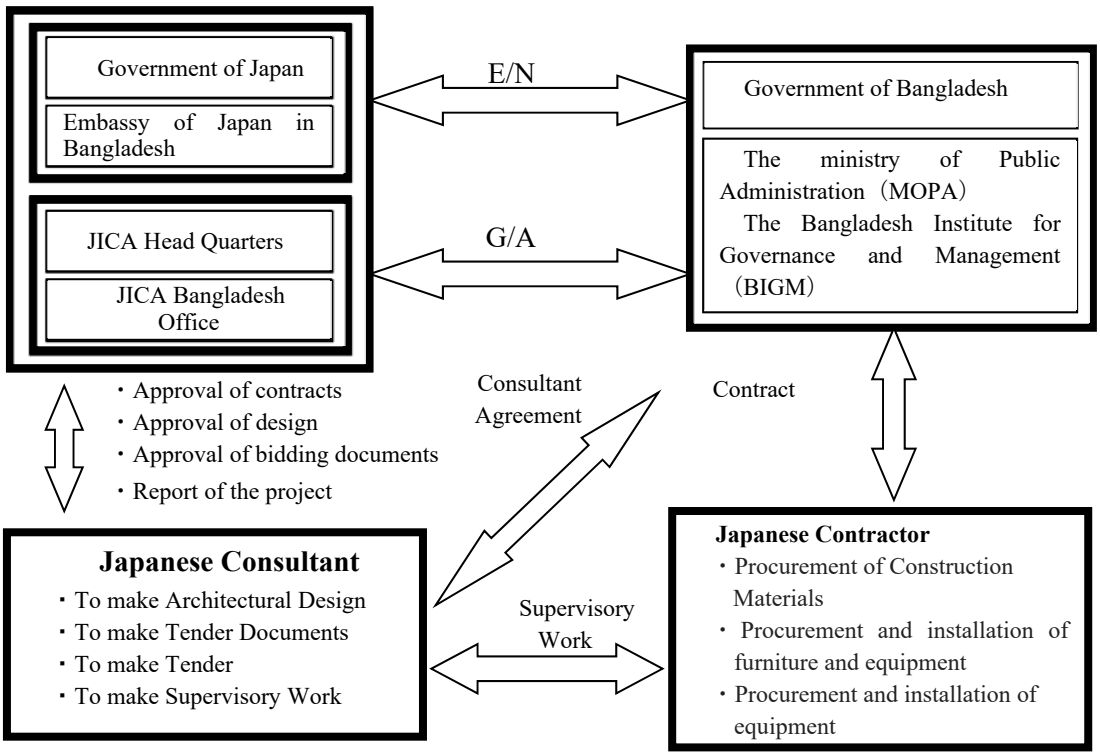


Figure 2-10　Implementation flow

2-2-4-2. Implementation Conditions

(1) Location of site

The project site is located in Dhaka City, the capital city where the main equipment and material are procured. However, because of the narrow construction area, a construction plan and a procurement plan will be formulated with the following points in mind.

1) Temporary Work

The temporary site office will be installed near the entrance of the site so that the resident supervising engineer of the consultant, the manager of the construction company, the building engineer, etc. can always check the site. If the inside of the yard becomes too small at each construction stage, consider temporarily setting up a room for the clerk of the construction company or a construction drawing technician, outside the site.

The north side of the site will be secured as the main unloading work space, and a route for construction vehicles.

2) Material transportation and delivery

In Bangladesh, the rainy season is from April to October, and the precipitation is particularly high from May to October due to the monsoon. Minimize the disruption to the transportation and delivery process considering this issue, when planning.

3) Procurement of concrete

In the construction work for this project, concrete is required for piles, foundations and superstructures, but it is difficult to secure a space for storing materials such as cement and aggregates in the narrow construction area and on the site with existing buildings. Therefore, concrete will be procured from a concrete manufacturing plant in order to shorten the construction

period also. There are traffic restrictions for large construction vehicles in Baridara and Gulshan areas, east of the construction site, but there is no traffic regulation on the west side where the concrete manufacturing plant near the construction site is located. On the other hand, due to traffic congestion, concrete may be cast at night to avoid this as necessary.

4) Storage of construction materials

Due to the narrow site, major materials such as reinforced bar and form for foundation and structure works, which are fabricated at the sub construction company's yard, shall be kept around the constructing building temporally and set up in the constructing part imediatelly after delively from the yard. At finishing work stage, after the completion of the foundation and the first floor, where necessary materials will increase, the piloti part of the ground floor parking lot can be effectively used as a material storage area and a temporary site office.

(2) Procurement of materials

The major construction materials and equipment used in this project are generally procurable in Bangladesh (including general imported materials). When procurement of construction materials from Japan or a third country is required, the transportation route will be inland transport to the construction site or the material storage site of this project via Chattogram Port as well as equipment.

1) Cement

There is a cement manufacturing company in Bangladesh. Although raw materials are sometimes imported from neighboring countries, they are mainly manufactured and sold within the country.

2) Reinforcing bar

There are rebar manufacturing companies in Bangladesh. ASTM standard products are mainly distributed, nominal diameters 1/4, 3/8, 1/2, 5/8, 1 inch (JIS standard products D6, D10, D13, D16, D25 or equivalent), yielding Level of grade 40 and 60 (JIS standard SD295 and SD345 equivalent), unit length 12 m can be procured.

3) Aggregate for concrete

Aggregates may sometimes be imported from neighboring countries due to have limitation in the collection and crushing process in Bangladesh. Although usually they can be procured domestically.

4) Concrete

There is a concrete manufacturing plant in Dhaka city. It is determined that ready-mixed concrete can be transported to the construction site from the concrete manufacturing plant, by ready-mixed concrete vehicles within 90 minutes. But in case of traffic congestion, early morning and nighttime transportation and driving is considered.

5) Steel

Imported steel material from neighboring countries is widely available, and there are steel fabrication plants that process and assemble steel frames in Bangladesh

6) Equipment material and mechanical equipment

Equipment and materials such as electrical equipment, sanitary equipment and air conditioning and ventilation equipment that require reliability and safety performance, as well as mechanical equipment for lift and mechanical parking lots, have distributors and agents handling products from Japan, Europe and the United States, and procurement in Bangladesh is possible. Selection of equipment materials and mechanical equipment to be done in consideration of the quality of durability and functional sustainability.

(3) Safety management

For the implementation of this plan, establish safety management system as follows.

- Regarding local safety management standards, the National Building Code (BNBC: Bangladesh National Building Code) has been established under the Building Construction Act (BCA). In fact, in general, at the execution level, the contents stipulated in the rules are not sufficiently performed. Therefore, the safety management of this project will be managed in accordance with the ODA safety management guidance, in compliance with BCA and BNBC.
- The supervisor will carry a mobile phone and establish an emergency communication network covering Japanese construction officials, Bangladesh officials, police, etc., and disseminate them to all concerned.
- Enforce morning assembly and confirm work schedule of the day and give safety instructions before starting work.
- Thoroughly inspect the site before and at the end of work, and confirm that work scaffolds, supports, handrails, etc. are in a safe working environment.
- If the weather is bad, the work floor and the access road will become slippery, which may cause the workers to fall or tumble. Therefore, always check the access area to ensure good conditions.
- Operation of existing buildings in the BIGM compound will be continued during the construction of the facilities. Also, from the viewpoint of safety management, safety monitoring personnel will be assigned.
- Regarding security situation in Dhaka, a hotel with good security system is appropriate as a dormitory for long-term stay of Japanese engineers.
- From the viewpoint of terrorism, security and prevention of theft, assign 24-hour security (one person 8 hours) in the construction site, and the off-site storage area for equipment and materials.
- Consideration will be given to dealing with covid-19.

(4) Considerations in equipment procurement

Since there is a large difference between the construction period of the facility and the delivery period of the equipment, the equipment supplier will provide delivery, installation, and initial operation training of the equipment, according to the construction progress of the facility. Implement reliable schedule management so that procurement related operations complete within the schedule of facility construction.

2-2-4-3. Scope of Works

Table 2-15 shows allocation of works of Japan and Bangladesh of this project.

Table 2-15 Allocation of works of the Project

No.	Item	Japan	Bangladesh	Remarks
1	Facility construction			
①	Securing planned construction site		●	Scope of the facility
②	Provision of temporary land (construction site)		●	Provision of temporary land (construction site)
③	Land preparation work for the planned construction site		●	Including cutting of obstructed trees
④	Off-site equipment storage site	●		
⑤	Off-site workshop	●		
⑥	Temporary construction work such as temporary enclosure fence at the construction site	●		
⑦	Construction work of the facility	●		
⑧	Construction of parking lot in the facility	●		
⑨	Pavement construction around the facility	●		
⑩	Planting work in the facility (roof terrace)		●	
⑪	Planting work around the facility		●	
⑫	Pavement construction on the approach passage way		●	
2	Electrical installation work			
①	Removal of the existing incoming service wire (to service the facility)		●	
	Power receiving work for the facility		●	
③	Wiring work within the facility	●		
	Power receiving and distribution panel construction in the facility	●		
3	Plumbing and sanitation facilities construction			
①	Provide branch point of existing city water service pipe (including water stop valve and water meter installation)		●	
②	Plumbing and water tank construction	●		
③	Sewage pipe construction (sewage, miscellaneous drainage, rainwater)	●		
④	Septic tank construction	●		
4	Air conditioning and ventilation equipment construction			
①	Ducting and heat insulation	●		
②	Air conditioning equipment installation work	●		
5	Procurement, production and installation of equipment and furniture			
①	Procurement, production and installation of audio equipment	●		
②	Procurement, production and installation of IT equipment	●		
③	Procurement, production and installation of furniture in the facility	●		
④	Furniture of the management department in the facility		●	
⑤	Curtains and blinds in the facility		●	
6	Banking Arrangement			
①	Opening a bank account based on B / A, and A / P commissions		●	
7	Customs clearance			
①	Responsibility for sea transport (air transport) of construction-related products to recipient countries	●		
②	Tax burden and customs clearance at unloading port		●	
③	Inland transportation of materials and equipment from the port of loading and unloading to the site	●		
8	Others			
①	Construction permit application		●	
②	Tax burden measures (value added tax, etc.)		●	

No.	Item	Japan	Bangladesh	Remarks
③	Maintenance of facilities and equipment		●	
④	Construction costs not included in grant aid		●	
⑤	Procedures related to environmental and social considerations		N/A	Category C

Remarks : B/A: Banking Arrangement, A/P: Authorization to Pay
● : Indicates the responsibility for the item.
◆ : Items determined by mutual consultation
N/A Not applicable.

2-2-4-4. Consultant Supervision

Based on Japan's Grant Aid Scheme, the consultant shall form a consistent project team for implementing design and construction supervision based on the basic design, aiming for smooth work execution. The consultant shall be fully aware of the various conditions in the project site and Bangladesh in proceeding construction supervision and equipment procurement supervision, and shall maintain the consistency of schedule management, quality control, output management and safety management.

(1) Basic policy of construction supervision / procurement supervision

Basic policy of the consultant supervise is to supervise progress of the construction and the procurement of materials and equipment so that the construction is completed within the prescribed construction period, secures quality, workmanship and delivery time of the materials and equipment indicated in the contract, and secures the on-site construction safely.

The main points to be considered for construction supervision / procurement supervision in this project are shown below.

1) Schedule management

The consultant compares the implementation process planned at the time of the contract and the actual progress every month and week so that the contract is completed within the construction period indicated in the contract. In addition, it calls on contractors to pay attention, requests the submission and implementation of countermeasures, and provides advice on completing construction and delivery of materials and equipment within the contract period.

1. Confirmation of materials, equipment, and progress of construction
2. Confirmation of equipment and materials import results (construction materials and equipment and furniture)
3. Confirmation of temporary construction and construction equipment preparation
4. Confirmation of plan and actual numbers of engineers, technicians, and labors, etc.

2) Safety management

Discuss and cooperate with the contractor's safety manager to prevent accidents at the site during construction, and injuries and accidents to third parties (managers, teachers, support staff and students).

On-site safety management points are as follows.

1. Establishment of safety management rules and appointment of manager
2. Installation of safety monitoring personnel
3. Prevent accidents of construction machinery by conducting periodic inspections

4. Formulation of operation routes, and thorough safety driving for construction vehicles and transport equipment
5. Installation of safety facilities and periodic inspection
6. Welfare measures for workers and encouragement to take holidays

(2) Construction management / procurement management system

Since this project covers a wide range of construction items, one resident construction supervisor (for facility) will be assigned and the following technicians will be dispatched in a timely manner according to the progress of the construction.

Chief Consultant	:	Explanation of general drawings to the client at the commenthment of the construction work, General inspection at the interim and completion of the construction work
Supervisor (Architect)	:	Explanation of specifications for architaectural materials to the client, Architectural inspection at the interim of the construction work
Supervisor (Structure)	:	Structural inspection at the piling work
Supervisor (Electrical)	:	Explanation of specifications for electrical materials and equipment to the client, Electrical inspection at the completion of the construction work
Supervisor (Mechanical)	:	Explanation of specifications for mechanical materials and equipment to the client, Mechanical inspection at the interim of the construction work
Equipment Procurement Supervisor	:	Equipment inspection on drawing, inspection at the delivery, installation, assembly and initial operation training and final inspection at handover

2-2-4-5. Quality Control Plan

(1) Basic policy

Quality control for the construction of this project shall conform to Bangladesh standards or international standards specified in Bangladesh. In the absence of applicable standards, Japanese standards shall apply. Various tests, such as tensile strength tests of reinforcing steel, compressive strength tests on concrete, and aggregate particle size distribution tests shall be conducted at the public and private testing agencies in Dhaka. Several concrete manufacturing plants in Dhaka have ability to provide large quantities of ready-mixed concrete using mixing vehicles, so it is possible to consistently outsource concrete, production, and quality control. A public institution will conduct concrete compressive strength tests thoroughly and efficiently implement quality control.

(2) Quality control items

Review and confirm whether or not the constructed facilities and the equipment produced and delivered satisfy the required quality based on the contract documents. If the consultant determines that ensuring quality or workmanship is at risk based on the review and confirmation, the consultant will promptly request the contractor to correct, change, or modify.

1) Review of construction drawings and material specifications

Prior to construction work, it is mandatory to submit construction drawings related to various works and the contents to be confirmed. In addition, the submission of the specifications and purchase certificate for the materials are requested to ensure the quality.

2) Inspection of production drawings and specifications of equipment

Prior to installation of AV and ICT equipment for education and training, submission of production drawings is required and the contents to be confirmed. In addition, confirm the specifications and production drawings at the time of delivery and installation.

3) Witness of production and manufacturing sites of materials and equipment, or check inspection results.

The construction materials and equipment to be purchased, shall be subjected to witness inspections at production / manufacturing factories and manufacturing / assembly factories, at necessity, in order to check quality of raw materials and to verify product inspection certificates.

4) Supervision and confirmation of the finished form and conditions

At the construction site, technical advice and inspection witness will be conducted at each stage of the construction work, defects shall be thoroughly corrected, and corrective measures shall be implemented. At the finished product inspection, confirm with the construction drawing.

The main quality control items are shown in the table below. (See Table 2-16)

Table 2-16 Main quality control plans

Name of Work	Management item	Test (inspection) method	Test frequency
Earthwork	Bearing capacity	Loading test	Test pile (one for each pile diameter
	Compaction degree	Visual inspection (confirmation of compaction of rammer every 30 cm)	All locations around the foundation
	Angle of root cutting slope Floor level accuracy	Measurement (1: 0.8 or more gradient) measurement	
	Imported soil inspection (If necessary)	Particle size test	1 borrow pit
Formwork construction	Finished form	Dimension inspection / photo	All members
	Material inspection	Sheet thickness, material, deformation	All members
	Assembly inspection	Visual inspection (gap, reinforcement, spacer)	All members
Rebar work	Tensile strength	Tensile strength（Equivalent to or more than JIS、ASTM)	Once for each size and steel type
	Overall quality	Mill sheet (Original) Check tag in case of mill sheet copy	Once for each size and steel type
	Bar arrangement inspection	Number / diameter / rebar spacing / joint length / fixation length / cover thickness	Before placing concrete, at all locations
Concrete work	Aggregate particle size	sieve analysis test	Once
	Concrete test mixing	Formulation, water-cement ratio, compressive strength, slump, salt concentration test	Once
	Compressive strength	Compressive strength test (design standard strength + correction value + extra)	Once each casting location
	Slump	Slump test	Each time
	Chloride content	Cantab test	Each one/place
	Concrete temperature	Concrete temperature during casting (35 ° C or less)	Every casting
	Finished form (After dismantling the formwork)	By measurement	All Place
Steel work	Steel materials and bolts	Mill sheet	Once per steel grade
	Production test	Measurement and visual inspection	All Place
	Installation accuracy	Measurement	All Place
	High tension bolt setting	Visual inspection	All parts
Joinery construction	Quality of Joinery	Visual inspection and measurement	When loading
Electrical work	Cables	Insulation test and conduction test	
Plumbing work	Leakage of water and drainage pipe	Water pressure test (60 minutes at 1.75Mpa) and Water functioning test	
Air conditioning and ventilation equipment	Equipment quality	Operation check	After installation
Education furniture	Furniture quality	Visual inspection and measurement	When loading
Audio equipment / ICT equipment	Equipment quality	Operation check	After installation

2-2-4-6. Procurement Plan

(1) Procurement of plan for construction material and equipment

Major construction equipment and materials used in this project can be procured in Bangladesh in general (including imported equipment available in the market). Among construction materials and equipment, cement, aggregate, reinforcing steel, wood, paint, etc. are easily available locally because many are produced in Bangladesh or imported from Europe, the United States and neighboring countries.

In addition, construction equipment, heavy equipment and transport vehicles can be leased or procured locally, and so there is no particular problem in the implementation of this project.

The table below shows the major origin of materials and equipment. (See Table 2-17)

Table 2-17 Origins of equipment and materials

Name of Material	Suppliers	Origin of production		Remarks
	Local	Local Product	Imported	
Construction				
Portland cement	○	○		Available domestically (raw materials are imported)
Aggregate for concrete	○	○	○	Available domestically (the production area follows that of the concrete manufacturing plant)
Formwork material	○	○	○	Available domestically
Reinforcing bar	○	○		Available domestically (ASTM Standard)
Steel frame	○		○	Available domestically (materials are imported from neighboring countries, processing and assembly are domestic)
Concrete block	○	○		Available in Bangladesh
Light steel gauge (LDS)	○		○	Available domestically (imported from neighboring countries and Europe and the United States)
System ceiling	○		○	〃
Gypsum board	○		○	〃
Glass wool insulation	○		○	〃
Ceramics and terrazzo tiles	○		○	〃
Structural plywood	○	○	○	〃
Woods	○		○	Available domestically (imported from neighboring countries)
Asphalt roofing	○		○	Available domestically (imported from neighboring countries and Western Countries)
Aluminum galvanized steel sheet	○		○	
Painting material	○		○	Available domestically (imported from neighboring countries and Western Countries)
Steel fittings	○	○	○	Available domestically (imported from neighboring countries and Western Countries)
Aluminum fittings	○	○	○	Available domestically (imported from neighboring countries and Western Countries)
Wooden fittings	○	○	○	Available domestically (domestic, and ready-made products are imported from neighboring countries and Europe and the United States)
Glass block	○		○	Imported from neighboring countries and Western Countries.
Glass	○		○	〃
Interlocking block	○	○		Domestically Available
Electrical installation work				
Generator	○		○	Domestically Available
Electric wiring	○		○	〃
Lighting fixtures	○		○	〃
Switches	○		○	〃
Disaster prevention equipment	○		○	〃
Plumbing and sanitation facilities construction				
Pipes	○		○	Domestically Available
Sanitary equipment	○		○	〃

Name of Material	Suppliers	Origin of production		Remarks
	Local	Local Product	Imported	
Hot water equipment	○		○	〃
Pump	○		○	〃
FRP tank	○		○	〃
Septic Tank			○	〃
Air conditioning fixtures				
Air conditioning equipment	○		○	Domestically Available
Ventilation equipment	○		○	〃
Ducting materials	○		○	〃
Construction Vehicles				
Dump truck	○		○	Domestically Available
Concrete mixer	○		○	〃
Concrete pump	○		○	〃
Backhoe	○		○	〃
bulldozer	○		○	〃
roughter crane	○		○	〃
Soil compactor	○		○	〃
Road roller	○		○	〃

(2) Equipment

Regarding the equipment to be procured in this project, facility furniture (desks, chairs, etc.) will be local products that can be procured in the Bangladesh market, which has been used by the executing agency. The equipment for education and training, including AV equipment and ICT equipment, procured under this project does not include advanced equipment, and are those generally available in markets all over the world. Therefore, products handled by local suppliers in Bangladesh are planned from the viewpoint of sustainable maintenance by the executing agency. These products are third-country products manufactured and imported in ASEAN countries, India, China, etc., near Bangladesh.

Upon expanding the scope of procurement from third countries, in addition to correspondence to installation / initial operation training, factors such as aftercare systems and quality that cannot be reflected in the specifications will be emphasized, and make sure not only prices will be adopted. Consider the establishment of conditions for manufacturers and other products that are registered in DAC or OECD countries, assuming competitiveness is ensured. The equipment to be procured under this plan includes some products of Japanese manufacturers, but those are manufactured in ASEAN countries, so the country of origin shall be a third country. However, in consideration of Japan's presence in grant aid, consider procurement from Japanese manufacturers.

(3) Transportation plan

When procurement from third countries and Japan is required, basically, Chittagong Port in Bangladesh will be used for sea transportation. After unloading, use the local Clearing and Forwarding Agent (C & F) to carry out customs clearance procedures. If the contractor in Japan has prepared the necessary shipping documents for customs clearance, and the executing agency pays for the customs duties, customs clearance will be granted in approximately one week. Land transportation from Chittagong Port to Dhaka, where the project site is located, takes about 6 to 7 hours.

2-2-4-7. Operational Guidance Plan

Equipment to be procured under the Project, at the time of delivery to the Bangladesh side, assembly / installation work / initial setup will be performed using technicians from local dealers under management of the equipment supplier. Upon completion, initial operation and maintenance training for engineers from the executing agency is provided. In addition, a list of distributors shall be handed over. The consultant supervises the implementation of this process.

2-2-4-8. Soft Component (Technical Assistance) Plan

The operation and maintenance of the existing facilities and equipment is adequately managed in its current state, with adequate staffing and budget allocation. In addition, because this plan excludes sophisticated systems and complex specifications, and it is relatively easy to operate and maintain, soft component plan is not particularly necessary.

2-2-4-9. Implementation Schedule

If this project is implemented with the Japanese Government's grant aid, the implementation process of this project up to the commencement of construction will be as follows.

- An exchange note (E / N) and grant agreement (G / A) are concluded between the two governments.
- A Japanese corporation consultant is recommended by the Japan International Cooperation Agency.
- An implementation of design and supervision contract is concluded between MOPA and the nominated consultant.
- Preparation of the implementation design documents, bidding work in Japan, and contracts with contractors, leading to construction work.

After signing the contract, with the approval of the Government of Japan, the construction contractor and the equipment supplier will undertake facility and equipment construction. It is estimated that the construction work and the procurement and installation of equipment will be about 29 months (excluding the defects notification period) based on the facility scale and local construction labor conditions of this project. This is premised on the smooth procurement of equipment and materials, prompt procedures and reviews by the relevant authorities in Bangladesh, and the smooth implementation of necessary preparation work to be done by Bangladesh side. Based on these, the project schedule is as shown in the figure below. (See Figure 2-11)

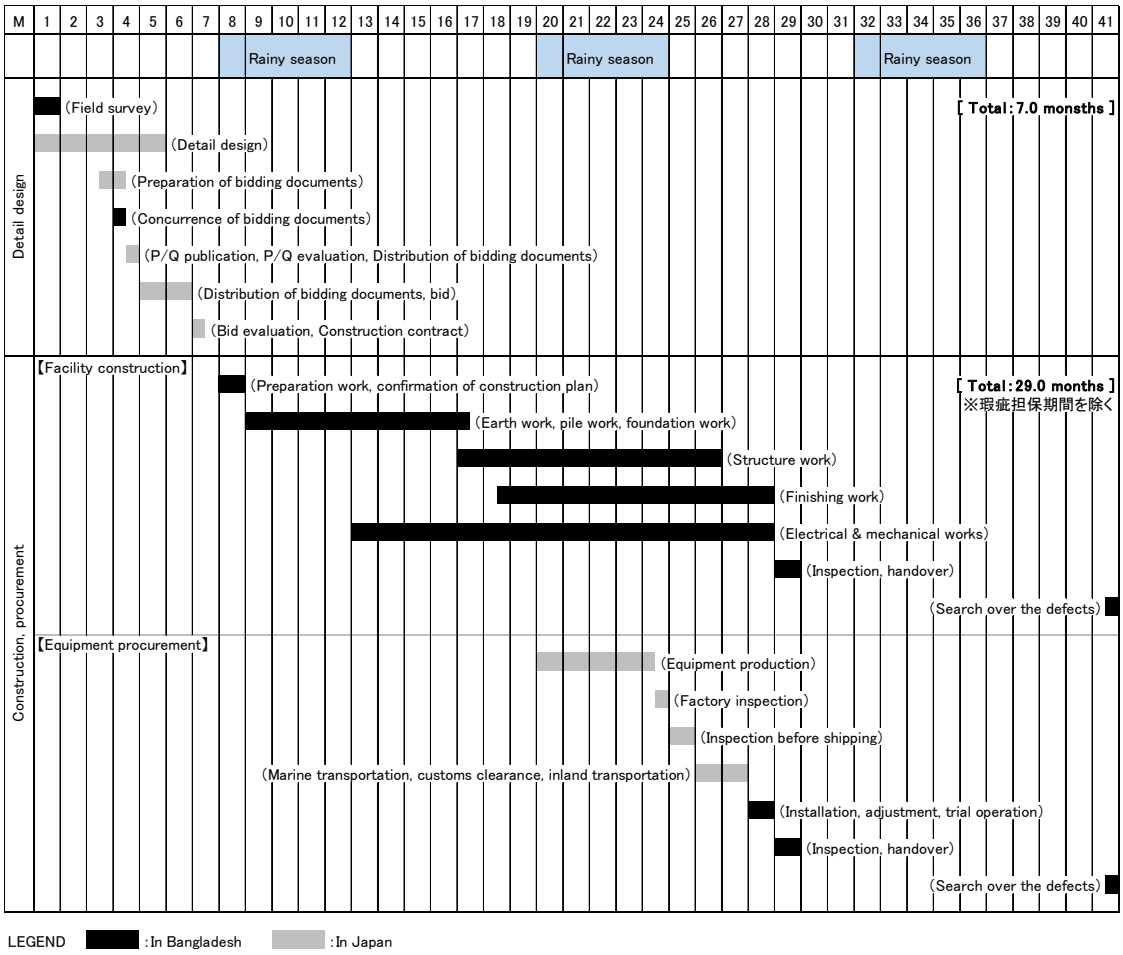


Figure 2-11 Project Implementation schedule

2-3. Security Plan

The table below outlines the security threats assumed in Bangladesh and the necessary security measures to address them. (See Table 2-18)

Table 2-18 Security threats assumed in Bangladesh and the necessary security measures

Major risks	Outline	Security measures
Terrorism	Attacks by militant groups with automatic weapons and bombs, suicide bombings, and one-shot-disengagement terrorism aimed at unsuspecting individuals.	Avoid entering areas where the risk of terrorism is high as much as possible.
Kidnapping	Kidnapping of a foreigner aiming for ransom.	Always be alert when acting outdoors, don't dress conspicuously, don't flaunt your valuables, etc.
Explosives	Acts of terrorism through the use of bombs other than suicide bombings	Do not touch, step on, or kick, suspicious object when it is found, and leave the scene immediately and call the police.
Hartal (general strike), riots.	Cases where political rallies, etc., develop into riots, roadblocks, throwing of explosives, etc.	Stay away from the area when the date, time, and location of hartals, political rallies, etc. are announced in advance.
General crime	Such as street robberies with weapons and vehicles, or by persons dressed in police uniforms	Always be alert when acting outdoors, don't dress conspicuously, don't flaunt your valuables, etc.

Source：Consultant

Prior to commence the construction work, Japanese nationals who work for the Project will participate in a safety briefing at JICA Bangladesh Office, and register with the safety information

sharing (email/ SMS) that is being implemented as a safety measure, and shall collect information of the local security condition.

2-4. Obligations of Recipient Country

2-4-1. Facilities and equipment

- The Internet inlet line (optical cable) should be led to the ICT room inside the building.
- To provide furniture, equipment, and fixtures for administrative staff, office staff, and lecturers that are not included in the grant.
- Land preparation and tree felling at the project site.
- Removal of existing power cable, and procedures for receiving power in the new transformer room.
- Landscape works such as gardening and planting
- Pavement of entrance approach way.
- Installation of curtains and blinds.

2-4-2. Procedure related

- Acquisition of construction permit etc. before the commencement of the construction work.
- Procedures for bank arrangements, payment of banking commissions, authorization of the payment, and notification of the revised authorization.

2-4-3. Tax exemption measures

BIGM will take the following tax exemption measures after accounting for the necessary expenses for tax exemption in the project plan.

2-4-3-1. Tax exemption from purchasing by local companies

BIGM is responsible for the taxes levied on Japanese contractors when they purchase equipment and services from local companies in Bangladesh.

Specifically, a local company in Bangladesh that has received an order from a Japanese contractor will issue an invoice at the time of requesting payment to the Japanese contractor for (1) main cost and (2) tax (VAT, prepaid corporate tax (AICT)), (1) the main cost is sent to the contracted company in Japan, (2) the tax is sent to BIGM, and BIGM pays the local company for the request of (2). (See Figure 2-12)

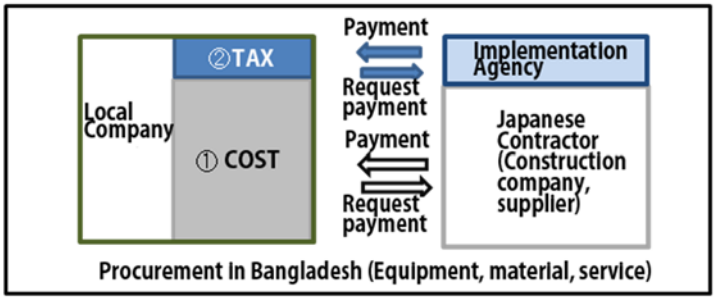


Figure 2-12 Tax exemption procedure when purchasing from local companies in Bangladesh

2-4-3-2. Tax exemption when importing into Bangladesh

The customs duties (including value-added tax and prepaid corporate tax, etc.) incurred when importing equipment and materials from overseas under this project will be borne by BIGM during customs clearance.

2-5. Project Operation Plan

2-5-1. Operation and maintenance system

2-5-1-1. Equipment maintenance system

At BIGM, five technical staffs are in charge of maintenance of the existing facilities and equipment. The technical staffs consist of two persons in charge of electrical equipment and equipment, two persons in charge of ICT equipment, and one member of school furniture. It is judged that a certain maintenance system has been established. In addition, it is expected that more appropriate maintenance system can be secured by the addition of advanced ICT staff, which is being considered by BIGM.

2-5-1-2. Maintenance of equipment

The equipment is inventoried, and technical staff regularly performs maintenance and inspection, repairs in case of failure, and replenishes consumables and spare parts. Depending on the cause and degree of equipment failure, receive the after-sales service by a technician of the distributor in Bangladesh who procured the equipment, and perform sustainable maintenance.

2-5-2. Maintenance plan

2-5-2-1. Facility

There are two main points in the maintenance and management of facilities: (1) daily cleaning and (2) repairs for wear, damage and aging. For repairs, the main task is to repair and renovate interior and exterior finishing materials that protect the structure. In addition, the span of pedioric renovation to maintain the function of the facility is expected every ten years.

The details of the periodic inspections and repairs that affect the service life of the facility will be submitted by the construction company as a “Maintenance and Operation Manual” at the time of delivery of the facility, and the inspection method and periodic cleaning methods will be explained.

The outline is generally as follows. (See Table 2-19)

Table 2-19 Overview of facility periodic inspection

	Inspection contents of each part	**Inspection frequency**
Exterior	Repair and repainting of exterior walls	Repaint once / 5 years, Repair once / 3 years
	Repair and inspection of exterior walls	
	Inspection and repair of roof	Check once 3 year, Repair once ten year
	Regular cleaning around gutters and drains	Once a month
	Inspection and repair of sealant around external fittings	Once a year
	Periodic inspection and cleaning of gutters and manholes	Once a year
Interior	Modification of interior	Each time
	Repair and repainting of partition walls	When necessary
	Replacement of ceiling material	When necessary
	Change or fixing of door/window	Time/year
	Change or Door/window accessories	Each time

2-5-2-2. Facility equipment

As for building equipment, daily "preventive maintenance" is important before repairs such as repair of failures and replacement of parts. The service life of the equipment is prolonged by ordinary operation and daily inspection, refueling, adjustment, cleaning, repair, etc., in addition to the length of operation time. These daily inspections can prevent failures and accidents from occurring, and can prevent the spread of accidents.

Equipment such as pumps require regular maintenance and inspection. Although maintenance staff is planned to be recruited when the facility is completed, it is imperative that maintenance and management be outsourced to an external specialist company for the time being and annual inspections be conducted, because the technical level is unknown. The general useful life of the main equipment is as follows. (See Table 2-20)

Table 2-20 Service life of equipment

	Equipment	Service life of equipment
Electricity	・Switchboard ・Fluorescent lamp ・Incandescent lamp ・Emergency generator	20～30years 5,000～10,000Hours 1,000Hours～1,500 Hours 30 years
Facilities	・Pump, Duct, Bulb ・Tank ・Sanitary fixture	15 years 20 years 25～30 years
Air Conditioner	・Pipes ・Exhaust Fan ・Air Conditioner	15 years 20 years 10 years

2-5-2-3. Other Facilities

Mechanical parking system, lift (two units), and solar panels used in this project require regular annual inspections. The above costs are expected when calculating BIGM maintenance costs.

2-6. Project Cost Estimation

2-6-1. Initial Cost Estimation

The Project Cost to be borne by the Bangladesh Side is estimated as following Table 2-21.

Table 2-21 Expenses borne by the Bangladesh side

Contents	Cost（1,000JPY）	Cost (1,000USD)
1. Leveling work on the planned construction site (including tree fee	769	7.044
2. Work to remove the existing incoming service line	491	4.500
3. Management department furniture construction	4,541	41.600
4. Curtain and blind construction	2,861	26.210
5. Planting work on the planned construction site	2,196	20.119
6. Pavement work for BIGM entrance approach way	1,834	16.800
7. Bank charges	2,643	24.213
Total	15,335	140.486

Estimated condition: Estimated in December, 2019 with exchange rate of 1USD=109.17 JPY

1.0 BDT ＝ 1.28 JPY

2-6-2. Operation and Maintenance Cost

2-6-2-1. Facilities

Estimated annual maintenance costs including utility costs, communication costs, facility (building / equipment) repair costs, lift / mechanical parking system maintenance cost, facility cleaning, etc. after the construction of this facility totals 175,800 USD (about 19 million yen).

BIGM intends to expand the budget with the construction of the new facility, but this amount is about 22% of BIGM's total expenditure of 68,496,470 Taka (about 87.68 million yen) in 2017/18, which is not excessive compared to the current budget. It is therefore judged that it is within the range that can be applied to the operation and maintenance without burden. Table 2-22 shows the breakdown of the O & M cost after the implementation of this project, and the basis for the calculation is shown below.

Table 2-22 Trial calculation of maintenance cost after implementation of this project

Expense item	(thousand USD)
Facility-related costs	
Electricity	26.3
Fuel	6.5
Water	1.4
Internet / telephone	11.9
Facility maintenance costs	9.4
Lift / mechanical parking system maintenance fee	20.0
Room cleaning fee	100.3
Total	175.8

【Conditions of Calculation】

(1) Electricity

Based on the actual usage of existing facilities (July 2017 to June 2018), increase in transformer capacity and price fluctuation coefficient of 1.079 are added.

692,300 BDT / 250×750×1.079 / 85.289 = 26,300 USD / year

(2) Fuel

One emergency generator will be added for the new building, and the operating cost will be a new expenditure. Based on the actual usage amount, the increase in power generation capacity and the price fluctuation coefficient of 1.079 are added.

191,000 BDT / 150×（150＋250）×1.079 / 85.289 = 6,500 USD / year

(3) Water

The increase in the water supply population (capacity) and the price fluctuation coefficient of 1.079 are added based on the actual usage of existing facilities.

42,300 BDT / 500×（500＋800）×1.079 / 85.289 = 1,400 USD / Year

(4) Internet / telephone

Based on the actual usage of existing facilities, the increase in the number of people in the PC room and the price fluctuation coefficient of 1.079 are added.

403,100 BDT / 30 × (30 + 40) × 1.079 / 85.289 = 11,900 USD / year

(5) Facility maintenance cost (average of 10 years after completion)

1) Building repair costs

Although the construction and repair costs will change significantly over the years, the average annual repair costs for the 10 years after completion is estimated to be about 0.1% of the total finishing construction costs.

3,300 USD / year (c)

2) Equipment repair costs

Equipment repair costs (including filter cleaning, replacement, etc.) are short for about 5 years after completion, but after that, parts replacement and equipment replacement will increase. The average annual repair cost for a 10-year span is assumed to be about 0.2% of the equipment direct construction cost.

6,100 USD / year (d)

(c) ＋ (d) ＝ 9,400 USD / year

(6) Lift / mechanical parking system maintenance

1) Lift maintenance

Expect annual maintenance contracts recommended by local distributors and manufacturers.

10,000USD / year (e)

2) Maintenance fee for mechanical parking system

Expect annual maintenance contract (35 units) recommended by local agents and manufacturers.

10,000USD / year (f)

(e) ＋ (f) = 20,000 USD / year

(7) Cleaning

The indoor cleaning cost is calculated by multiplying the square meter unit price (price) related to cleaning calculated from the local labor cost by the total floor area and adding the price fluctuation coefficient of 1.079 to calculate the single cleaning cost. It is assumed to be once a month and 12 times a year.

88.29 BDT / m2 × 7,480 m2 × 1.079 = 712,582 BDT / month (g)

(g) × 12 times × 1.28 yen / BDT / 109.17 yen / USD = 100,300 USD / year

Chapter 3. Project Evaluation

3-1. Preconditions

The project is to construct a new building in the BIGM site and to procure necessary equipment. Since the site is owned by the BIGM, there is no precondition for the acquisition of the site. It is assumed, however, that the necessary procedures will be undertaken without any delay by the Government of Bangladesh to ensure no interference with the implementation of the project. They include tax exemptions, granting of convenience for imported bedding materials, issuance of bank arrangements and authorization to pay, removal of obstacles to the planned construction site, land preparation work, infrastructure development, and relocation of existing equipment and furniture, as mentioned in " Obligations of Recipient Country " in Chapter 2.

3-2. Necessary Inputs by Recipient Country

To complete the project plan accordingly, the Bangladesh side must undertake proper preparation and implementation, including the implementation of the issues stated in Chapter2, " Obligations of Recipient Country ", and securing the necessary personnel and budget for use and maintenance of the facilities and equipment to be constructed or procured under the project.

3-3. Important Assumptions

It is expected that the facilities and equipment are effectively and sustainably utilized by BIGM faculty and staff. To make BIGM a leading educational and research institution in Bangladesh, technical cooperation will also support capacity development through facilitating evidence-based policymaking and evaluation, expanding joint research and academic networks with Japanese and ASEAN universities, and enhancing capacities of the faculty and staff.

In this regard, it is assumed that the counterpart faculty and staff will continue to be employed after the support ends, and that the university will continue to develop as an educational and research institution, as well as continue to make effective use of its facilities and maintain them appropriately.

3-4. Project Evaluation

3-4-1. Relevance

The project fully aligns with the Seventh Five-Year Plan 2016-2020 which highlights good governance as one of the national development priorities, especially the development of administrative capacity. The project is to enhance leadership development in civil servants and private civilians through supporting the facilities, equipment, and capacity development for the BIGM.

The project is also fully consistent with the Japanese Country Assistance Policy for Bangladesh that identifies improving administrative capacity as one of the priority areas. The policy focuses on supporting capacity development at the central and local government levels and the implementation of good governance policies while the project targets the improvement of the policy-making capacity of the government.

3-4-2. Effectiveness

The expected outcomes of the implementation of the project are shown below.

3-4-2-1. Quantitative Outcomes

Quantitative indicators of which to confirm the effectiveness of the Project by improving the facilities and equipment are shown in Table 3-1.

Table 3-1　Quantitative Outcome Indicators and Targets

Indicators	Baseline (2020 Actual)	Target (2026). (Three years after project completion)
Number of graduates of master programs held in the new education building (person)	0 （*3） 300	1,000
Number of graduates of training programs held in the new education building (person)	0 （*3） 490	1,285
Classroom occupancy rate (%) on Saturday and Sunday's (*1) opening hours (*2) in the new classroom building	0 (*4) 0	100 (*4) 28.6
Number of seminars related to public policy and JICA training in Japan held in the new education building (times/year)	0	4

Note: (*1) BIGM opening days, (*2) 13:00~21:30 on Saturdays, and 18:30~21:00 on Sundays, (*3) As a reference, the ratios of the existing facilities are listed. (* 4) As a reference, the ratios when including dates other than Saturdays and Sundays are shown.

[Rationale]

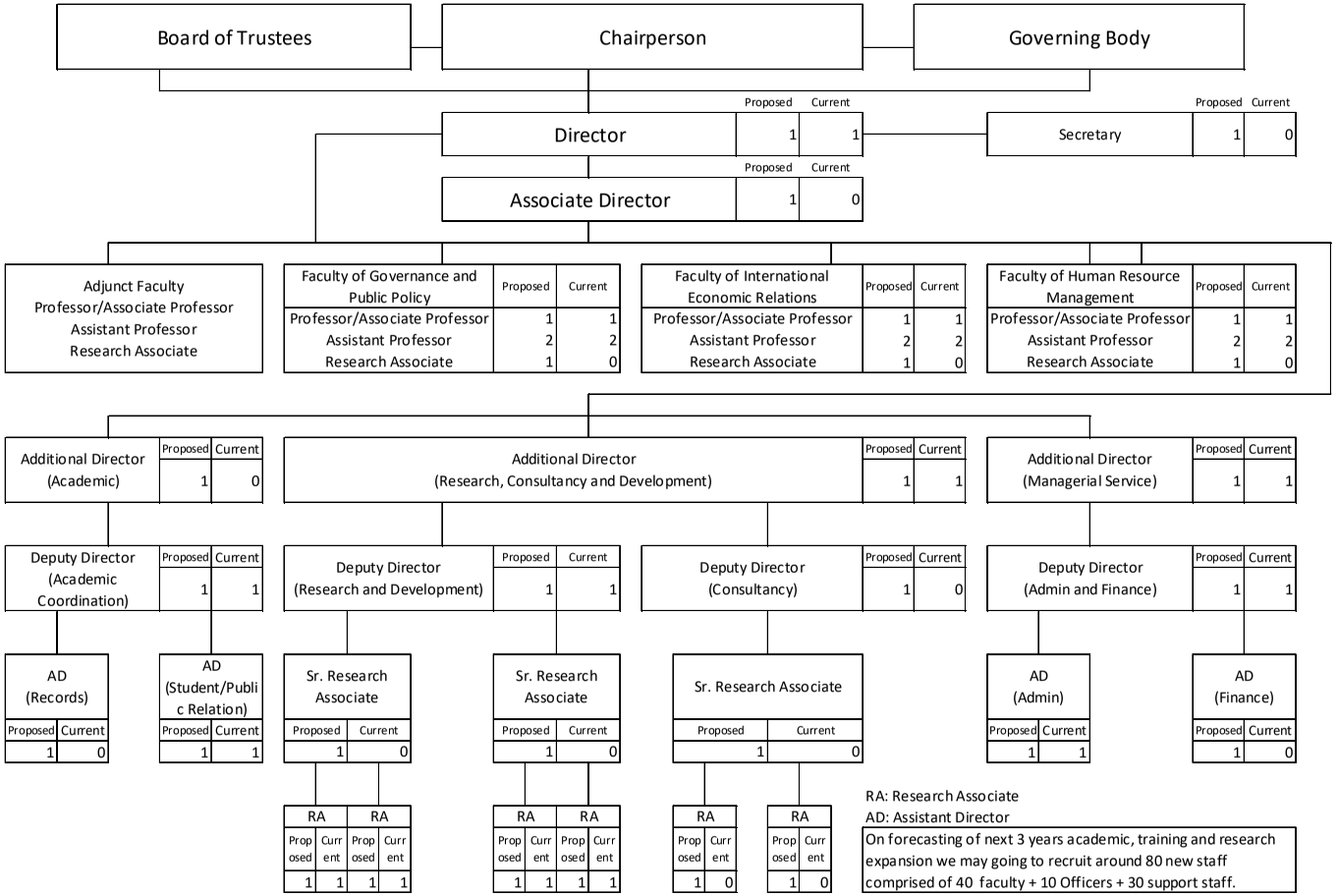
1. Indicator 1: It is expected to increase the number of master's programs to 14 courses and the number of annual graduates to 1,000 graduates by 2026.
2. Indicator 2: It is expected to increase the number of short-term training programs to 16 courses and the number of annual graduates to 1,285 graduates by 2026.
3. Indicator 3: Because of the above 1 and 2, it is expected that the new education building will be fully utilized in line with the plan.
4. Indicator 4: By 2026, it is expected to hold four regular seminars annually, including policy research seminars twice a year and "the Project for Human Resource Development Scholarship (JDS)" seminars twice a year.

3-4-2-2. Qualitative Outcomes

- The government's capacities for policy formulation are advanced.
- Policy proposals for private sector development are made through collaboration with stakeholders from the private sector.

Attachments 1 : Organization chart and staff number of BIGM

Officials and Faculty Members	Proposed	Current
Director	1	1
Secretary	1	0
Associate Director	1	0
Adjunct Faculty	-	*41+5*
Professor/Associate Professor	3	3
Assistant Professor	6	3
Research Associate	9	4
Additional Director	3	2
Deputy Director	4	3
Sr. Research Associate	3	0
Assistant Director	4	2
Sub-Total	35	18
Other Officers & Staff	**Proposed**	**Current**
PS to Director	1	0
Research Officer	1	0
Junior Officer	1	1
Librarian	1	1
Accounts Officer	1	1
IT Officer	1	1
Sr. Computer Operator	1	0
Caretaker	1	1
Storekeeper	1	1
Jr. Computer Operator cum LDA	4	1
Office Assistant	2	1
Accounts Asstt.Cum Cashier	1	0
Receptionist	1	0
Driver	2	3
Electrician	1	1
MLSS	4	3
Class Room Attendant	3	2
Dispatch Rider	1	0
Security Guard (Ansar)	7	7
Cleaner	4	2
Gardener	1	1
Sub-Total	40	27
Total	75	45



Source : BIGM

Attachments 2：Education plan of BIGM

Education and Research Planning: Bangladesh Institute of Governance and Management
JICA Survey Team, July, 2020

Programme		1) Course	2) Number of Students	3) Duration (months)	4) Frequency of Course (annual)	5) Total Number of Students (Annual)	6) Number of Trainer				7) Name of Resource Organization (only if the course depends on any domestic or external Organization)	8) Staring Year
							BIGM Faculty	Adjunct Faculty	Oversea Faculty	Total		
Master Programme	1	MPA in Governance and Public Policy (GPP)	50	18	2	100	6	17	0	23	Affiliation of Dhaka University	Started
	2	MPA in International Economic Relations (IER)	50	18	2	100	4	21	0	25	Affiliation of Dhaka University	Started
	3	MPA in Human Resource Management (HRM)	50	18	2	100	3	8	0	11	Affiliation of Dhaka University	Started
	4	MPA in Procurement and Supply Chain Management	50	18	2	100	4	10	0	14	Affiliation of Dhaka University	Approved 2020 or 2021~
	5	MPA in Project Management and Development	50	18	2	100	4	10	0	14		
	6	MPA in Public and Private Financial Management	50	18	2	100	4	10	0	14		
	7	Master in Environment and Sustainable Forest Management	25	12	2	50	4	10	0	14	Affiliation of Dhaka University or BIGM University	2023~
	8	Master in e-Governance and MIS	25	12	2	50	4	10	0	14		
	9	Master in Waste Management and Renewable Energy	25	12	2	50	4	10	0	14		
	10	Master in Healthcare Administration	25	12	2	50	4	10	0	14		
	11	Master in Social Business Administration (Major in Public Enterprise Administration/Social Enterprise Administration)	25	12	2	50	4	10	0	14		
	12	Master in Transportation Planning and Management	25	12	2	50	4	10	0	14		
	13	Master in Land Management	25	12	2	50	4	10	0	14		
	14	Master in Research Management	25	12	2	50	4	10	0	14		
		Sub Total				1000						

Programme		1) Course	2) Number of Students	3) Duration (weeks)	4) Frequency of Course (annual)	5) Total Number of Students (Annual)	6) Number of Trainer				7) Name of Resource Organization (only if the course depends on any domestic or external Organization)	8) Staring Year
							BIGM Faculty	Adjunct Faculty	Oversea Faculty	Total		
Training Programme	1	Policy Analysis	35	10	3	105	3	20	0	23	BIGM under Skills for Employment Investment	Started
	2	Data Analysis in R & Python	35	4	4	140	2	5	0	7	BIGM	
	3	Quantitative Analysis with STATA	35	10	3	105	2	5	0	7		
	4	New VAT Management	35	13	2	70	2	5	0	7		
	5	Advanced Mathematics & Statistics (Certificated Course)	35	24	2	70	2	5	0	7		
	6	Leadership Development	30	10	2	60	2	5	0	7	BIGM under SEIP, Approved for 2021~2023	2021~
	7	Strategic Management	30	10	2	60	2	5	0	7		
	8	Public Procurement Rules	25	10	3	75	2	5	0	7	BIGM	2022~
	9	Bargaining and negotiation techniques	25	10	3	75	2	5	0	7		
	10	Gender diversity in Governance	25	10	3	75	2	5	0	7		2023~
	11	Trade Negotiation and Arbitration	25	10	3	75	2	5	0	7		
	12	Game theory	25	10	3	75	2	5	0	7		
	13	Blue Economy	25	10	3	75	2	5	0	7		
	14	Research Methodology	25	10	3	75	2	5	0	7		
	15	e-Tools for financial Management	25	10	3	75	2	5	0	7		
	16	Communication Skills and Relationship	25	10	3	75	2	5	0	7		
		Sub Total				1285						
Grand Total						2285						
PhD Programme	1	MPhil (Economics, Development Economics, Public Administration, Business Administration, Sustainable Development and Future, e-Governance , Welfare and International Relations)							1	1	BIGM Foreign University Study Center under Collaboration with University of Putra Malaysia (Negotiation with Putra was cancelled)	
	2	PhD (Economics, Development Economics, Public Administration, Business Administration, Sustainable Development and Future, e-Governance , Welfare and International Relations)							1	1		
Workshop & Seminar	1	Workshop								0		
	2	Seminar	100	1 day	2	200				0		

Source：BIGM

Attachments 3 : Implementation schedule of BIGM education plan

Batch Management: Bangladesh Institute of Governance and Management

JICA Survey Team, January, 2020

	Courses		Number of Students	Duration (Weeks)	2019			2020											2021					
					10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6
1	Master	MPA (GPP, IER, HRM) 12th Batch	50 x 3	18	4th Semester																				
					150	150	150	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	Master	MPA (GPP, IER, HRM) 13th Batch	50 x 3	18	3rd Semester			4th Semester																	
					150	150	150	150	150	150	150	150	150	150	0	0	0	0	0	0	0	0	0	0	0
3	Master	MPA (GPP, IER, HRM) 14th Batch	50 x 3	18	1st Semester			2nd Semester						3rd Semester						4th Semester					
					150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	0	0	0
4	Master	MPA (GPP, IER, HRM) 15th Batch	50 x 3	18									1st Semester					2nd Semester				3rd Semester		
					0	0	0	0	0	0	0	0	150	150	150	150	150	150	150	150	150	150	150	150	150
5	Master	MPA (GPP, IER, HRM) 16th Batch	50 x 3	18																1st Semester					2nd
					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150	150	150	150	150	150
6	Training	Policy Analysis	35	10		8th Batch			9th Batch				10th Batch				11th Batch				12th Batch				
					0	35	35	35	0	35	35	35	0	35	35	35	0	35	35	35	0	35	35	35	0
7	Training	Data Analytic in R and Python	35	4	2nd			3rd B			4th B			5th B			7th B			8th B			9th B		
					35	0	0	35	0	0	35	0	0	35	0	0	35	0	0	35	0	0	35	0	0
8	Training	Quantitative Analysis with STATA	35	10		1st Batch			2nd Batch				3rd Batch				4th Batch				5th Batch				
					0	35	35	35	0	35	35	35	0	35	35	35	0	35	35	35	0	35	35	35	0
9	Training	Certificate Course on Advance Math and Statistics	35	24				1st Batch							2nd Batch							3rd Batch			
					0	0	0	35	35	35	35	35	35	0	35	35	35	35	35	35	0	35	35	35	35
#	Training	Advanced Certificate Course on New VAT Management	35	13	1st Batch			2nd Batch					3rd Batch					4th Batch					5th Batch		
					35	35	0	35	35	35	35	0	35	35	35	35	0	35	35	35	35	0	35	35	35
#	Seminar	Seminar	200	1 Day			Semi						Semi						Semi						hinar
					0	0	200	0	0	0	0	0	200	0	0	0	0	0	200	0	0	0	0	0	200
Total					520	555	720	475	370	440	475	405	720	590	440	440	370	440	640	625	485	555	475	440	570

Note: New courses in master program and training are excluded.

Source : BIGM

Attachments 4：Research plan of BIGM

Research Planning by BIGM			
Terms	Topics	Area	Types of Study
Short Term (1-Year)	Impacts of Workers' Remittance on Economic and Social Well-being: A Household Level Study	Development Economics	Primary Study
	Glass Ceiling Faced by Women in Workplaces: Bangladesh public Sector Perspectives	Gender & Development	Primary Study
	Survey Research on Polluters Pay Principle in Bangladesh: Industrial Sector -I	Environmental Economics	Primary Study
	External Macroeconomic Determinants and GDP Growth in Bangladesh	Growth & Macroeconomics	Secondary Study
	Impact of Governance and Health Expenditure on Health outcomes in Bangladesh	Health Economics	Secondary Study
	Trend and Pattern of Child Employment in Bangladesh	Labor Economics	Secondary Study
	Hidden Economy Estimation	Macroeconomics	Secondary Study
	Financial Development, Inequality and Poverty	Poverty & Inequality	Secondary Study
	Stock Market Volatility: A Case of Dhaka Stock Exchange	Stock Market	Secondary Study
	Credit Card Fraud Detection: Big Data Approach	Big Data & Machine Learning	Secondary Study
	Detection of Loan Defaulters Using Machine Learning Approach	Machine Learning & Finance	Secondary Study
	Willingness to Pay for Mortality risk Reduction for Road Safety Improvement in Bangladesh Metropolitan Cities Using VSL Method	Urban Economics	Primary Study
	Relation Between Economic Growth, Environmental Regulation and Protection: Panel Threshold Analysis	Environment & Growth	Secondary Study
Medium Term (3-Year)	Nutrition Research Gap Analysis: A Systematic Review	Health Economics	Primary Study
	Health Governance through Universal Health Coverage	Health & Governance	Primary Study
	Housing Policy of Bangladesh	Public Policy	Secondary Study
	Polluters Pay Principle: Transport Sector	Environment	Primary Study
	Measuring Energy Efficiency and Carbon Intensity of Well-being (CIWB)	Energy Economics	Secondary Study

Research Planning by BIGM			
Terms	Topics	Area	Types of Study
	Measuring Urban Development and Energy Efficiency	Urban Economics	Secondary Study
	Bottlenecks and Drivers of Sustainable Development	Sustainable Development	Secondary & Primary Study
	Using Data Science (Machine Learning Techniques) in the Banking Sector of Bangladesh	Finance & Machine Learning	Secondary Study
	Environmental Degradation: A Case of Bangladesh	Environment & Growth	Secondary Study
	Growth and Environmental Degradation	Growth & Environment	Secondary Study
	Insufficiency of Skilled Domestic Labor Force in Manufacturing Sector	Labor Economics	Primary Study
	Labor, Cultural and Urban Economics (Using Primary and Secondary	Labor &Urban Economics	Secondary Study
	Traveler Mode, Choice Preference	Experimental Economics	Primary Study
	Communicable and Non-Communicable Disease: Prediction and Findings Associated Factors	Public Health & Policy	Primary Study
	Machine Learning – Theory and Application	Machine Learning	Secondary Study
Long-Term (5-Year)	Climate Change and Poverty	Poverty	Secondary Study
	Energy Governance and Poverty	Governance	Secondary Study
	Political Economy of Urban Poverty and Climate Change	Poverty & Climate Change	Secondary Study
	Urbanization, Slums and Carbon Footprint	Urban Economics	Secondary Study
	Use Big Data Analysis in the Business Sector of Bangladesh	Big Data	Secondary Study
	Machine Learning in Health Sector	Machine Learning & Health	Secondary Study
	Use of Big Data in Bioinformatics	Big Data	Secondary Study
	Econometric Analysis of Stock Market	Stock Market	Secondary Study
	Environmental Effect on Health	Environment & Health	Primary Study
	Endogenous Growth: Energy Sector	Growth	Secondary Study
	Green Urbanization	Environment & Urban	Secondary Study

Source：BIGM

Appendices

1. Member List of the Study Team
2. Study Schedule
3. List of Parties Concerned in the Recipient Country
4. Minutes of Discussions（M/D）
5. References
6. Other Relevant Data

1. Member List of the Study Team

1. Member List of the Study Team

(1) Field survey 1（Period：11th to 26th October, 2019）

Name	Position	Period of stay	Organization
Seiichi Negishi	Mission Leader	18th to 26th October	JICA
Akira Munakata	Development of Civil Servants	18th to 26th October	JICA
Mifumi Nakatani	Cooperation Planning	18th to 26th October	JICA
Tadayoshi Tsumoto	Chief Consultant/ Architectural Planner/ Safety and Security Manage	11th to 26th October	Yamashita Sekkei inc.
Hiroaki Mochizuki	Architectural Designer/ Natural Conditions Surveyor 1	11th to 26th October	Yamashita Sekkei inc.
Tomohide Uchida	Education and Research Program Planner	11th to 26th October	International Development Center of Japan Inc.（IDCJ）
Eisuke Yamamoto	MEP Planner	11th to 26th October	Yamashita Sekkei inc.
Shinji Hosoya	Equipment Planner/ Procurement Planner/ Cost Surveyor	18th to 26th October	Japan International Cooperation System（JICS）
Hironori Komatsu	Construction Planner/ Cost Surveyor	18th to 26th October	Yachiyo Engineering Co., Ltd.

(2) Field survey 2（Period：11th to 26th December, 2019）

Name	Position	Period of stay	Organization
Seiichi Negishi	Mission Leader	18th to 25th December	JICA
Akira Munakata	Development of Civil Servants	18th to 24th December	JICA
Ryo Sarashina	Cooperation Planning	18th to 25th December	JICA
Shuichi Numata	Facility Planning	13th to 16th December	JICA
Tadayoshi Tsumoto	Chief Consultant/ Architectural Planner/ Safety and Security Manage	11th to 26th December	Yamashita Sekkei inc.
Yuka Kobayashi	Architectural Designer/ Natural Conditions Surveyor 2	11th to 26th December	Yamashita Sekkei inc.
Tomohide Uchida	Education and Research Program Planner	11th to 26th December	International Development Center of Japan Inc.（IDCJ）
Eisuke Yamamoto	MEP Planner	11th to 26th December	Yamashita Sekkei inc.
Shinji Hosoya	Equipment Planner/ Procurement Planner/ Cost Surveyor	16th to 26th December	Japan International Cooperation System（JICS）
Hironori Komatsu	Construction Planner/ Cost Surveyor	18th to 26th December	Yachiyo Engineering Co., Ltd.

(3) Explanation of Draft Outline Design（Date：23th September, 2020）(Held online)

Name	Position	Date	Organization
Seiichi Negishi	Mission Leader	23th September	JICA
Akira Munakata	Development of Civil Servants	23th September	JICA
Ryo Sarashina	Cooperation Planning	23th September	JICA
Tadayoshi Tsumoto	Chief Consultant/ Architectural Planner/ Safety and Security Manage	23th September	Yamashita Sekkei inc.
Yuka Kobayashi	Architectural Designer/ Natural Conditions Surveyor 2	23th September	Yamashita Sekkei inc.
Tomohide Uchida	Education and Research Program Planner	23th September	International Development Center of Japan Inc.（IDCJ）
Shinji Hosoya	Equipment Planner/ Procurement Planner/ Cost Surveyor	23th September	Japan International Cooperation System（JICS）

2. Study schedule

2. Study schedule

(1) Field Survey Schedule 1： 11th October 2019～26th October 2019 (16 days)

			JICA Official	①	②	③	④	⑤	⑥
			Mission Leader **Seiichi NEGISHI** Development of Civil Servants **Akira MUNAKATA** Cooperation Planning **Mifumi NAKATANI**	Chief Consultant/ Architectural Planner/ Safety and Security Manager **Tadayoshi TSUMOTO**	Architectural Designer/ Natural Conditions Surveyor 1 **Hiroaki MOCHIZUKI**	Education and Research Program Planner **Tomohide UCHIDA**	MEP Planner **Eisuke YAMAMOTO**	Equipment Planner/ Procurement Planner/ Cost Surveyor **Shinji HOSOYA**	Construction Planner/ Cost Surveyor **Hironori KOMATSU**
1	11 Oct	Fri		Tokyo →Bangkok					
2	12 Oct	Sat		→ Dhaka					
3	13 Oct	Sun		Courtesy call to JICA Office and BIGM	Courtesy call to JICA Office and BIGM/ Site survey	Same as ①	Same as ②		
4	14 Oct	Mon		Discussions with BIGM/ Planning	Site survey	Discussions with BIGM	Same as ②		
5	15 Oct	Tue		Discussions with BIGM/ Planning	Site survey	Similar Facility Survey	Same as ②		
6	16 Oct	Wed		Discussions with BIGM/ Planning	Natural conditions survey request for quotation	Similar Facility Survey	Survey on Building Permission		
7	17 Oct	Thu		Planning disscussion with BIGM		Similar Facility Survey	Survey on Building Permission		
8	18 Oct	Fri	Tokyo→	Similar Facility Survey				Tokyo → Bangkok→	
9	19 Oct	Sat	→Dhaka	Survey on the performance of BIGM education and research program				→ Dhaka	
10	20 Oct	Sun	Courtesy call to embassy of Japan and JICA Office /Site survey		Order for Natural Conditions Survey	Same as ①	Infrastructure Survey	Courtesy call to JICA Office /Site surveyJICA Office Site Survey	Same as ⑤
11	21 Oct	Mon	Minutes of Discussions					Site Survey	Infrastructure Survey
12	22 Oct	Tue	Minutes of Discussions					Site Survey	Construction Market Survey
13	23 Oct	Wed	Signing on Minute		Signing on Minute/Planning disscussion with BIGM	Same as ①	Same as ②	Procurement Situation Survey	Construction Market Survey
14	24 Oct	Thu	Report to JICA Office and embassy of Japan		Planning disscussion with BIGM/ Witness Natural Conditions Survey	Discussions with BIGM	Same as ①	Procurement Situation Survey	Construction Market Survey
15	25 Oct	Fri	Dhaka →	Dhaka → Bangkok →					
16	26 Oct	Sat	→ Tokyo	→ Tokyo					

(2) Field Survey Schedule 2： 13th December 2019～28th December 2019 (16 days)

			JICA Official	JICA Official	①	②	③	④	⑤	⑥
			Mission Leader **Seiichi NEGISHI** Cooperation Planning **Ryo Sarashina**	Development of Civil Servants **Akira MUNAKATA**	Chief Consultant/ Architectural Planner/ Safety and Security Manager **Tadayoshi TSUMOTO**	Architectural Designer/ Natural Conditions Surveyor 2 **Yuka KOBAYASHI**	Education and Research Program Planner **Tomohide UCHIDA**	MEP Planner **Eisuke YAMAMOTO**	Equipment Planner/ Procurement Planner/ Cost Surveyor **Shinji HOSOYA**	Construction Planner/ Cost Surveyor **Hironori KOMATSU**
1	13 Dec	Fri			Tokyo →Bangkok →					
2	14 Dec	Sat			→ Dhaka					
3	15 Dec	Sun			Planning		Donor survey	Same as ②		
4	16 Dec	Mon			BIGM survey					
5	17 Dec	Tue			Planning, disscussion with BIGM		Disscussion with BIGM	Same as ①		
6	18 Dec	Wed			Planning		Other Donor Survey	Same as ①	Tokyo→ Bangkok	
7	19 Dec	Thu			Planning, disscussion with BIGM		Disscussion with BIGM	Same as ①	→ Dhaka	
8	20 Dec	Fri	Tokyo → Dhaka		Planning, disscussion with BIGM		Similar Facility Survey	Same as ①	Procurement Situation Survey	Tokyo→ Bangkok
9	21 Dec	Sat	Courtesy call to embassy of Japan and meeting		Planning		Similar Facility Survey	Same as ①	Procurement Situation Survey	→ Dhaka
10	22 Dec	Sun	Planning, meeting				Similar Facility Survey	Infrastructure Survey	Procurement Situation Survey	Construction Market Survey
11	23 Dec	Mon	Embassy and JICA meeting. Minutes of Discussions			Planning disscussion	Discussions with BIGM	Infrastructure Survey	Procurement Situation Survey	Construction Market Survey
12	24 Dec	Tue	Planning disscussion. Minutes of Discussions			Planning disscussion	Discussions with BIGM	Same as ①	Procurement Situation Survey	Construction Market Survey
13	25 Dec	Wed	Planning disscussion. Minutes of Discussions			Planning disscussion	Discussions with BIGM	Same as ①		Construction Market Survey
14	26 Dec	Thu	Signing on Minute/ Report to JICA Office and embassy of Japan			Planning disscussion	Discussions with BIGM	Same as ②		Construction Market Survey
15	27 Dec	Fri	Dhaka → Tokyo	Survey other project	Dhaka → Bangkok →					
16	28 Dec	Sat		Dhaka → Singapore→	→Tokyo					
17	29 Dec	Sun		→Tokyo						

(3) Explanation of Draft Outline Design： 23th September 2020 (1 day)

			JICA Official	①	②	③	④
			Mission Leader **Seiichi NEGISHI** Development of Civil Servants **Akira MUNAKATA** Cooperation Planning **Ryo Sarashina**	Chief Consultant/ Architectural Planner/ Safety and Security Manager **Tadayoshi TSUMOTO**	Architectural Designer/ Natural Conditions Surveyor 2 **Yuka KOBAYASHI**	Education and Research Program Planner **Tomohide UCHIDA**	Equipment Planner/ Procurement Planner/ Cost Surveyor **Shinji HOSOYA**
1	23 Sep	Wed	Online DOD Explanation				

3. List of Parties Concerned in the Recipient Country

3. List of Parties Concerned in the Recipient Country

Name	Organization	Position
Ministry of Public Administration		
Mr. A.K.M.Dinarul Islam		Additional Secretary
Mr. Sk. Mizanur Rahman		Additional Secretary
M. Ziaul Haque		Joint Secretary
Bangladesh Institute of Governance and Management		
Dr.Mohammad Tareque	-	Director
Md.Tahangir Alam		Additional Director
Dr. Chowdhury Saleh Ahmed	Faculty	Associate Professor
Dr. M. Golam Sarwar		Associate Professor
Dr. Md.Abdur Rahim Khan		Associate Professor
Ms. Sima Rani Dey		Associate Professor
Mr. Md. Monirul Islam		Associate Professor
Mr. Md. Manjur Alam Prodhan	Administration	Additional Director
Mr. Md. Jahangir Alam Jahangir Alam		Additional Director
Mr. Md Jamal Hossain	Research	Additional Director
Ms. Tahmina Sultana		Deputy Director
Mr. Mohammade Ali	Academic and Public Relations	Deputy Director
Ms. Taskin Huq	Finance and Administration	Deputy Director
Dr. Md. Moniruzzaman	Adjunct Faculty	BIGM Adjunct Faculty
Mr. M. Humayun Kabir		BIGM Adjunct Faculty
Bangladesh Public Administration Training Center		
Dr. Mohammad Mizanur Rahman	PPR/ PPR	Director
Dhaka University		
Dr. Dewlar Hossain	Department of International Relations	Professor, BIGM Adjunct Faculty
Dr. Mobesser Momen	Department of Public Administration	Professor, Chairman
Dr. Ferdous Arfina Osman		Professor
BRAC University		
Dr. Imran Matin	BRAC Institute of Governance and Development	Executive Director
Prime Minister's Office		
Mr. Syed Nasir Ershad	Cabinet Division	Joint Secretary, BIGM Adjunct Faculty
Ministry of Defense		
Mr. S. M. Foysol	Inter Services Selection Board	Deputy President, BIGM Student
World Bank		
Ms. Rifat Ara	Global Finance and Management Team	Team Assistant, BIGM Student
Bangladesh Civil Service Administration Academy		
Ms. Kazi Rowshan Akhter	-	Rector
Ms. Asia Khatoon	Administration and Training	Member Directing Staff
Dr. Dewan Muhammad Humayun Kabir	Administration	Director

4. Minutes of Discussions（M/D）

4-1. M/D I

Minutes of Discussions
on the Preparatory Survey (first field survey) for the Project for
Improvement of Governance and Management Research and Training Facilities

In response to the request from the Government of People's Republic of Bangladesh (hereinafter referred to as "Bangladesh"), Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the Preparatory Survey Team for the Outline Design (hereinafter referred to as "the Team") of the Project for Improvement of Governance and Management Research and Training Facilities (hereinafter referred to as "the Project") to Bangladesh. The Team held a series of discussions with the officials of the Government of Bangladesh and conducted a field survey. In the course of the discussions, both sides have confirmed the main items described in the attached sheets.

Dhaka, October 23, 2019

Seiichi Negishi
Leader
Preparatory Survey Team
Japan International Cooperation Agency
Japan

Faiz Ahmed
Secretary
Ministry of Public Administration
Government of the People's Republic of Bangladesh

Mohammad Tareque, Ph.D
Director
Bangladesh Institute of Governance and Management
Bangladesh

ATTACHMENT

1. Objective of the Project

   The objective of the Project is to improve the environment for capacity building for civil servants and private sector executives by constructing facilities and providing equipment to Bangladesh Institute of Governance and Management, thereby contributing to develop the skills of policy making of civil servants as well as private sector executives.

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 Governance and Management Research and Training Facilities".

3. Project site

   Both sides confirmed that the site of the Project is in Dhaka, which is shown in Annex 1.

4. Responsible authority for the Project

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

   4-1. Bangladesh Institute of Governance and Management will be the executing agency for the Project (hereinafter referred to as "the Executing Agency"). The Executing Agency shall coordinate with all the relevant authorities to ensure smooth implementation of the Project and ensure that the undertakings for the Project shall be managed by relevant authorities properly and on time. The organization chart is shown in Annex 2.

   4-2. The line ministry of the Executing Agency is Ministry of Public Administration. Ministry of Public Administration shall be responsible for supervising the Executing Agency on behalf of the Government of Bangladesh.

5. Items requested by the Government of Bangladesh

   As a result of discussions, both sides confirmed that the items requested by the Government of Bangladesh are as follows:

   (1) Building

(2) Parking space
(3) Relevant equipment and furniture

5-1. The Bangladesh side presented the education/ research program planning and the organizational/ administrative planning in next 3 years as shown below:
(1) Education/ research program planning for the new facility
- Education/ research needs and planning
- Education/ research courses, syllabus and curriculum
- Number of students and BIGM's staff

(2) Organizational Structure and budget plan of BIGM
(3) Organization, human resources and budget of the new facility.

Based on the discussion, both sides confirmed the items of the building as follows:
- class rooms
- lecturer's rooms
- auditorium(s)
- toilets in each floor
- boardroom(s)
- individual rooms for director, associate directors, and senior staffs
- administration room
- library
- lift(s)

The numbers of the rooms/ facilities will be fixed according to the education/ research program planning of BIGM, the results of Natural Conditions Survey and the estimation of the total cost of the Project.

Future plans of BIGM including proposals of new courses will be thoroughly examined by the preparatory survey team to identify the most appropriate scale of the Project, which will ensure the maximum utilization of the facilities to be supported by the Project.

BIGM explained that after completion of the Project, BIGM may go for further expansion in order to meet its long term demand of facilities.

5-2. Both sides confirmed the draft layout of the project site requested by the

Government of Bangladesh are as follows:
- Building (8 floors including 1 basement floor)
- Parking space will be built inside of the building.

The layout of the parking space will be reviewed according to the result of technical and regulatory examination.

5-3. Both sides confirmed the equipment requested by the Government of Bangladesh are as follows:
- Furniture
- Projectors
- Video-Conference system

The numbers/ type of the equipment will be fixed according to the education/ research program planning of BIGM and the estimation of the total cost of the Project.

5-4. For celebrating 50 years friendship between Bangladesh- Japan, Japanese style garden and a memorial monument are proposed to be installed in the Project site. However, due to limitation of Budget,
- Memorial monument will be installed by the Government of Bangladesh
- Japanese style garden is out of scope of the Project.

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

6. Procedures and Basic Principles of Japanese Grant

6-1. The Bangladesh side agreed that the procedures and basic principles and basic principles of Japanese Grant (hereinafter referred to as "the Grant") as described in Annex 3 shall be applied to the Project.
As for the monitoring of the implementation of the Project, JICA requires Bangladesh side to submit the Project Monitoring Report, the form of which is attached as Annex 4.

6-2. The Bangladesh side agreed to take the necessary measures, 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 the 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 Survey

7-1. The Team will proceed with further survey until October 25, 2019 and conduct the second field survey for outline design in Bangladesh in December 2019.

7-2. JICA will prepare a draft Preparatory Survey Report in English and dispatch a mission to Bangladesh in order to explain its contents around June 2020.

7-3. If the contents of the draft Preparatory Survey Report is accepted and the undertakings for the Project are fully agreed by the Bangladesh side, JICA will finalize the Preparatory Survey Report and send it to Bangladesh around September 2020.

7-4. The above schedule is tentative and subject to change.

8. Environmental and Social Considerations

8-1. The Bangladesh side confirmed to give due environmental and social considerations 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 "C" from the following considerations:
Not located in a sensitive area, nor has it sensitive characteristics, nor falls it into sensitive sectors under the Guidelines, and its potential adverse impacts on the environment are not likely to be significant.

9. Other Relevant Issues

9-1. For the purpose of achieving the objective of the Project, the Government of Bangladesh requested a Japanese expert "Advisor on Policy issues for strengthening BIGM" in a timely manner along with the Project. Both sides agreed that the scope of work for the requested Japanese expert will be formulated step by step along with the findings of the further survey and a series of consultation among relevant stakeholders.

9-2. Both sides confirmed that BIGM shall take necessary measures to ensure and maintain the security of the Project site and the persons related to the implementation of the Project, in cooperation with relevant authorities during the

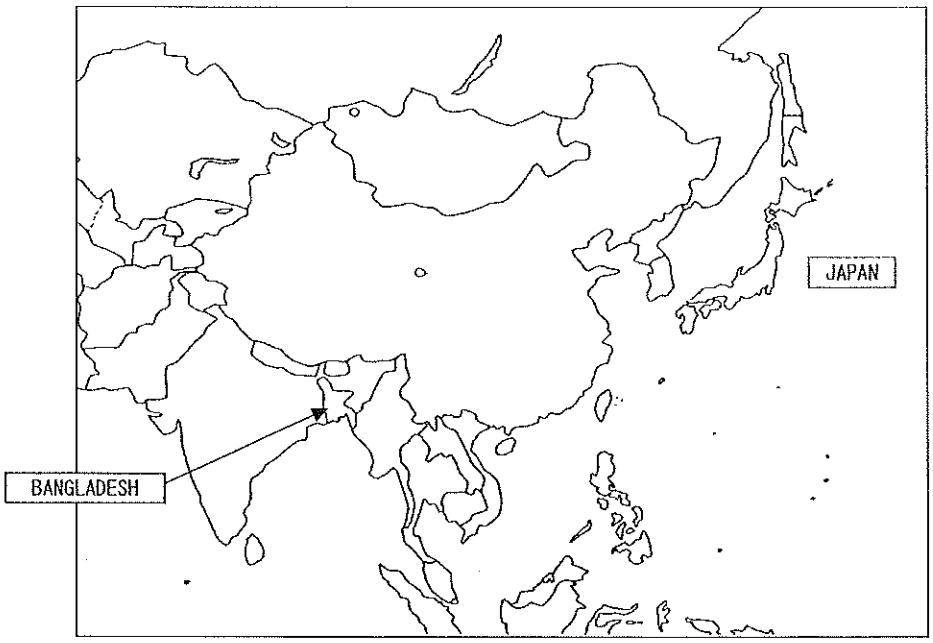
Project period. Such security measures shall reasonably reflect needs of the Consultant/the Contractor engaging in the Project, as shown in Annex 5.

Both sides agreed that in case the additional security cost would be necessary for the implementation of the Project, such cost shall be borne by the Recipient without using the Grant.

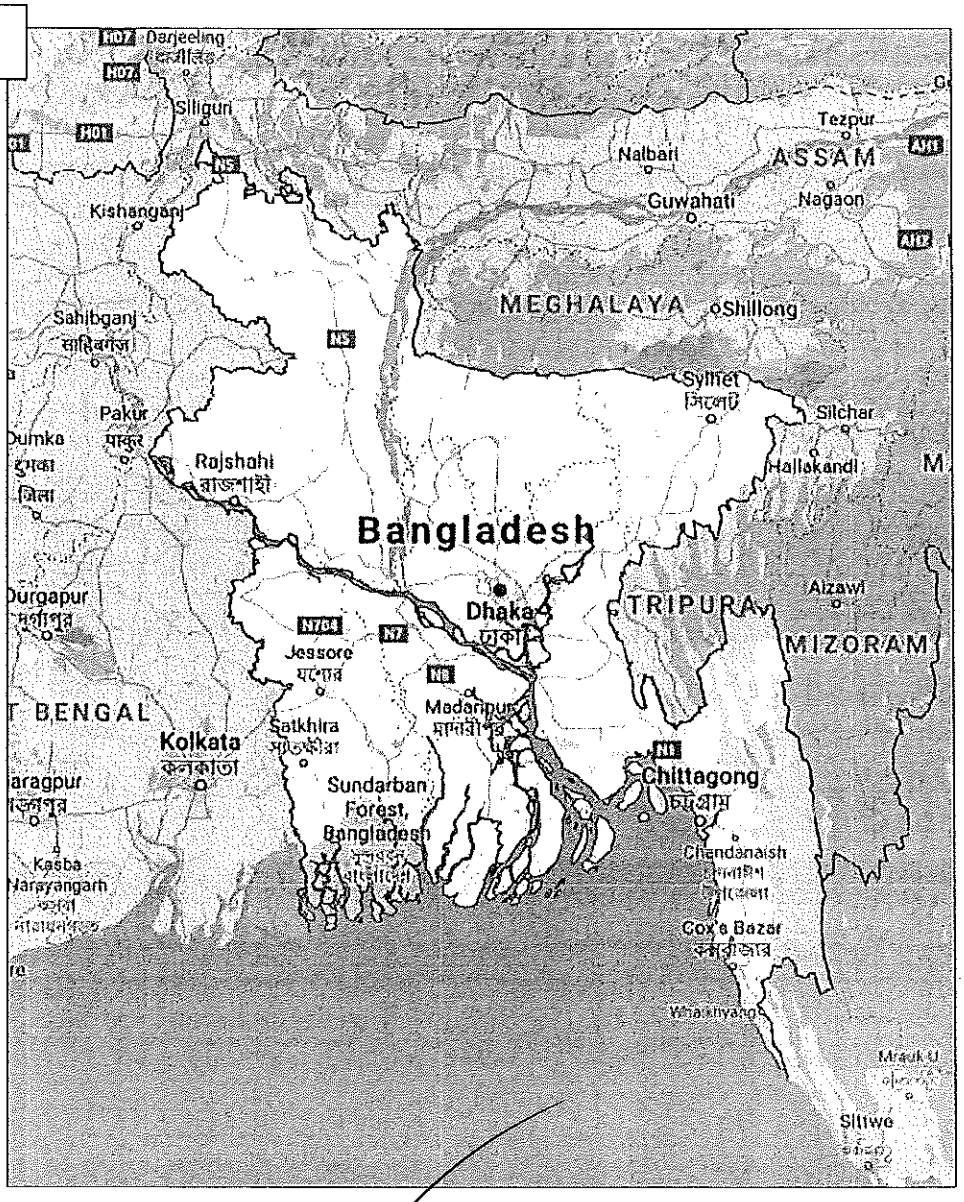
Annex 1 Project Site
Annex 2 Organization Chart
Annex 3 Japanese Grant
Annex 4 Project Monitoring Report (template)
Annex 5 Major Undertakings to be taken by the Government of Bangladesh
Annex 6 Draft Layout Plan

Annex 1

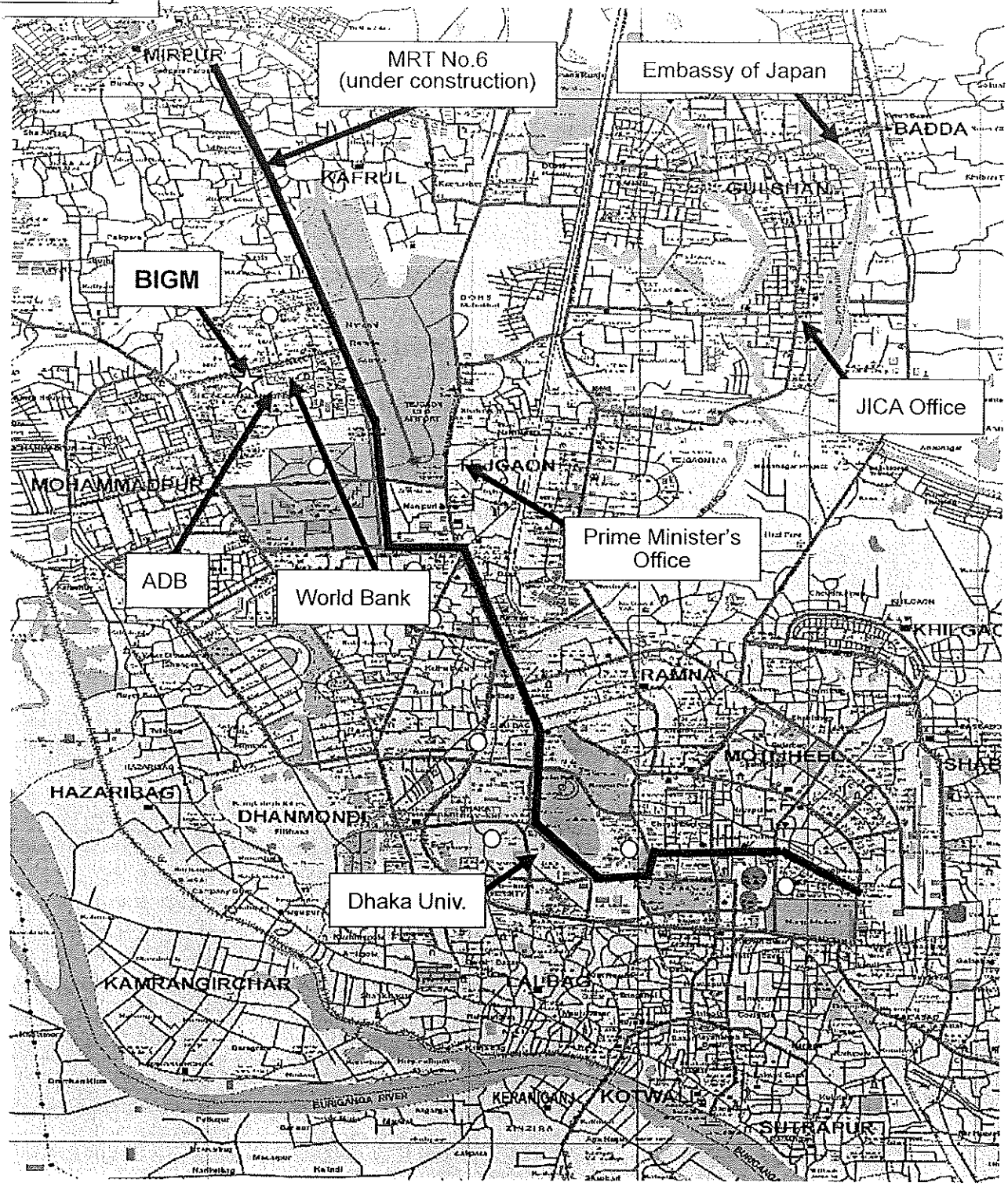
Project Site in Bangladesh



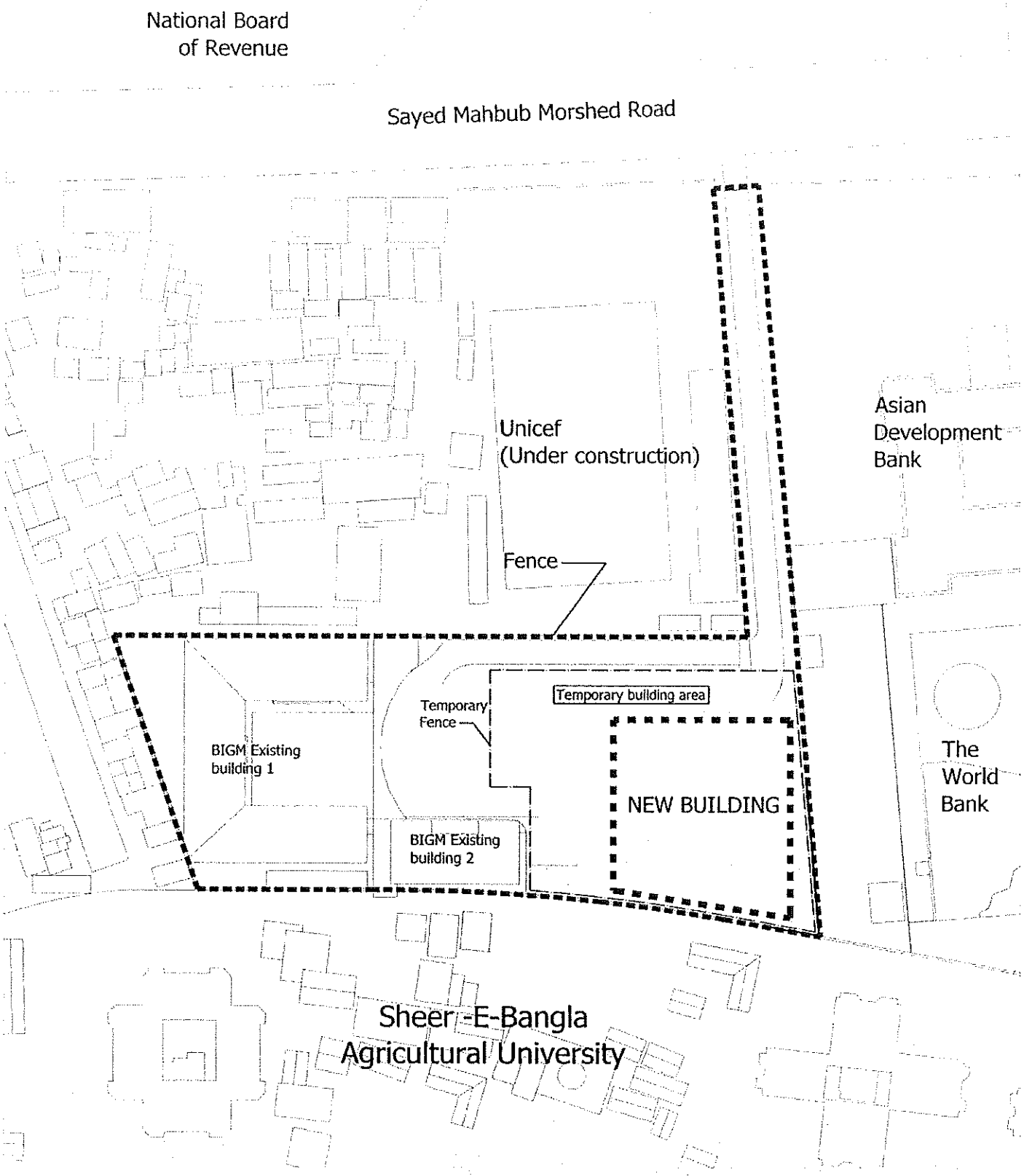
Bangladesh



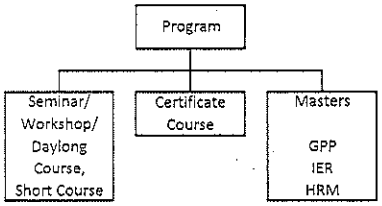
Dhaka City


MIRPUR
MRT No.6
(under construction)
Embassy of Japan
BADDA
KAFRUL
GULSHAN
BIGM
JICA Office
MOHAMMADPUR
TEJGAON
Prime Minister's
Office
ADB
World Bank
RAMNA
MOTIJHEEL
HAZARIBAG
DHANMONDI
Dhaka Univ.
KAMRANGIRCHAR
LALBAG
KERANIGANJ
KOTWALI
SUTRAPUR
BURIGANGA RIVER

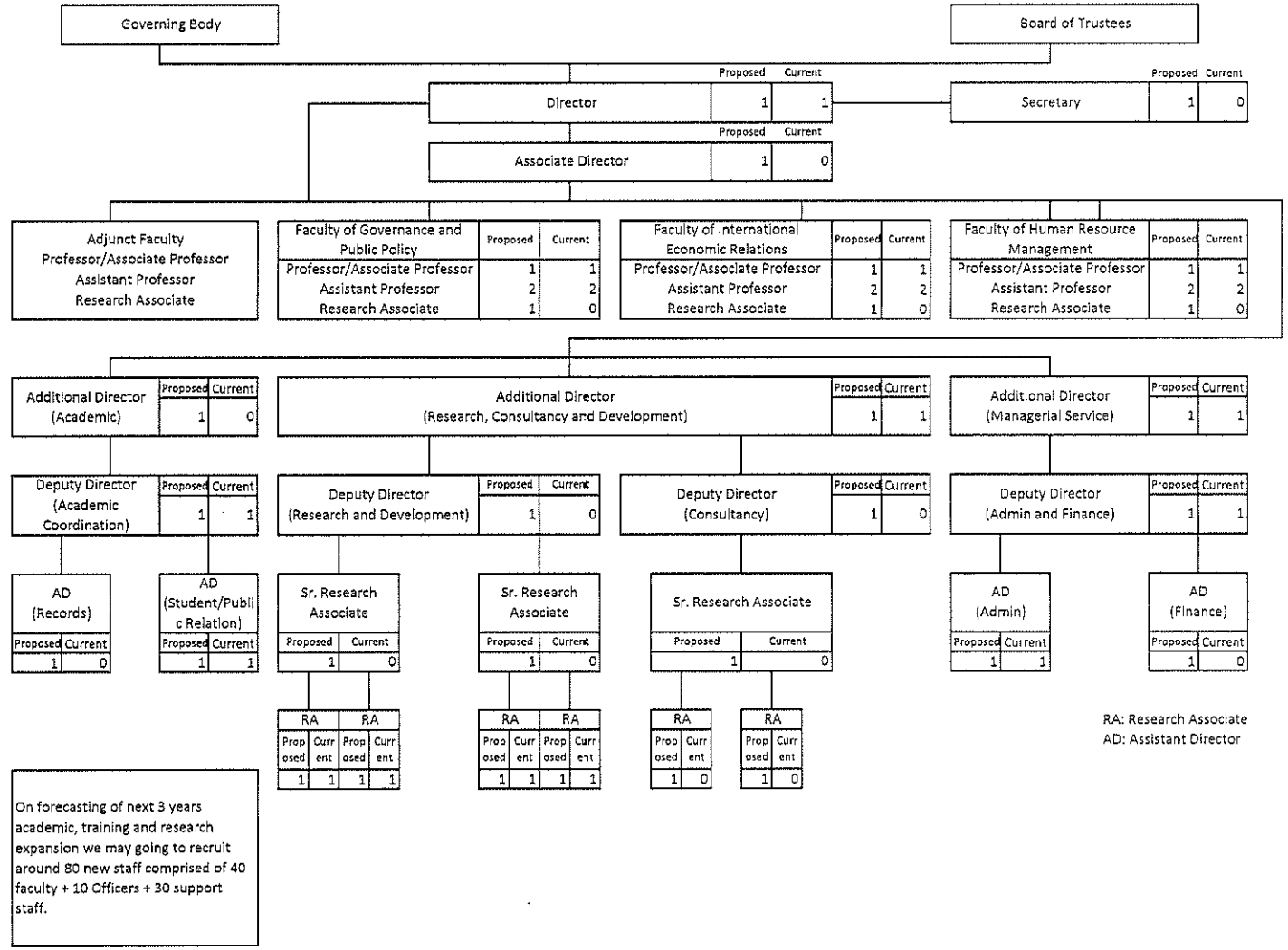
Project site



Organogram of Bangladesh Institute of Governance and Management (BIGM)



Officials and Faculty Members	Proposed	Current
Director	1	1
Secretary	1	0
Associate Director	1	0
Adjunct Faculty		
Professor/Associate Professor	3	4
Assistant Professor	6	3
Research Associate	9	4
Additional Director	3	1
Deputy Director	4	3
Sr. Research Associate	3	0
Assistant Director	4	2
Sub-Total	35	18
Other Officers & Staff	**Proposed**	**Current**
PS to Director	1	0
Research Officer	1	0
Junior Officer	1	1
Librarian	1	1
Accounts Officer	1	1
IT Officer	1	1
Sr. Computer Operator	1	0
Caretaker	1	1
Storekeeper	1	1
Jr. Computer Operator cum LDA	4	1
Office Assistant	2	1
Accounts Asstt.Cum Cashier	1	0
Receptionist	1	0
Driver	2	3
Electrician	1	1
MLSS	4	3
Class Room Attendant	3	2
Dispatch Rider	1	0
Security Guard (Ansar)	7	7
Cleaner	4	2
Gardener	1	1
Sub-Total	40	27
Total	75	45



On forecasting of next 3 years academic, training and research expansion we may going to recruit around 80 new staff comprised of 40 faculty + 10 Officers + 30 support staff.

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 singed 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)."

-) 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.

) Export and Re-export

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

PROCEDURES OF JAPANESE GRANT

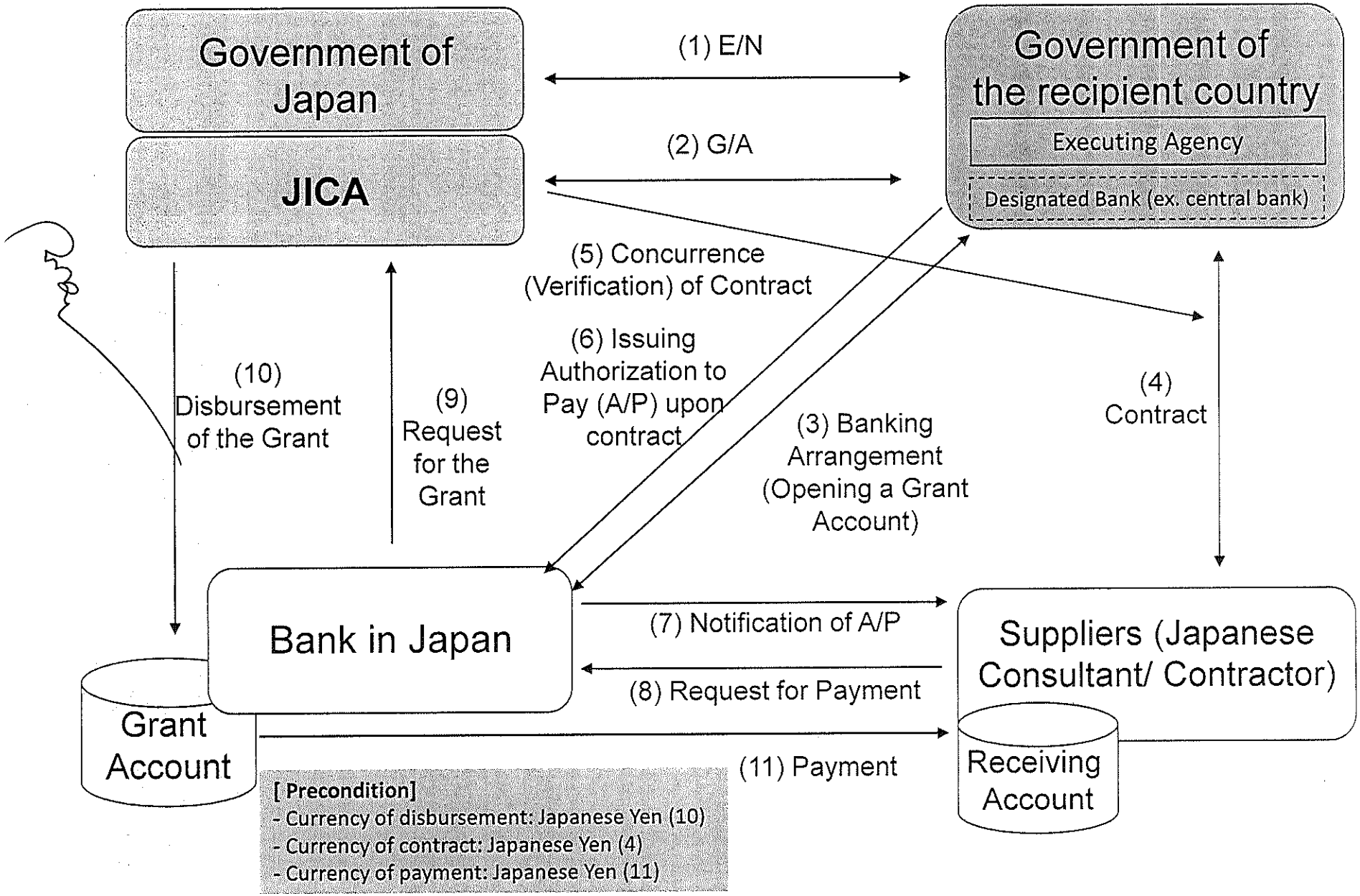
Stage	Procedures	Remarks	Recipient Government	Japanese Government	JICA	Consultants	Contractors	Agent Bank
Official Request	Request for grants through diplomatic channel	Request shall be submitted before appraisal stage.	x	x				
1. Preparation	(1) Preparatory Survey Preparation of outline design and cost 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:

1. Project Monitoring Report and Report for Project Completion shall be submitted to JICA as agreed in the G/A.

2. Concurrence by JICA is required for allocation of grant for remaining amount and/or contingencies as agreed in the G/A.

Financial Flow of Japanese Grant (A/P Type)



Project Monitoring Report
on
Project Name
Grant Agreement No. XXXXXXX

20XX, Month

Organizational Information

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

General Information:

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

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 *(proposed in the outline design)*	Actual
1.		

2-2 Scope of the work

Components	Original* *(proposed in the outline design)*	Actual*
1.		

Reasons for modification of scope (if any).

(PMR)

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			Cost (Million Yen)	
	Original *(proposed in the outline design)*	Actual *(in case of any modification)*	Original[1),2)] *(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			Cost (1,000 Taka)	
	Original *(proposed in the outline design)*	Actual *(in case of any modification)*	Original[1),2)] *(proposed in the outline design)*	Actual
	1.			

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.

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

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.)

Original *(at the time of outline design)*
Actual *(PMR)*

3-2 Budgetary Arrangement

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

Original *(at the time of outline design)*

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:
	Contingency Plan (if applicable):
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:
	Contingency Plan (if applicable):
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:

	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.

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)

Attachment 6

Monitoring sheet on price of specified materials

1. Initial Conditions (Confirmed)

	Items of Specified Materials	Initial Volume A	Initial Unit Price (¥) 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
1	Item 1	●●t	●	●	●	●	●
2	Item 2	●●t	●	●	●		
3	Item 3						
4	Item 4						
5	Item 5						

2. Monitoring of the Unit Price of Specified Materials

(1) Method of Monitoring : ●●

(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
1	Item 1						
2	Item 2						
3	Item 3						
4	Item 4						
5	Item 5						

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

-
-
-

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%)	

Annex 5

Major Undertakings to be taken by the Government of Bangladesh

Version Oct. 2019

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

(1) Before the Bidding

NO	Items	Deadline	In charge	Estimated Cost	Ref.
1	To sign the banking arrangement (B/A) with a bank in Japan (the Agent Bank) to open bank account for the Grant	within 1 month after the signing of the G/A	MOF/ BIGM		
2	To issue A/P to the Agent Bank for the payment to the consultant	within 1 month after the signing of the contract(s)	MOF/ BIGM		
3	To bear the following commissions to the Agent Bank for the banking services based upon B/A				
	1) Advising commission of A/P	within 1 month after the signing of the contract(s)	BIGM		
	2) Payment commission for A/P	every payment	BIGM		
5	To secure the necessary budget and implement land acquisition and resettlement (including preparation of resettlement sites), and compensation with full replacement cost in accordance with RAP	before notice of the bidding documents	BIGM		
6~~7~~	To secure and clear the following lands 1) project site for building 2) temporary construction yard and stock yard near the Project area	before notice of the bidding documents	BIGM		
7~~8~~	To obtain approvals for the planning, building design, construction and utility connections and bear commissions, if any.	before preparation of the bidding documents	BIGM		
8~~9~~	To clear, level and reclaim the following sites 1) remove utilities (XXXX) 2) existing facilities (trees, XXXX)	before notice of the bidding documents	BIGM		
9~~10~~	To submit Project Monitoring Report (with the result of Detailed Design)	before preparation of the bidding documents	BIGM		

(B/A: Banking Arrangement, A/P: Authorization to pay, N/A: Not Applicable)

During the Project Implementation

NO	Items	Deadline	In charge	Estimated Cost	Ref.
1	To issue A/P to the Agent Bank for the payment to the consultant, the supplier and the contractor	within 1 month after the signing of the contract(s)	BIGM		
2	To bear the following commissions to the Agent Bank for the banking services based upon the B/A				
	1) Advising commission of A/P	within 1 month after the signing of the contract(s)	BIGM		
	2) Payment commission for A/P	every payment	BIGM		
3	To ensure prompt unloading and customs clearance at ports of disembarkation in the country of the Recipient and to assist the Supplier(s) with internal transportation therein the Recipient	during the Project	BIGM		
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	BIGM		
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 exempted, otherwise be borne by its designated authority without using the Grant	during the Project	BIGM		
6	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	during the Project	BIGM		
7	To notify JICA promptly of any incident or accident, which has, or is likely to have, a significant adverse effect on the environment, the affected communities, the public or workers.	during the construction	BIGM		
8	1) To submit Project Monitoring Report	every month	BIGM		
	2) To submit Project Monitoring Report (final) (including as-built drawings, equipment list, photographs, etc.)	within 1 month after issuance of Certificate of Completion for the works under the contract(s)	BIGM		
9	To submit a report concerning completion of the Project	within 6 months after completion of the Project	BIGM		
10	To provide facilities for distribution of electricity, water supply and drainage and other incidental facilities necessary for the implementation of the Project outside the site(s)		BIGM		
	1) Electricity The distributing line to the site	before start of the construction	BIGM		
	2) Water Supply The city water distribution main to the site	before start of the construction	BIGM		
	3) Drainage Drainage main (for storm, sewer and others) to the site	6 months before completion of the construction	BIGM		
	4) Telephone and Internet connection	6 months before completion of the construction	BIGM		

	To take measure necessary for security and safety of the Project - maintaining the safety of workers and the general public by thorough implementation of safety measures and immediate action in the case of accident - traffic control around the site(s) and on transportation routes of construction materials - installation of fences around the site(s)	during the construction	BIGM		

(3) After the Project

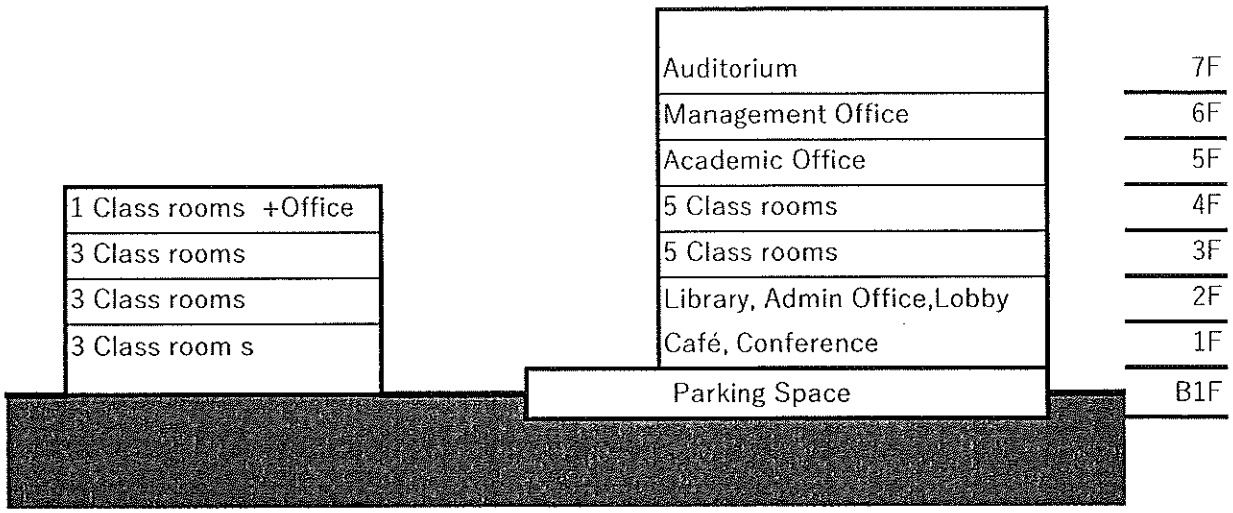
	Items	Deadline	In charge	Estimated Cost	Ref.
1	To provide equipment, furniture, facilities necessary for the implementation of the Project 1) General furniture for the building	After completion of the construction	BIGM		
	2) Equipment for the building	After completion of the construction	BIGM		
	3) External works including pavements, parking lots, gardens	After completion of the construction	BIGM		
2	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 3) Routine check/Periodic inspection	After completion of the construction	BIGM		

.. Other obligations of the Government of Bangladesh funded with the Grant

NO	Items	Deadline	Amount (Million Japanese Yen)*
1	To construct a building and procure equipment - Improvement of roads 1) To conduct the following transportation a) Marine(Air) transportation of the products from Japan or the third countries to the country of the Recipient b) Internal transportation from the port of disembarkation to the project site		
	23) To provide facilities for the distribution of electricity, water supply, drainage and other incidental facilities a) Electricity - The internal wiring within the site - The main circuit breaker and transformer b) Water Supply - The supply system within the site Drainage - The drainage system (for toilet sewer, ordinary waster, storm drainage and others) within the site c) Furniture and Equipment Project equipment 34) To implement detailed design, bidding support and construction supervision (Consulting Service)		
2	Contingencies		
3	Total		
			XXX

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

Annex-6 Draft Layout Plan



Existing 4 story Building **New Proposed Building under Japanese Grant**

* the above shows tentative idea and subject to change according to the further survey and analysis in Japan

4-2. M/D II

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
জনপ্রশাসন মন্ত্রণালয়
পরিকল্পনা ৩ শাখা
(www.mopa.gov.bd)

নং- ০৫.০০.০০০০.২৪০.১৪.০০২.১৮-৯৭

তারিখ: ২৯ আষাঢ় ১৪২৬ / ১৩ জুলাই ২০২০

বিষয়ঃ **JICA Preparatory Survey Team** এর ২য় মিশনের **Minutes of Discussion** অনুমোদন ও স্বাক্ষর প্রদান সংক্রান্ত।

সূত্রঃ বাংলাদেশ ইনস্টিটিউট অব গভর্নেন্স এন্ড ম্যানেজমেন্ট এর পত্র নং- BIGM/JICA/প্রজেক্ট/০১/২৩/১৮- তারিখঃ ১৯/০১/২০২০ খ্রি.

উপর্যুক্ত বিষয় ও সূত্রের পরিপ্রেক্ষিতে জানানো যাচ্ছে যে, Bangladesh Institute of Governance and Management (BIGM)-এর জন্য জাপানী সহায়তায় জাপান-বাংলাদেশ ফ্রেন্ডশিপ পলিসি ল্যাব স্থাপনের লক্ষ্যে প্রাপ্ত Minutes of Discussion ও সংযুক্ত কাগজপত্র সচিব, জনপ্রশাসন মন্ত্রণালয় কর্তৃক স্বাক্ষরিত হয়েছে। পরবর্তী কার্যক্রম গ্রহণের জন্য স্বাক্ষরিত Minutes of Discussion ও সংযুক্ত কাগজপত্র এতদসঙ্গে প্রেরণ করা হলো।

সংযুক্তিঃ বর্ণনামতে ০২ (দুই) সেট

১৩/০৭/২০

(মোহাম্মদ মিজানুর রহমান)
যুগ্মসচিব
ফোন: ৯৫৪০৫৪৯

পরিচালক
বাংলাদেশ ইনস্টিটিউট অব গভর্নেন্স এন্ড ম্যানেজমেন্ট (বিআইজিএম)
ই-৩৩, আগারগাঁও, শের-ই- বাংলা নগর, ঢাকা-১২০৭।

অনুলিপি :

১। অতিরিক্ত সচিব, জনপ্রশাসন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
২। যুগ্মসচিব (উন্নয়ন), জনপ্রশাসন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।

Minutes of Discussions
on the Preparatory Survey (second field survey) for the Project for
Improvement of Governance and Management Research and Training Facilities

In response to the request from the Government of People's Republic of Bangladesh (hereinafter referred to as "Bangladesh"), Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the Preparatory Survey Team for the second Outline Design (hereinafter referred to as "the Team") of the Project for Improvement of Governance and Management Research and Training Facilities (hereinafter referred to as "the Project") to Bangladesh. The Team held a series of discussions with the officials of the Government of Bangladesh and conducted a field survey. In the course of the discussions, both sides have confirmed the main items described in the attached sheets.

20 April 2020
Dhaka, January , 2019

Seiichi Negishi
Leader
Preparatory Survey Team
Japan International Cooperation Agency
Japan

19.02.2020.
Shaikh Yusuf Harun
Secretary
Ministry of Public Administration
Government of the People's Republic of Bangladesh

Mohammad Tareque, Ph.D
Director
Bangladesh Institute of Governance and Management (BIGM)
Bangladesh

1. The Preparatory Survey for Outline Design

1-1. In the Minutes of Discussions on the Preparatory Survey for Outline Design (first field survey) dated 23rd October 2019, both sides confirmed the basic contents of the Project; objective of the Project, title of the Project, the Project site, responsible authority for the Project, the items requested by the Government of Bangladesh, procedures and basic principles of Japanese Grant, the schedule of the Survey and Environmental and Social Consideration.

1-2. During the Preparatory Survey for the Outline Design (second field survey) in December 2019, both side discussed the outline, layout, and necessary components of the Project. Both side confirmed the following components:

(1) Building Main Components:

[Eight storied, Reinforced-Concrete structure (Partial structure for Auditorium will be Steel), 70 parking lots on Grand floor]

-Grand floor: EV hall, Parking, Machinery room (Transformer room, Pump room)

-1st floor: Main lobby, Auditorium, Cafeteria, Administration office, Machinery room (Electricity room, Generator room)

-2nd floor: Auditorium, Lounge, Conference hall, Library, PC room

-3rd floor: 5 Class rooms, Seminar room, Meeting room

-4th floor: 5 Class rooms, Seminar room, Meeting room

-5th floor: 2 Class rooms, Faculty room, 2 Meeting rooms, Open Lounge

-6th floor: 2 Faculty rooms, 2 Meeting rooms,

-7th floor: Director room, 2 Vice directors rooms, Board room, Management office, meeting room

For detail information, refer Annex 5.

(2) Relevant equipment and furniture

-Desks, Chairs, Shelfs, Whiteboards, Projectors, Video conference systems

For detail information, refer Annex1.

1-3. The Team presented project layout plan (including images of the building) to the Bangladesh side, and both sides confirmed the plan, as shown in Annex 5.

2. Necessary Measures for the Procedures of Japanese Grant

2-1. The Bangladesh side agreed to take necessary measures, as described in Annex 2, for smooth implementation of the Project. The contents of Annex 2 will be elaborated and refined during the Preparatory Survey and be agreed in the mission dispatched for explanation of the Draft Preparatory Survey Report. The Bangladesh side agreed to pursue tax exemption process and the rates of applicable tax for the

implementation of the Project. If the tax is not exempted, BIGM will pay the tax and inform to Japanese side no later than the end of January 2020.

2-2. The team shared the reference document which explains major costs to be borne by Bangladesh side. The team explained that the tax amount to be changed since it will affect contractor's procurement plan. The team will share the tentative reference document which explains major costs to be borne by Japanese side by the end of January 2020. The Bangladesh side confirmed its condition explained in the document and will arrange the budget needed to be requested via the Development Project Proposal (DPP) that will be submitted by 1st of March 2020.

2-3. As both side discussed in the first survey, the procedures and basic principles, and basic principles of Japanese Grant as described in Annex 3 shall be applied to the Project. As for the monitoring of the implementation of the Project, JICA requires Bangladesh side to submit the Project Monitoring Report, the form of which is attached as Annex 4.

3. Schedule of the Survey

3-1. JICA will prepare a draft Preparatory Survey Report in English and dispatch a mission to Bangladesh in order to explain its contents around June 2020.

3-2. If the contents of the draft Preparatory Survey Report are accepted and the undertakings for the Project are fully agreed by the Bangladesh side, JICA will finalize the Preparatory Survey Report and send it to Bangladesh around September 2020.

3-3. The above schedule is tentative and subject to change.

4. The Implementation before Starting the Project

4-1. The Bangladesh side confirmed to fill in necessary information of the tax exemption format.

4-2. The Team conducted the baseline survey for gathering necessary information of the key indicators for expected outcomes. The Team explained the draft indicators (as shown Annex 6) to Bangladesh side, and both side confirmed to decide the indicators after the next mission planned on June 2020.

4-3. The both side reconfirmed that the installation of Japanese style garden and the Memorial monument which celebrates 50 years friendship between Bangladesh and Japan are out of scope of the Project. In addition, the Bangladesh side agreed the tentative spaces for the garden and the monument that are shown in the Annex 5, and the cost of the arrangements of the garden and the monument to be borne by

Bangladesh side. However, the Bangladesh side requested to receive the technical assistance to design the garden and the monument from Japanese side due to their technical limitation, and the Team agreed to convey its request to Japanese stakeholders.

4-4. It should be noted that the planning permit for the new building at the earliest timing are preconditions of implementation of the Project under the Japanese Grant. The Team will provide the drawings and the other supplemental detailed information as necessary so that the Bangladesh side will be able to obtain planning permit from the relevant authority, such as Public Works Department by the end of January 2020. The Bangladesh side confirmed to inform to Japanese side no later than the end of January 2020 if planning change would be happened.

5. Other Relevant Issues

5-1. Both side discussed the tentative timeline and priorities of the potential approach and contents of the Technical Cooperation including concept of "Advisor on Policy issues for strengthening BIGM" requested by Bangladesh Government, and both side confirmed to continue the discussion to the next mission which is scheduled on June 2020. The proposal from the team is shown in Annex 8. Furthermore, the Bangladesh side agreed to provide office space for JICA experts at the main building, and transfer it to the new building after the construction is completed.

5-2. The Bangladesh side requested to confirm the possibility to build a connection bridge between the existing building and new building funded by the project. The Team explained that the building the connection bridge is out of the scope of the Project, and the both side confirmed that it needs to be satisfied with the following conditions by Bangladesh side; (1) the cost of the connection bridge will be borne by the Bangladesh side, (2) the new structural supports and/or the seismic reinforcement of existing building's structure shall be required with the consultation of specialist, (3) the construction works should be started after the handover of new building.

5-3. The Bangladesh side requested to install solar power generation and rainwater harvest system in the new building that is possibly proclaimed as a new government requirement. The Both side agreed to collect the official announcement that clarify the necessity to install the systems in the new building. However, the Bangladesh side confirmed that the cost of the installation of systems will be borne by the Bangladesh side if the installation of systems is out of scope of the Project.

5-4. The team explained mechanical parking system with following conditions;
Note1: Maintenance contract: Approx. 10,000USD/year for 35 units

Note 2: Upper car can move only when lower car is out of the spot

The Bangladesh side confirmed these conditions.

Annex 1 List of the Goods (Tentative)

Annex 2 Major undertakings to be taken by the Government of Bangladesh

Annex 3 Japanese Grant

Annex 4 Project Monitoring Report (template)

Annex 5 The Project Layout Plan

Annex 6 Draft key indicators of the Project

Annex 7 Tax exemption procedure

Annex 8 Technical Cooperation Idea

Annex 1

Project components (Equipment)

Item No.	Item	Item No.	Item
I. Furniture			II. Audio Equipment and IT equipment
1	Desk 01 for classroom (student)	1	Projector 01 for auditorium
2	Desk 02 for classroom (lecturer)	2	Projector 02 for classroom
3	Desk 03 for lecturer's room	3	Screen 02 for auditorium
4	Desk 04 for computer room	4	Screen 01 for classroom
5	Desk 05 for library	5	Public Address System 01 Auditorium
6	Desk 06 for library (PC table type)	6	Public Address System 02 Classroom
7	Podium 01 (desk for speaker)	7	PC 01 for classroom
8	Table 01 for seminar room, library room and academic lounge	8	PC 02 for Computer room
9	Table 02 for seminar room	9	Text-to-speech software for PC user
10	Table 03 for meeting room	10	LCD monitor
11	Table 04 for open lounge & academic lounge	11	Video Conference System Set
12	Table 05 for lobby	12	Copy machine
13	Chair 01 for classroom w/shelf net	13	Printer
14	Chair 02 for meeting	14	Wireless LAN System set
15	Chair 03 for lecturer room		
16	Chair 04 for open lounge & academic lounge		
17	Chair 05 for lobby		
18	White board		
19	Bookshelf 01 (both side type)		
20	Bookshelf 02 (one side type)		

Annex 2

Major Undertakings to be taken by the Government of Bangladesh

Version Dec. 2019

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

(1) Before the Bidding

NO	Items	Deadline	In charge	Estimated Cost	Ref.
1	To sign the banking arrangement (B/A) with a bank in Japan (the Agent Bank) to open bank account for the Grant	within 1 month after the signing of the G/A	MOF/ BIGM		
2	To issue A/P to the Agent Bank for the payment to the consultant	within 1 month after the signing of the contract(s)	MOF/ BIGM		
3	To bear the following commissions to the Agent Bank for the banking services based upon B/A				
	1) Advising commission of A/P	within 1 month after the signing of the contract(s)	BIGM	$100	
	2) Payment commission for A/P	every payment	BIGM	$2,174	
5	To secure and clear the following lands 1) project site for building	before notice of the bidding documents	BIGM	$6,480	
6	To obtain approvals for the planning, building design, construction and utility connections and bear commissions, if any.	before preparation of the bidding documents	BIGM		
7	To clear, level and reclaim the following sites 1) remove utilities (Electricity cable)	before notice of the bidding documents	BIGM	$4,500	
8	To clear, level and reclaim the following sites 1) remove existing facilities (trees)	before notice of the bidding documents	BIGM	$564	
9	To submit Project Monitoring Report (with the result of Detailed Design)	before preparation of the bidding documents	BIGM		

(B/A: Banking Arrangement, A/P: Authorization to pay, N/A: Not Applicable)

(2) During the Project Implementation

NO	Items	Deadline	In charge	Estimated Cost	Ref.
1	To issue A/P to the Agent Bank for the payment to the consultant, the supplier and the contractor	within 1 month after the signing of the contract(s)	BIGM		
2	To bear the following commissions to the Agent Bank for the banking services based upon the B/A				
	1) Advising commission of A/P	within 1 month after the signing of the contract(s)	BIGM	$200	
	2) Payment commission for A/P	every payment	BIGM	$21,739	
3	To ensure prompt unloading and customs clearance at ports of disembarkation in the country of the Recipient and to assist the Supplier(s) with internal transportation therein the Recipient	during the Project	BIGM		
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	BIGM		
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 exempted, otherwise be borne by its designated authority without using the Grant	during the Project	BIGM		
6	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	during the Project	BIGM		
7	To notify JICA promptly of any incident or accident, which has, or is likely to have, a significant adverse effect on the environment, the affected communities, the public or workers.	during the construction	BIGM		
8	1) To submit Project Monitoring Report	every month	BIGM		
	2) To submit Project Monitoring Report (final) (including as-built drawings, equipment list, photographs, etc.)	within 1 month after issuance of Certificate of Completion for the works under the contract(s)	BIGM		
9	To submit a report concerning completion of the Project	within 6 months after completion of the Project	BIGM		
10	To provide facilities for distribution of electricity, water supply and drainage and other incidental facilities necessary for the implementation of the Project outside the site(s)		BIGM		
	1) Electricity: The distributing line to the site	before start of the construction	BIGM		
	2) Water Supply: The city water distribution main to the site	before start of the construction	BIGM		
	3) Drainage: Drainage main (for storm, sewer and others) to the site	6 months before completion of the construction	BIGM		
	4) Telephone and Internet connection	6 months before completion of the construction	BIGM		
11	To take measure necessary for security and safety of the Project - maintaining the safety of workers and the general public by thorough implementation of safety measures and immediate action in the case of accident - traffic control around the site(s) and on transportation routes of construction materials - installation of fences around the site(s)	during the construction	BIGM		
12	To provide parking area for the Contractor.	during the construction	BIGM		

(3) After the Project

NO	Items	Deadline	In charge	Estimated Cost	Ref.
1	To provide equipment, furniture, facilities necessary for the implementation of the Project 1) General furniture for the building	After completion of the construction	BIGM	$41,600	
	2) General Equipment for the building	After completion of the construction	BIGM		
	3) External garden works	After completion of the construction	BIGM	$20,119	
	4) External works including pavement of approaching road	After completion of the construction	BIGM	$16,800	
	5) Curtain and Blind	After completion of the construction	BIGM	$26,210	
2	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 3) Routine check/Periodic inspection	After completion of the construction	BIGM		

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

NO	Items	Deadline	Amount (Million Japanese Yen)*
1	To construct a building and procure equipment - Improvement of roads 1) To conduct the following transportation a) Marine(Air) transportation of the products from Japan or the third countries to the country of the Recipient b) Internal transportation from the port of disembarkation to the project site		
	2) To provide facilities for the distribution of electricity, water supply, drainage and other incidental facilities a) Electricity - The internal wiring within the site - The main circuit breaker and transformer b) Water Supply - The supply system within the site Drainage - The drainage system (for toilet sewer, ordinary waster, storm drainage and others) within the site c) Furniture and Equipment Project equipment 3) To implement detailed design, bidding support and construction supervision (Consulting Service)		
2	Contingencies		
3	Total		
			XXX

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

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 singed 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.

4) Export and Re-export

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

PROCEDURES OF JAPANESE GRANT

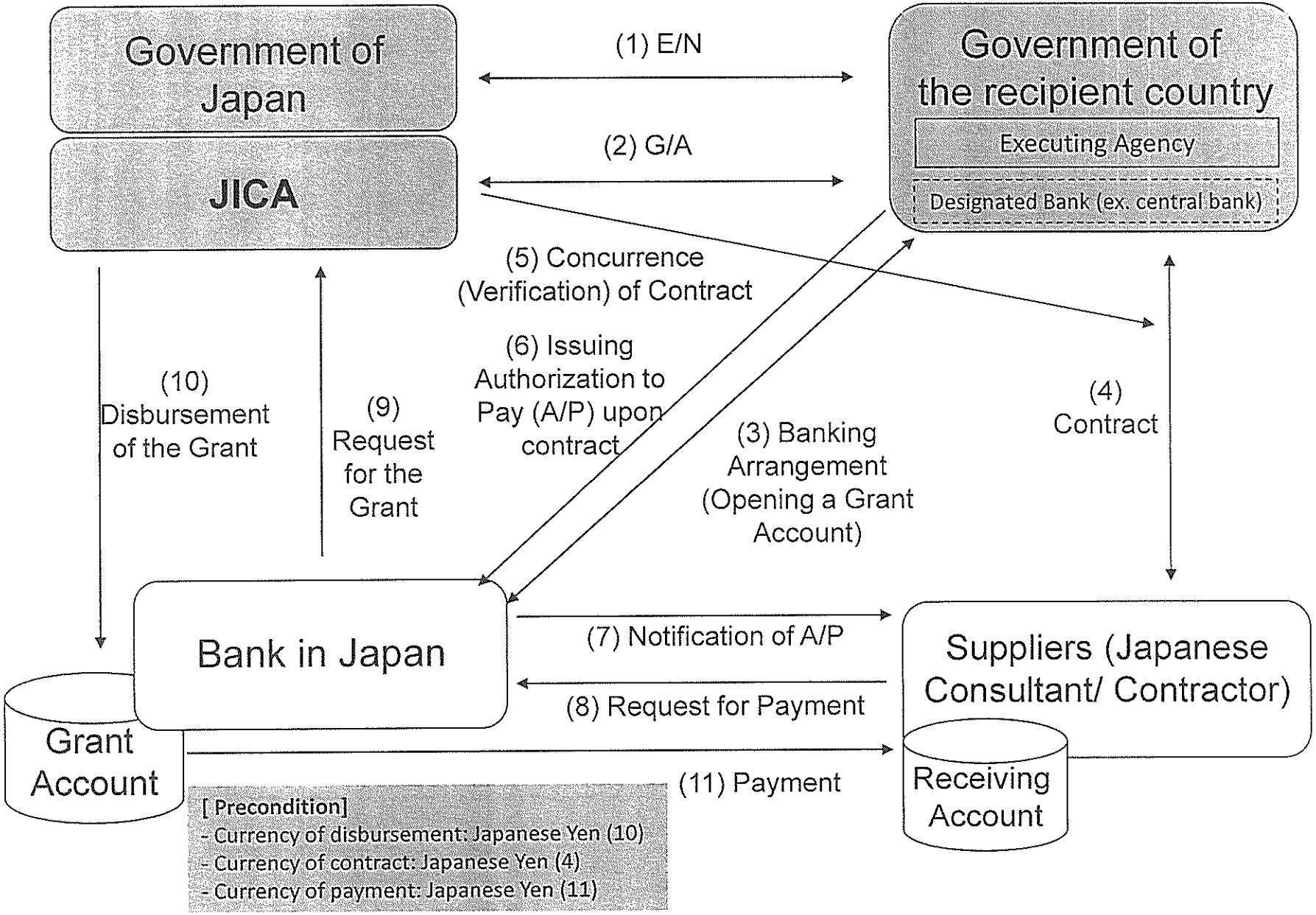
Stage	Procedures	Remarks	Recipient Government	Japanese Government	JICA	Consultants	Contractors	Agent Bank
Official Request	Request for grants through diplomatic channel	Request shall be submitted before appraisal stage.	x	x				
1. Preparation	(1) Preparatory Survey Preparation of outline design and cost 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:

1. Project Monitoring Report and Report for Project Completion shall be submitted to JICA as agreed in the G/A.

2. Concurrence by JICA is required for allocation of grant for remaining amount and/or contingencies as agreed in the G/A.

Financial Flow of Japanese Grant (A/P Type)



Project Monitoring Report
on
Project Name
Grant Agreement No. XXXXXXX

20XX, Month

Organizational Information

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

General Information:

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

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 *(proposed in the outline design)*	Actual
1.		

2-2 Scope of the work

Components	Original* *(proposed in the outline design)*	Actual*
1.		

Reasons for modification of scope (if any).

(PMR)

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			Cost (Million Yen)	
	Original *(proposed in the outline design)*	Actual *(in case of any modification)*	Original[1),2)] *(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			Cost (1,000 Taka)	
	Original *(proposed in the outline design)*	Actual *(in case of any modification)*	Original[1),2)] *(proposed in the outline design)*	Actual
	1.			

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.

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

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.)

Original *(at the time of outline design)*
Actual *(PMR)*

3-2 Budgetary Arrangement

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

Original *(at the time of outline design)*

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:
	Contingency Plan (if applicable):
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:
	Contingency Plan (if applicable):
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:

	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.

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)

Monitoring sheet on price of specified materials

1. Initial Conditions (Confirmed)

	Items of Specified Materials	Initial Volume A	Initial Unit Price (¥) 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
1	Item 1	●●t	●	●	●	●	●
2	Item 2	●●t	●	●	●		
3	Item 3						
4	Item 4						
5	Item 5						

2. Monitoring of the Unit Price of Specified Materials

(1) Method of Monitoring：●●

(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
1	Item 1						
2	Item 2						
3	Item 3						
4	Item 4						
5	Item 5						

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

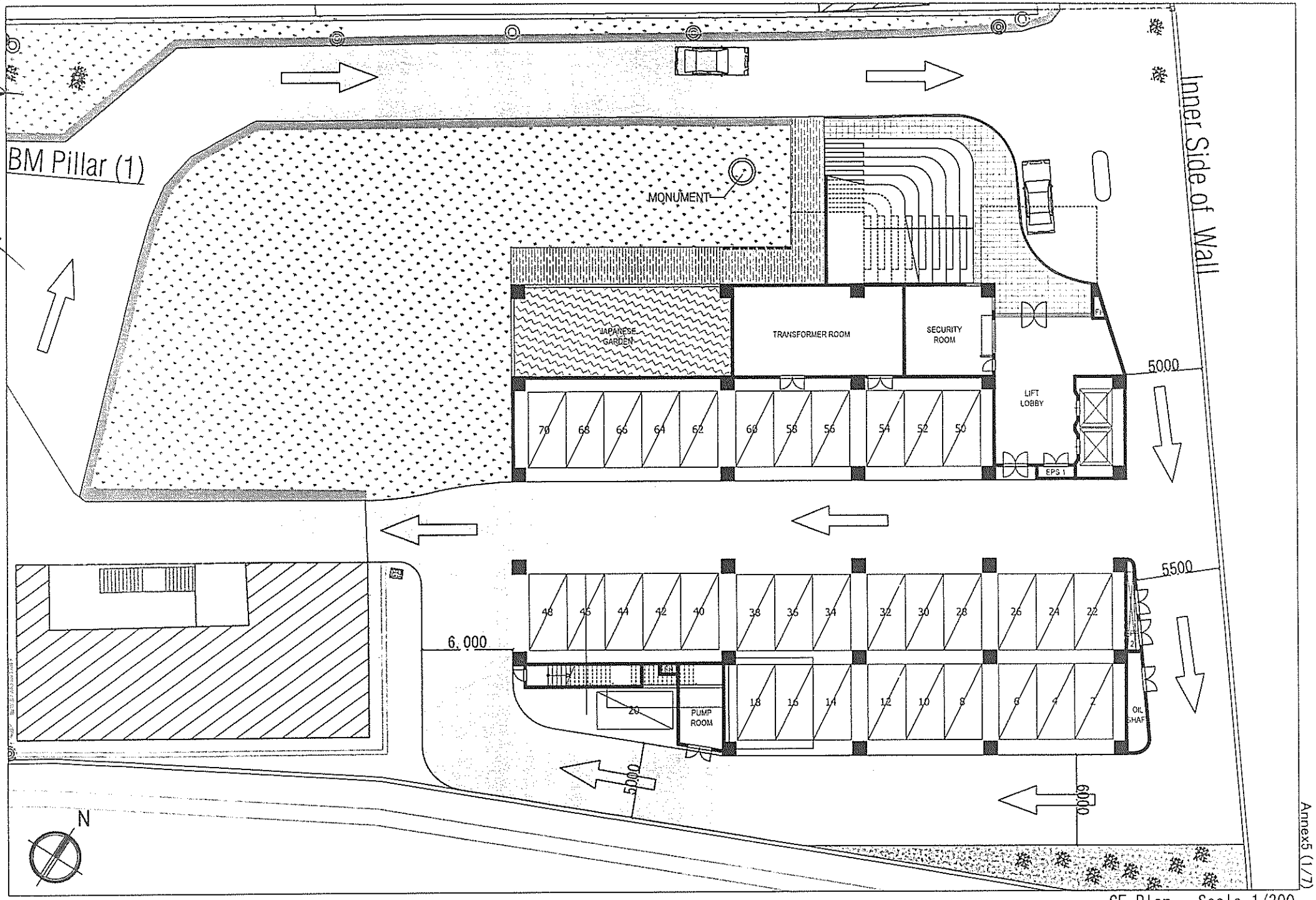
-

-

-

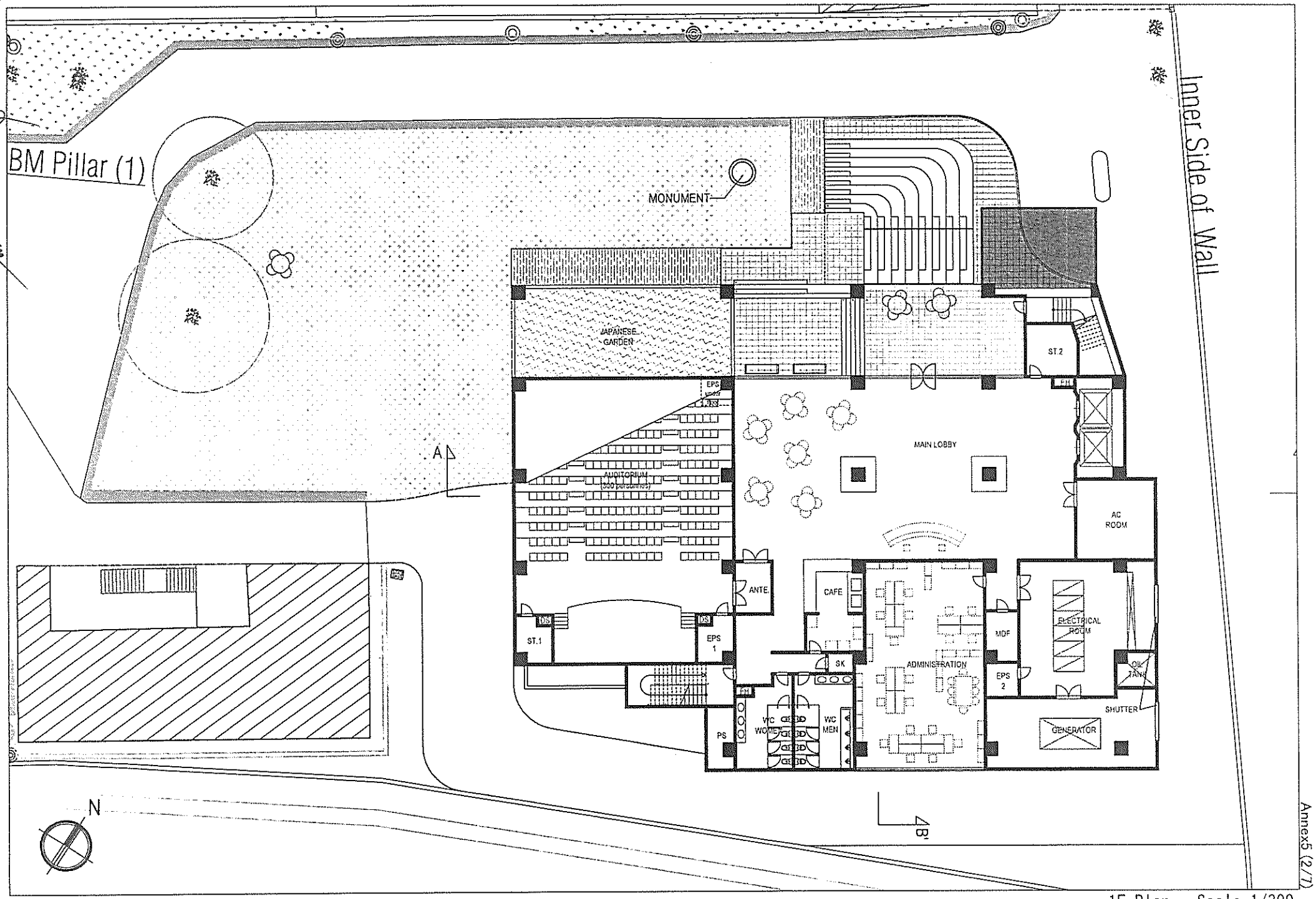
Report on Proportion of Procurement (Recipient Country, Japan and Third Countries)
(Actual Expenditure by Construction and Equipment each)

	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%)	



Annex5 (1/7)

GF Plan - Scale 1/300



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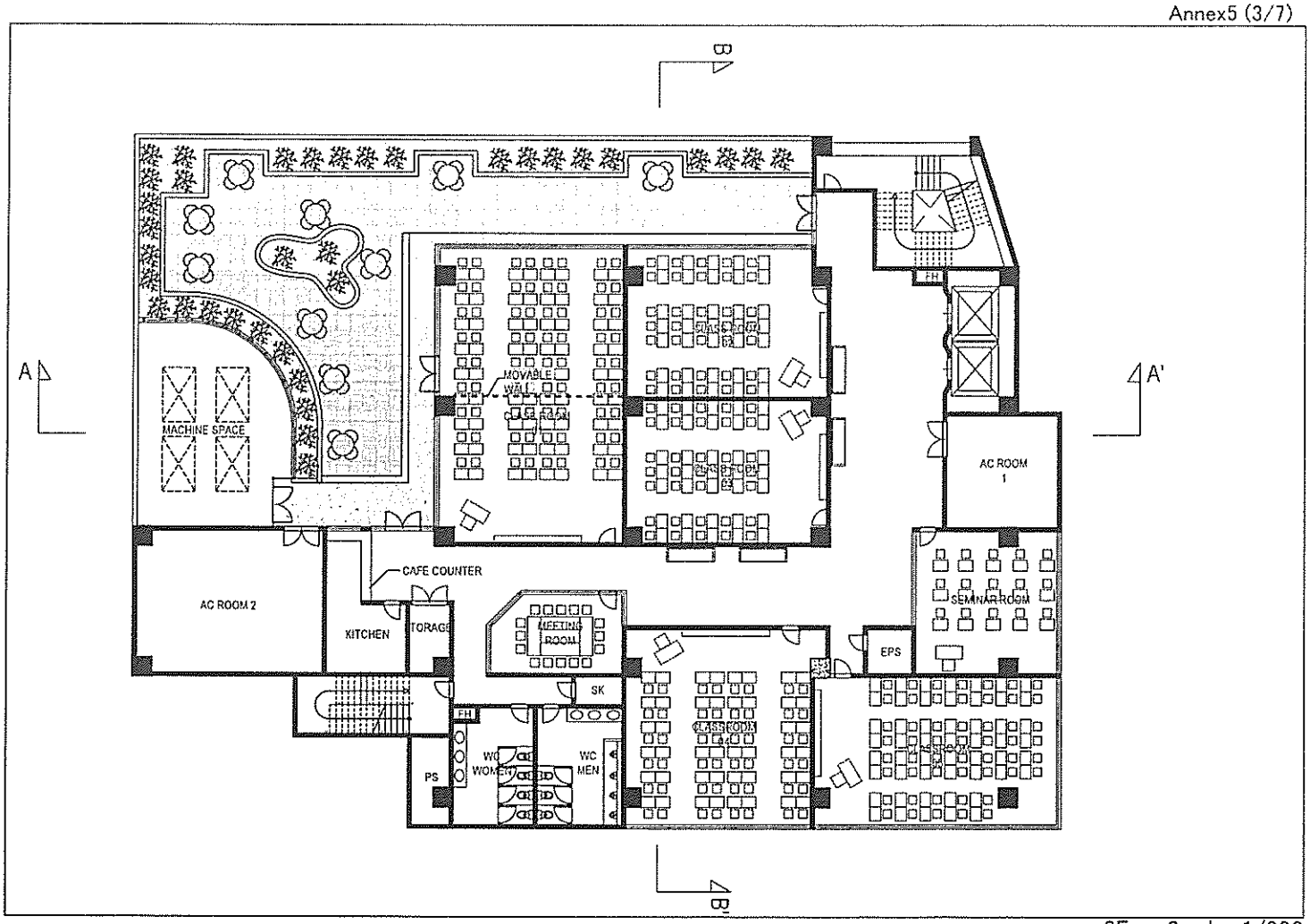

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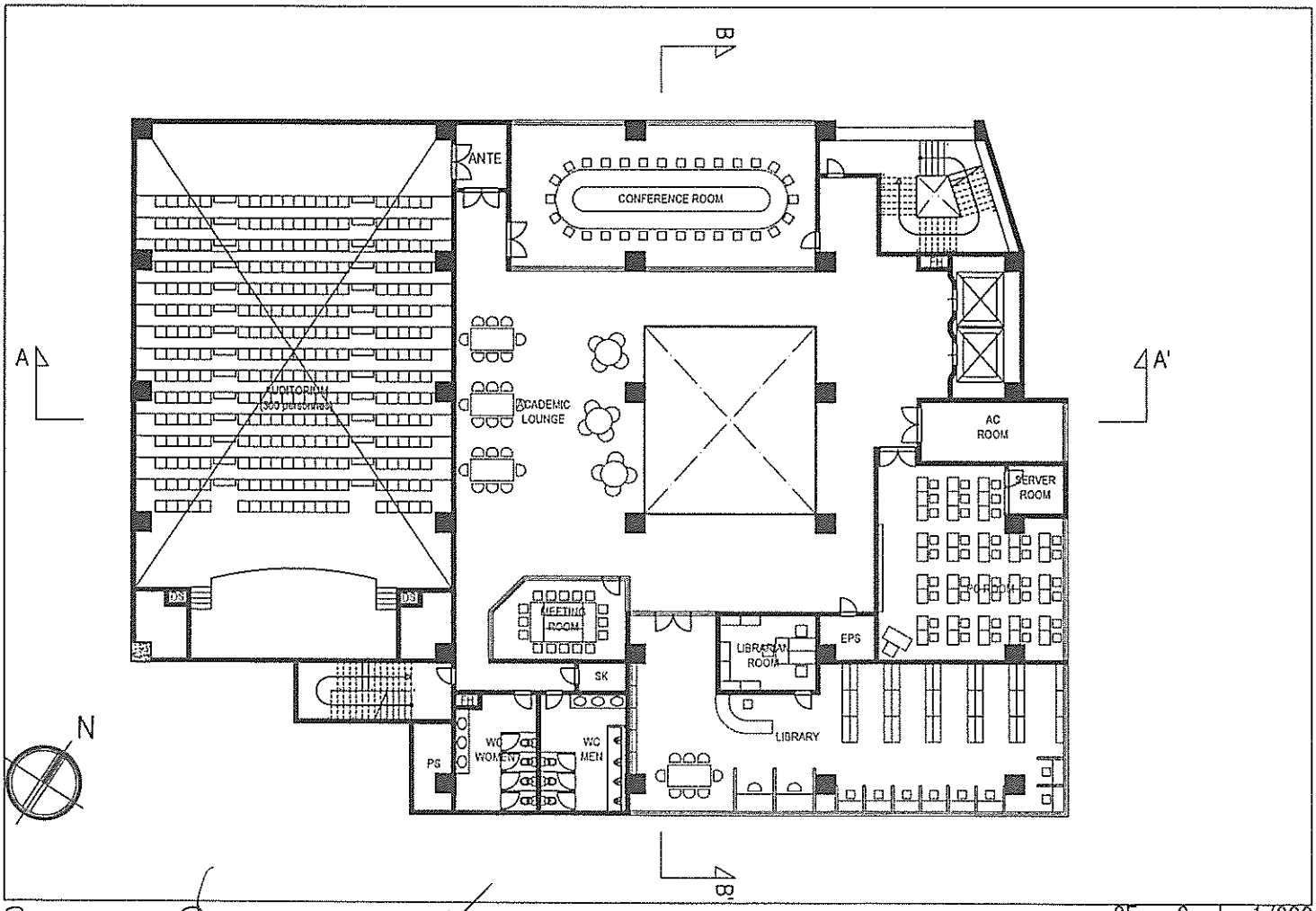

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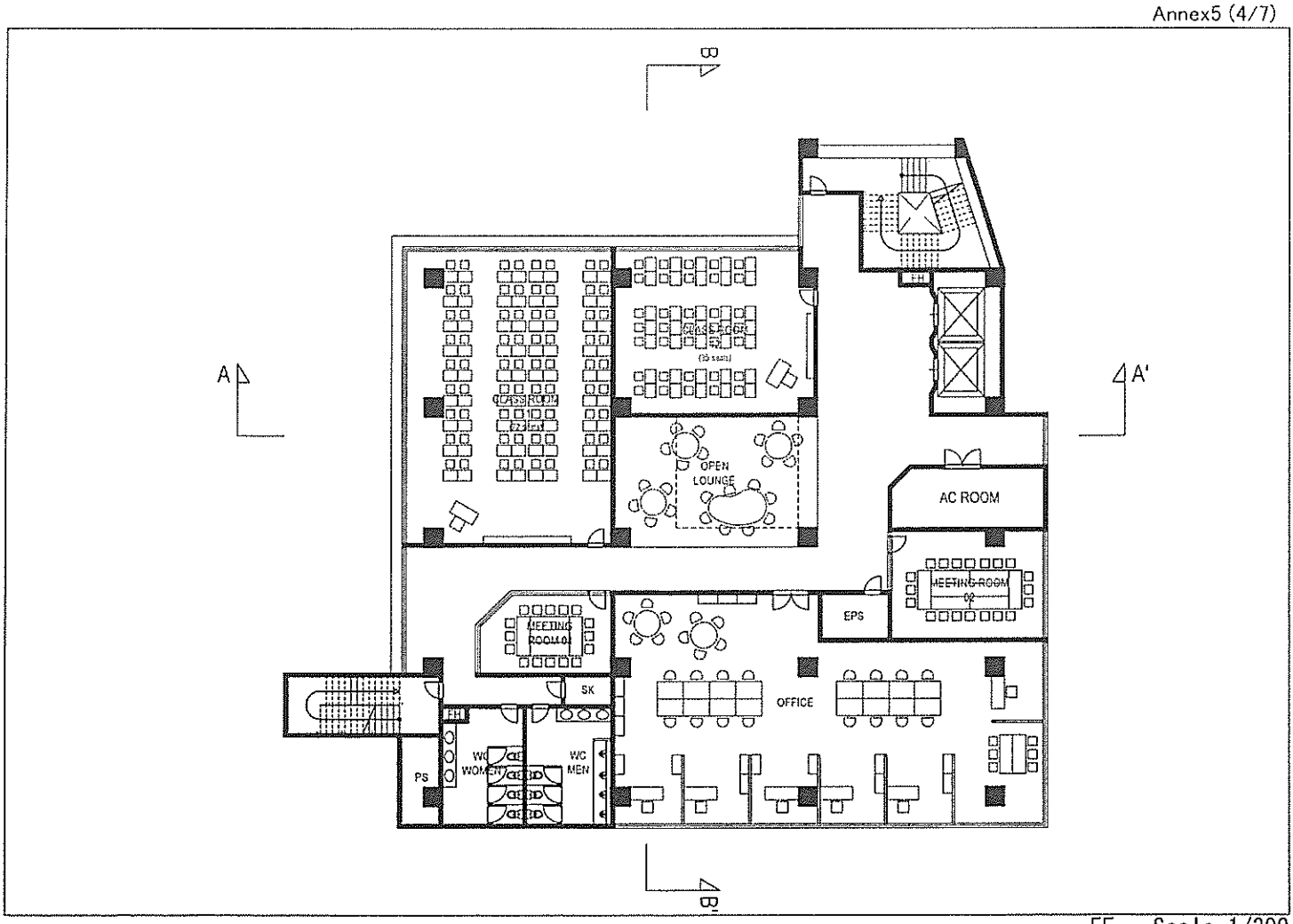

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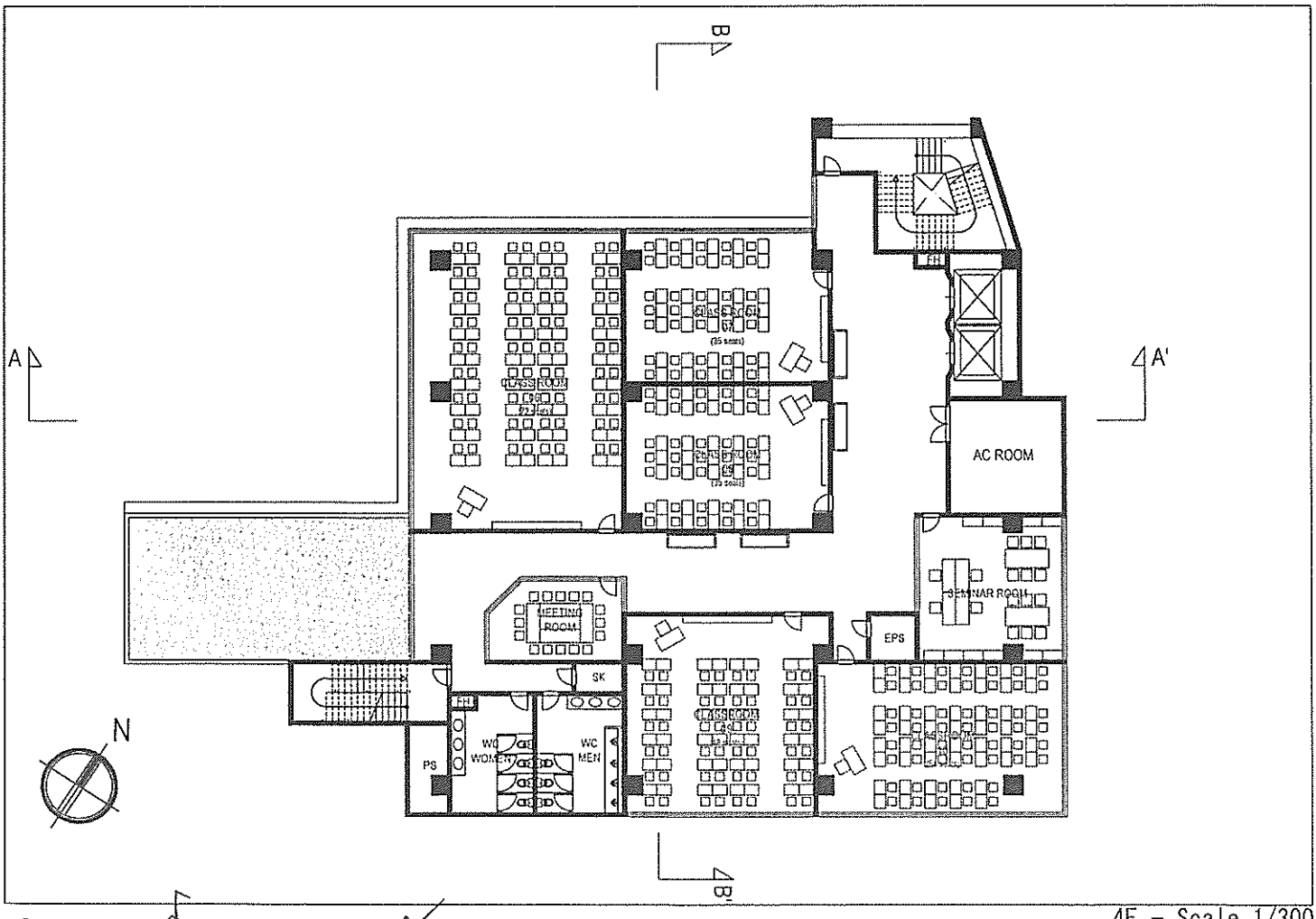

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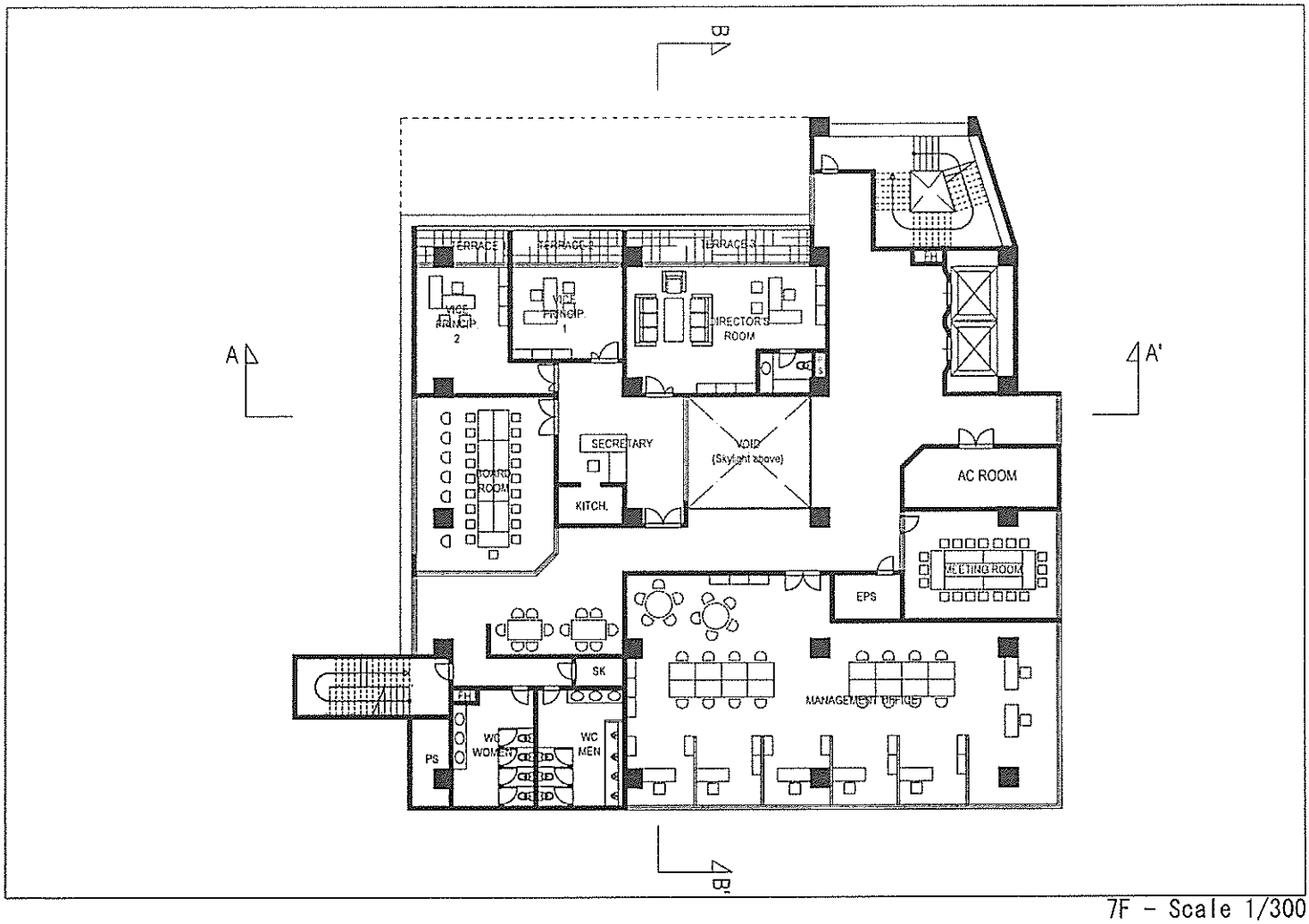

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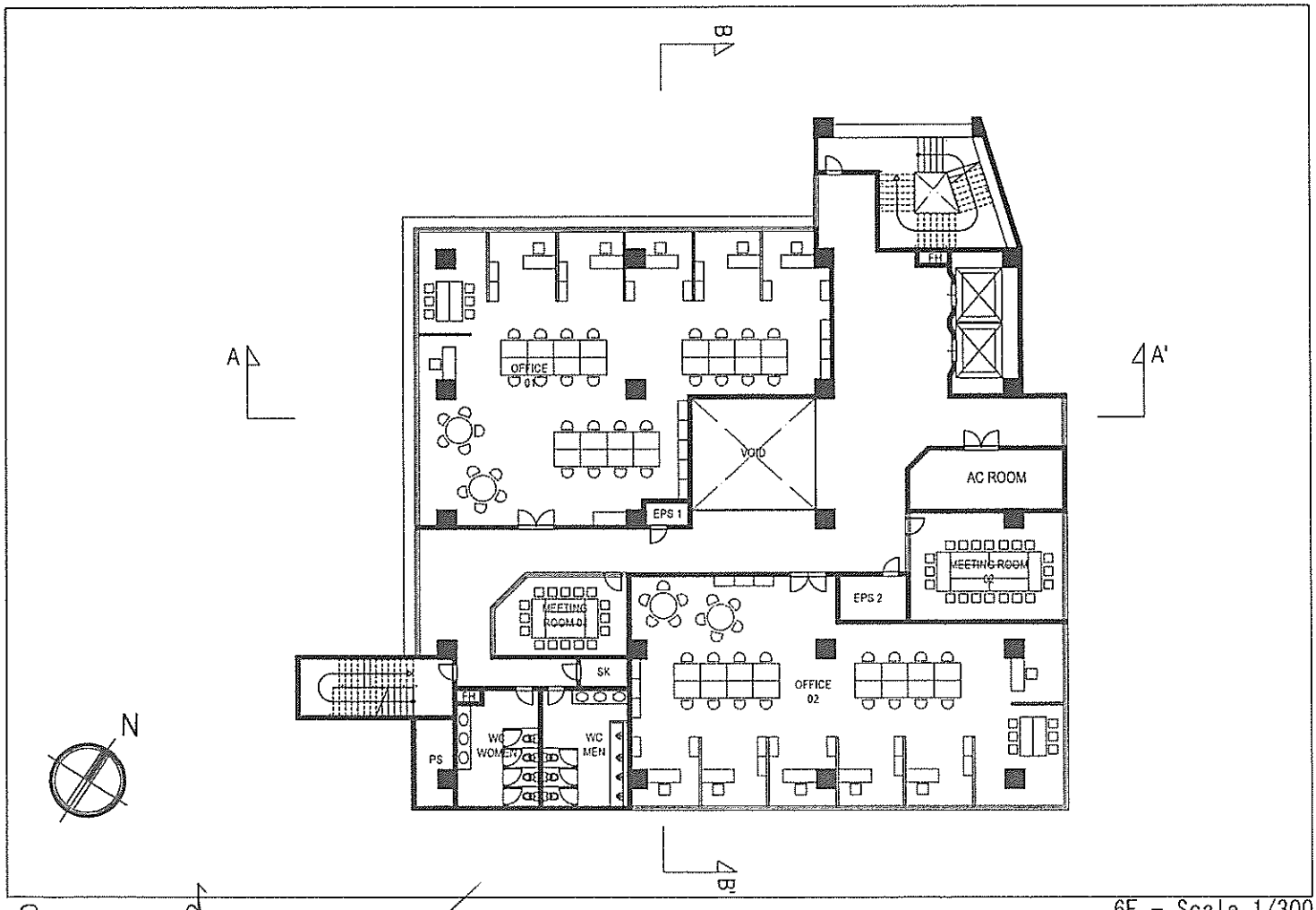

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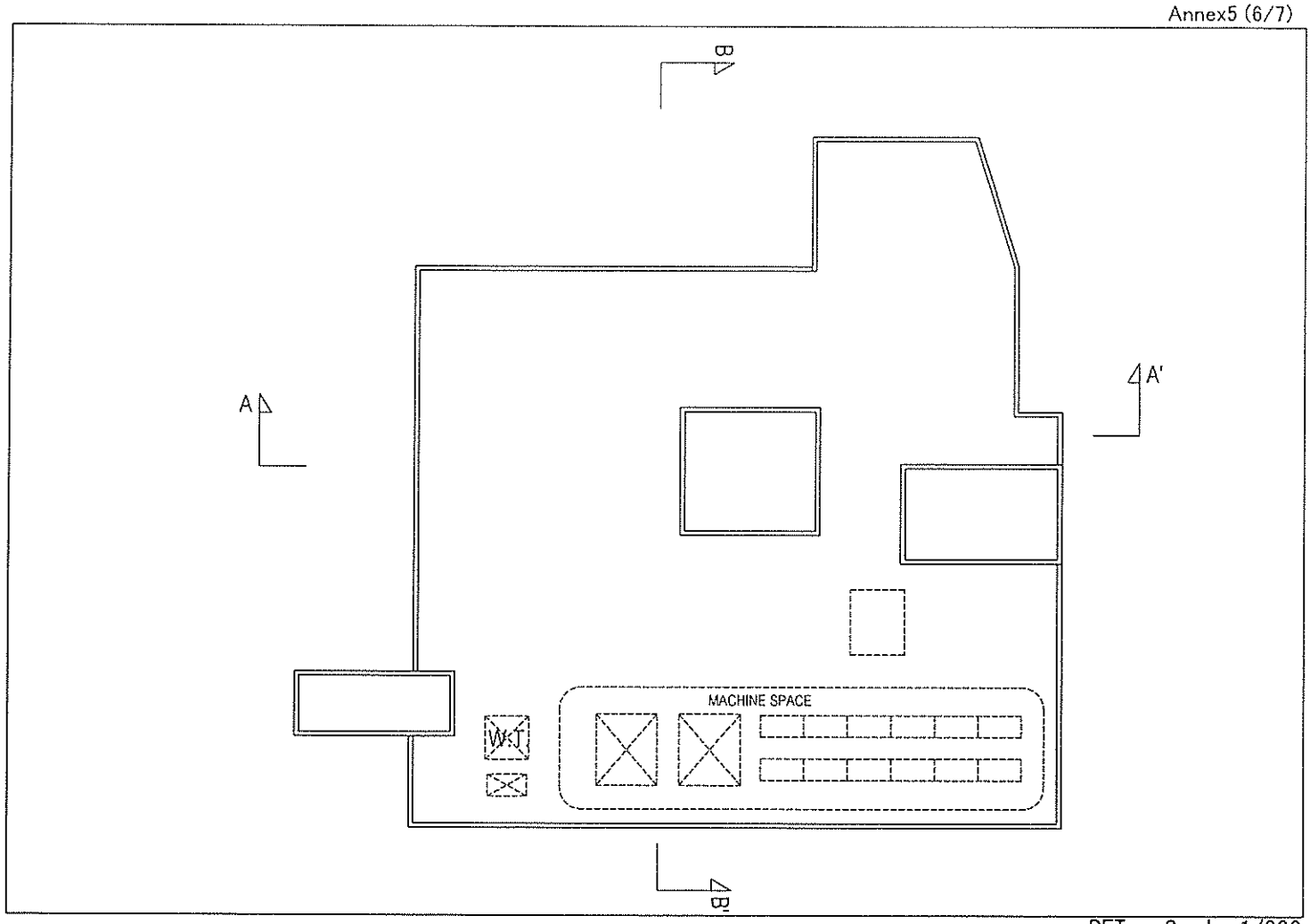
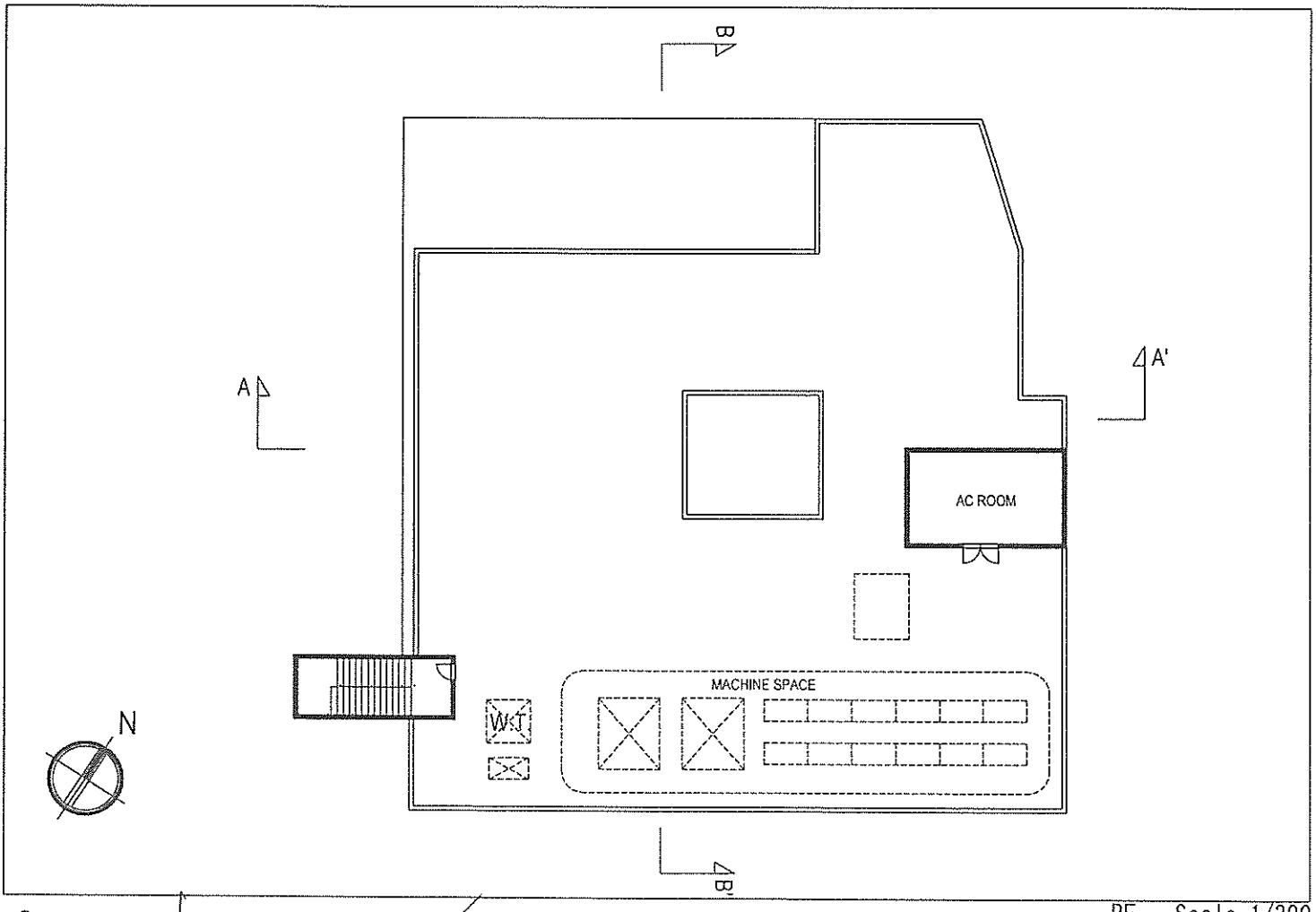


RFT - Scale 1/300



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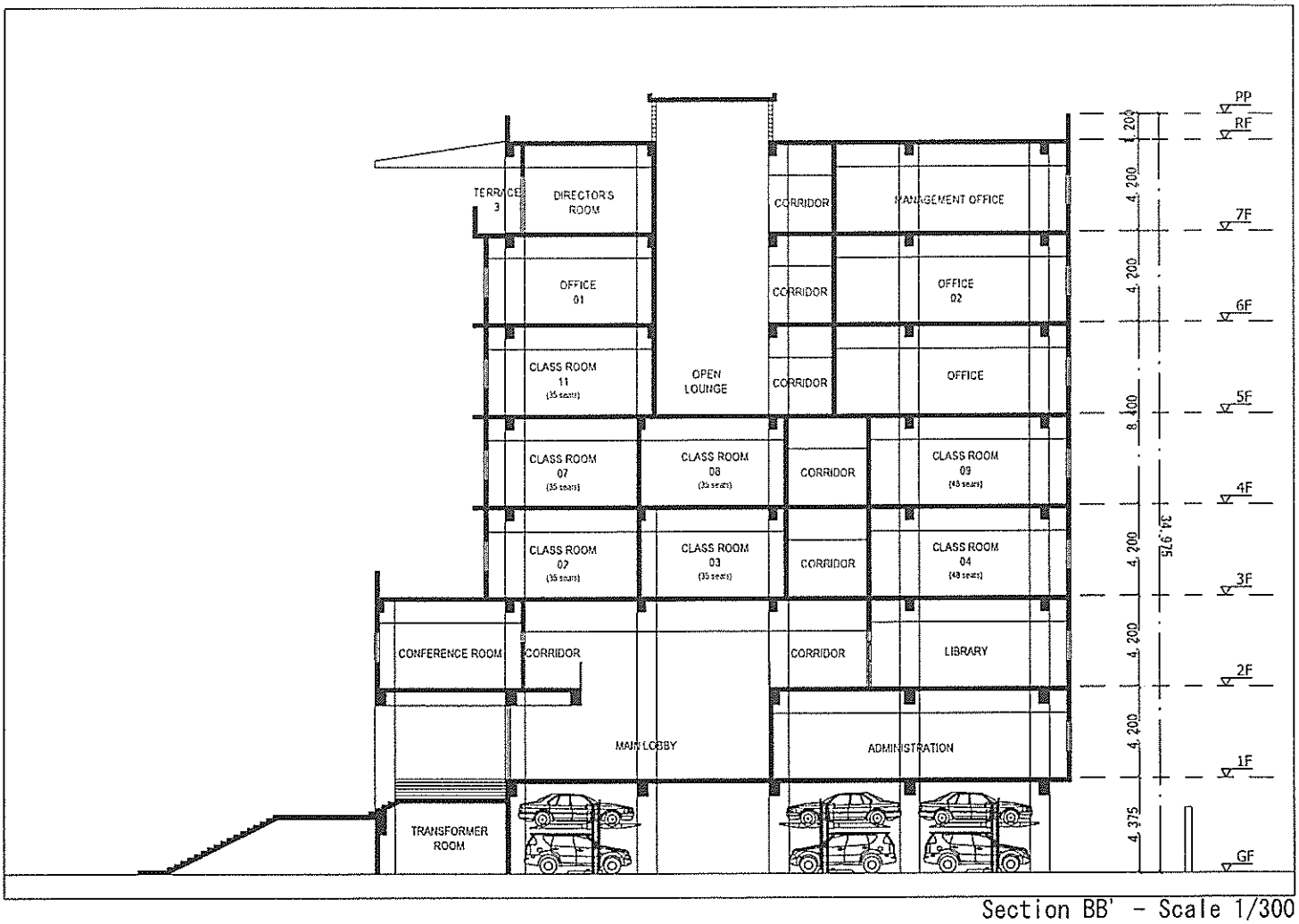

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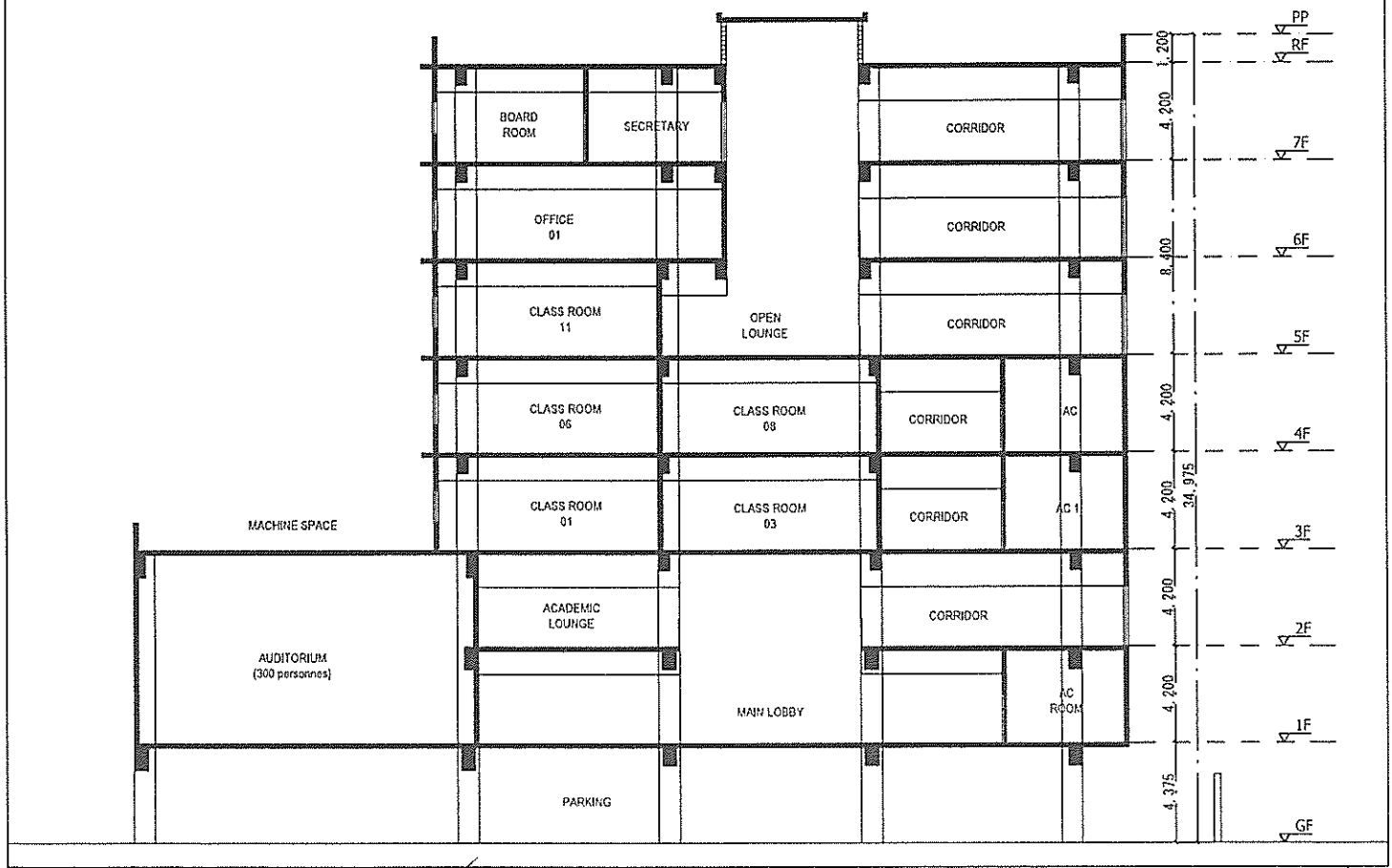

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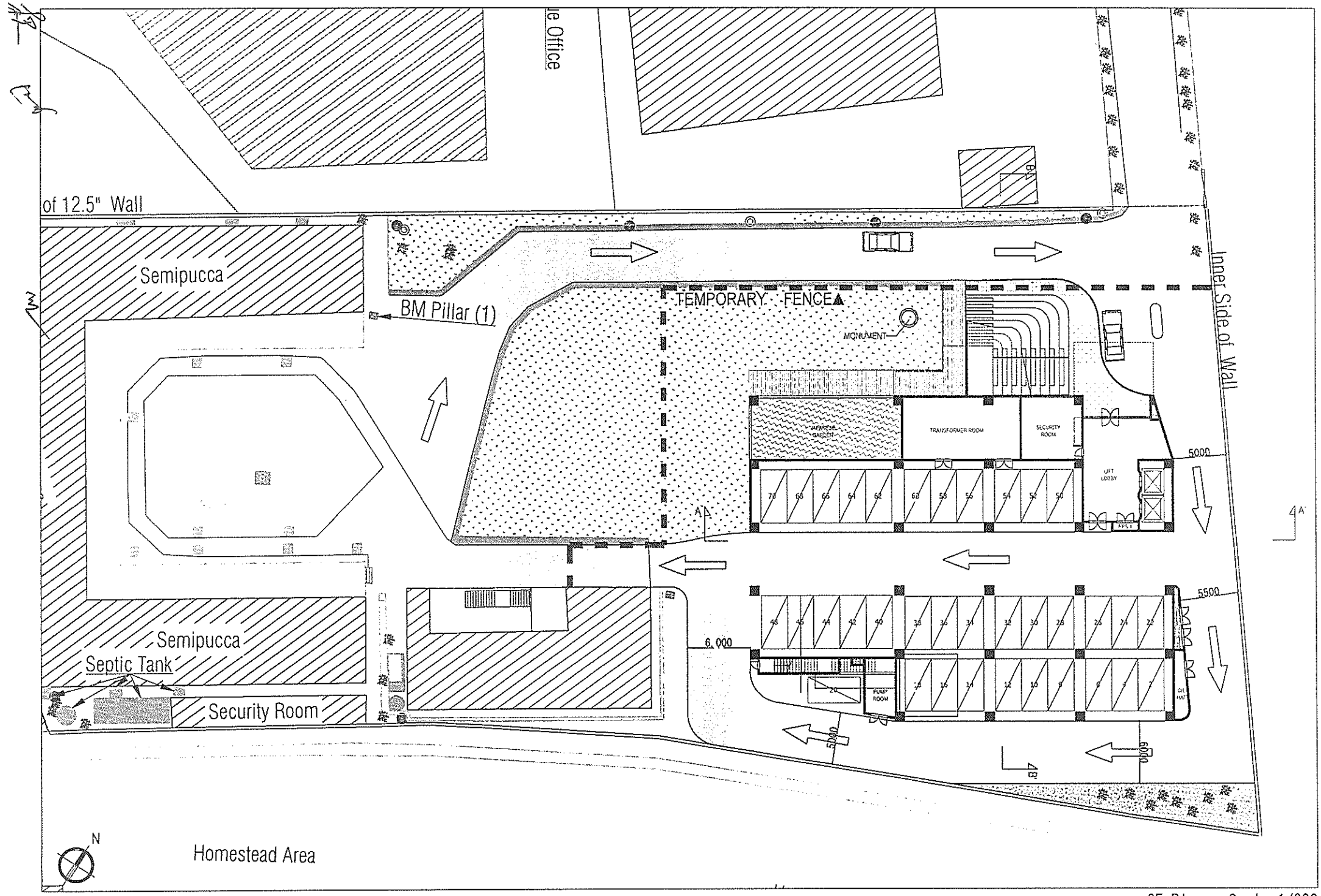


GF Plan - Scale 1/300

Annex 6

Proposed Indicators

Quantitative indicators to measure the attainment of project objectives		
Indicators	**Baseline(Year 2024)**	**Target (Year 2027) (3 years after project completion)**
Number of graduates of training and master programs in new building (*1)(per year)		
Occupancy rate of classrooms in working day (*2) in new building (*1)(per year)		
Number of seminars and workshops (*3) organized in new building (*1) (per year)		
Qualitative indicators to measure the attainment of project objectives		
- Human resource development for policy making is promoted through high quality training and master programs (*3) based on the improvement of educational environment. - **Policy research and advisory function are strengthened through the improvement of research environment.** - **Regional/Domestic policy research networks are expanded through facilitating joint research, seminars and workshops.**		

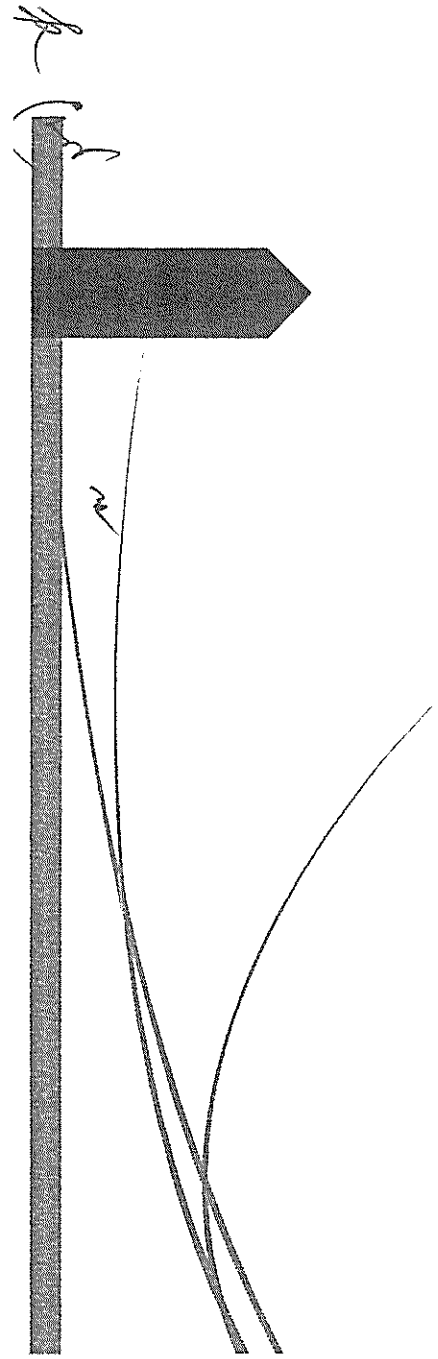
(*1) New building means the facility build by Grant Aid project in BIGM
(*2) In 2019, BIGM's working day is Saturday and Sunday, (*3) These definitions will be continuously discussed.

Annex 7

Project for Improvement of Governance and Management Research and Training Facilities

Confirmation on BIGM's Responsibility for Tax Emption under E/N and G/A

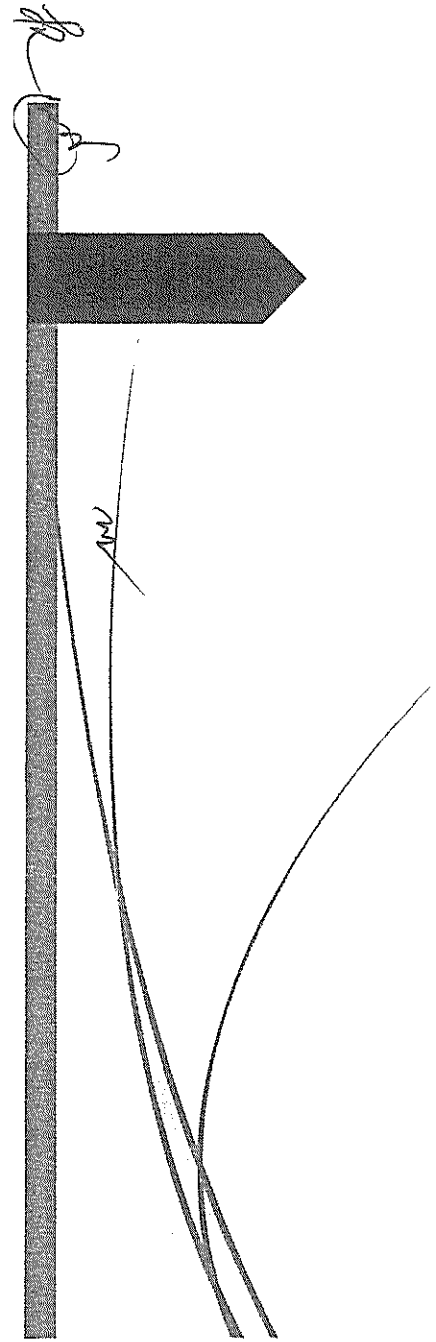
December 2019



1. BIGM's Responsibility for tax exemption under E/N and G/A

According to the Exchange of Notes (E/N) and Grant Agreement (G/A) to be signed by the Governments and JICA, BIGM is required in the course of the Project implementation:

"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 exempted and/or borne by its designated authority without using the Grant."



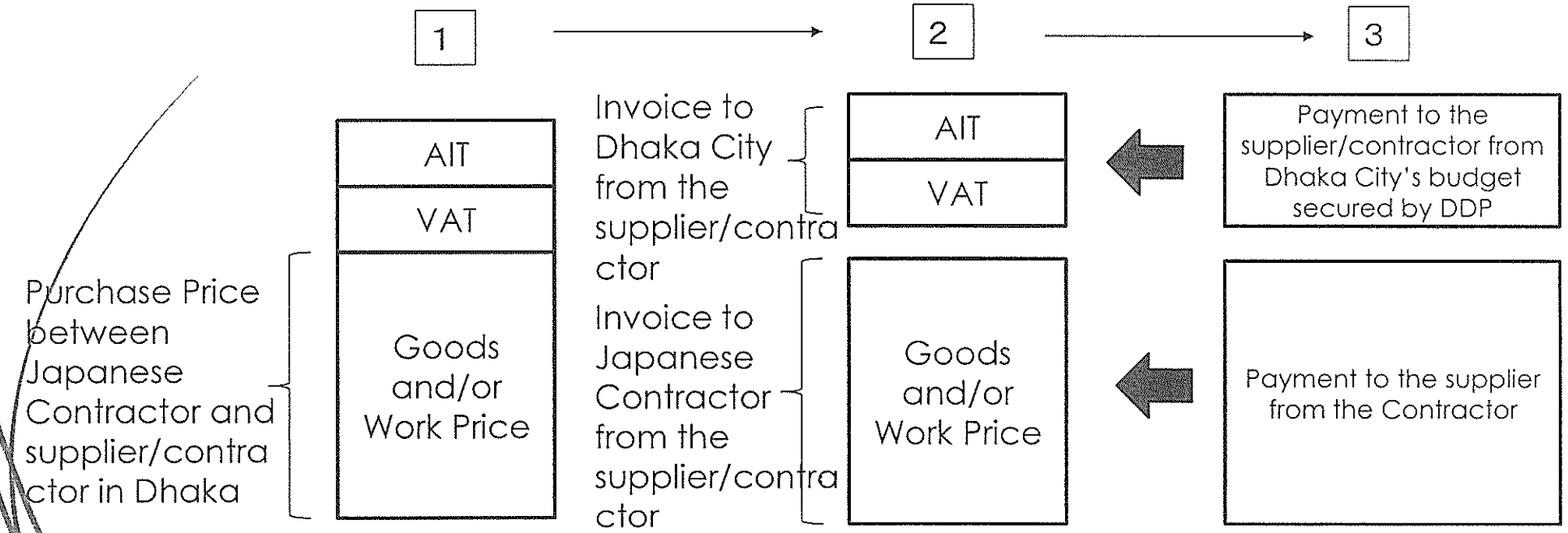
- Please let us know if there is any misunderstanding on tax exemption mechanism and procedures in Bangladesh.
- Your advice for tax exemption based on your experience in previous projects with other donors is highly appreciated.

2. BIGM's Responsibility for Application of DDP (Development Project Proposal)

- Customs duties, internal taxes and other fiscal levies shall be exempted by BIGM's arrangements.
- BIGM shall secure the budget for the payment of the taxes by application of DDP.

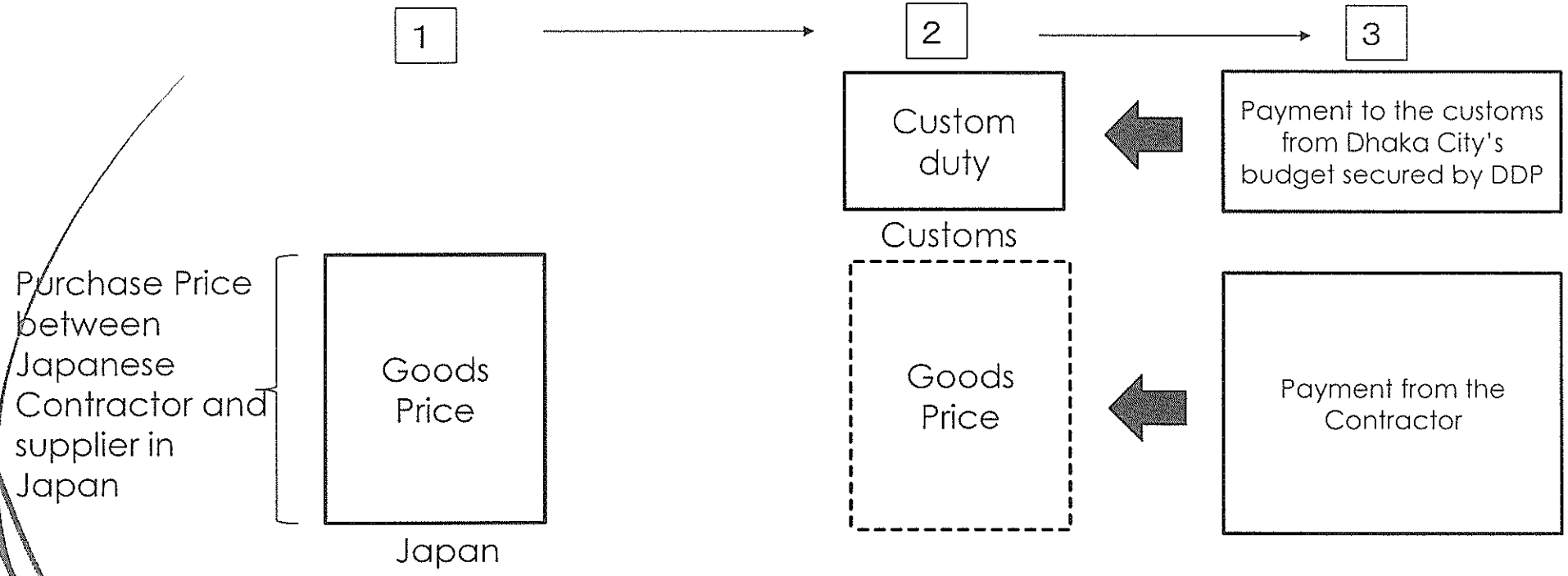
3-1. Our understanding on tax exemption procedures under E/N and G/A

- In the previous Japan's Grant Aid project for Dhaka City and another one, the tax exemption for internal purchase was conducted as follows;



3-2. Our understanding on tax exemption procedures under E/N and G/A

- In the previous Japan's Grant Aid project for Dhaka City and another one, tax exemption for imported goods was conducted as follows;



4. Tax and Tax Exemption in Bangladesh (1/2)

No.	Tax Item	Exemption Method	Procedures, etc.
1	Value Added Tax (VAT) for internal procurement (work/service/ goods)	Shouldered by BIGM (paid by BIGM)	• Procedures 1. Local supplier/contractor issues two Invoices. One is for Japanese Prime Contractor and the other (on VAT/AIT) is for BIGM. 2. Local supplier/contractor receives the invoice amount (Tax: VAT/AIT) from BIGM directly. BIGM secures the budget by DDP.
		(Remarks) Refunding mechanism	If the following refunding procedures was also applied in another project. (Please let us know which mechanism (shoulder/refund) is main in Bangladesh.) ・Procedures for refunding 1. Japanese Prime Contractor, who paid VAT/AIT to the local suppliers, issues a request letter with necessary documents to BIGM for refunding. 2. BIGM submits necessary documents (i.e. copies of E/N, G/A, Contract and Invoice) to NBR through Ministry of Public Administration for securing budget and refunding.

4. Tax and Tax Exemption in Bangladesh (2/2)

No.	Tax Item	Exemption Method	Procedures, etc.
2	Customs Duty (CD) for imported goods (including Value Added Tax (VAT), advanced Income Tax (AIT), etc.)	Shouldered by BIGM	• Application Destination: BIGM • Procedures 1. BIGM prepares DPP in advance and secures budget for "Customs Duty". 2. Japanese Prime Contractor requests BIGM in writing when the products are imported. 3. BIGM makes the payment of "Customs Duty".
3	Corporate Tax	Japanese Contractor will not be a taxpayer.	• Corporate Tax is not charged for Japanese Contractor based on EN and GA.

(continued on next page)

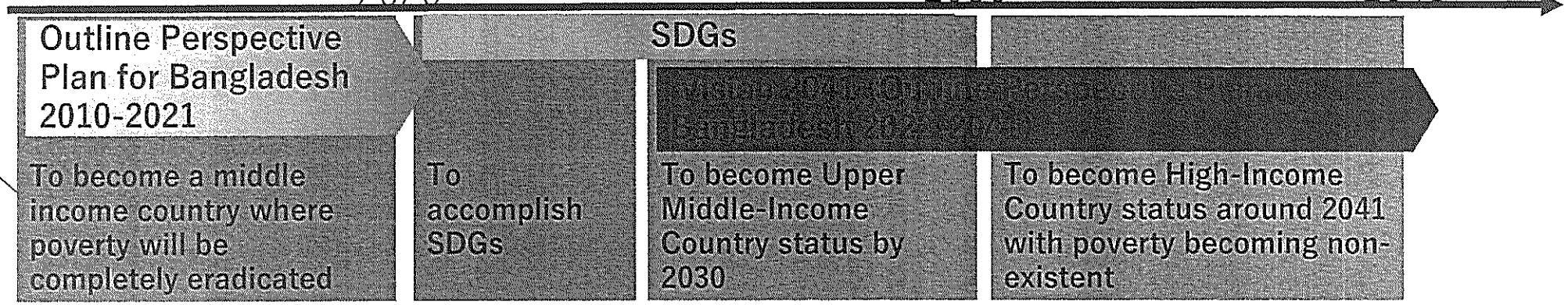
5. Other Taxes to be imposed in Bangladesh

No.	Tax Item	Exemption Method	Procedures, etc.
4	Personal Income Tax	Personnel of Japanese Contractor will not be a taxpayer.	• Income Tax in not charged even to the following individuals who are treated as a resident in Bangladesh based on EN and GA: 1. staying in Bangladesh for 182 days or more per income year; or 2. Staying in Bangladesh for 90 days or more per income year and having previously resided in Bangladesh for more than 365 days in 4 consecutive years.
5	Other taxes (Capital gain tax etc.)	-	• It is not expected to be charged.

Discussion Paper for Technical Cooperation (Background)

Annex 8

Bangladesh Roadmap



[BIGM's contribution for pursuing these goals]

BIGM Mission

To become a centre of excellence in teaching and research on policy options regarding governance and development and to establish an effective, transparent and accountable public service in Bangladesh.

To seek what is the best cooperation between us

JICA's Advantage and Possible Future Contribution

- Dispatch national and/or international experts
- Technical cooperation
- Wide range of experience of development cooperation in Bangladesh and other countries

Discussion Paper for Technical Cooperation (Main Points)

Annex 8

Ideas from BIGM

(A) Collaboration with Japanese Universities for Policy Research/Research and Development

(B) Capacity Development for Faculty and Researcher

(C) Enhancing Academic Networks as a Regional Policy Research Hub

Possible Approach	BIGM Priority
(A) : Policy Research/Research and Development	
(B) : Training and Master Course	
(C) : Centre for Networking enhancing collaboration with Japanese Organization	
(D) : Developing Governance Management including Facilitation with Private sector	

Possible Contents

1. Enhancing Connection with Japanese/ASEAN research institute
2. Share Japanese experience (Economy, Politics, and Development)
3. Share JICA's knowledge and experience (Public Investment, Local Governance, Infrastructure Development)
4. Enhancing Networking Activities (JDS, alumni association of JICA's training)
5. Training Course in Japan, Collaboration with Japanese/ASEAN University)

Points:

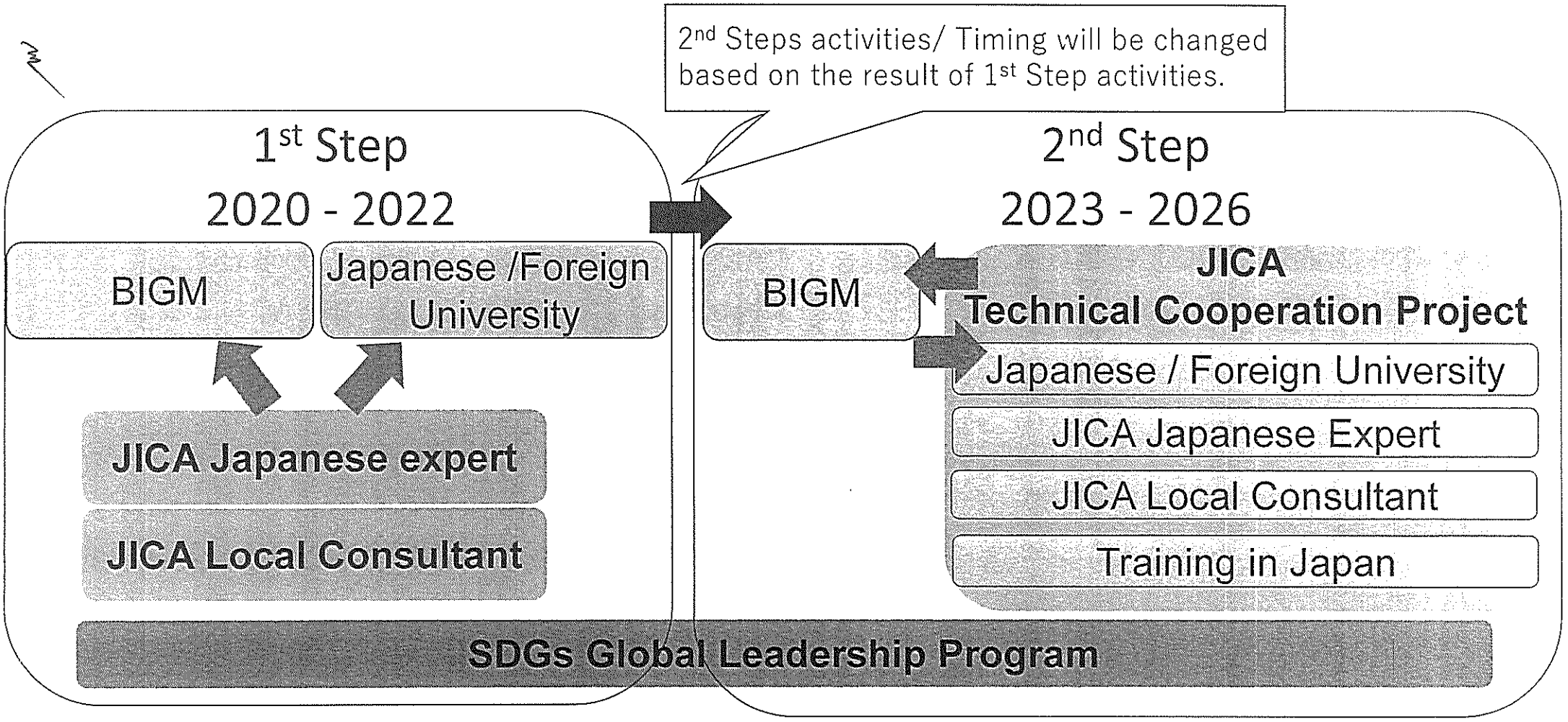
What is the priority of BIGM?

How JICA will contribute to BIGM's needs?

Annex 8

Reference

Technical Cooperation (Tentative Time Line)



4-3. M/D Ⅲ

Minutes of Discussions
on the Preparatory Survey for the Project for
Improvement of Governance and Management Research and Training Facilities

With reference to the minutes of discussions signed between the Ministry of Public Administration (hereinafter referred to as "MoPA") and the Japan International Cooperation Agency (hereinafter referred to as "JICA") on October 23, 2019 and April 20, 2020, and in response to the request from the Government of People's Republic of Bangladesh (hereinafter referred to as "Bangladesh"), JICA arranged the Preparatory Survey Team (hereinafter referred to as "the Team") the explanation of Draft Preparatory Survey Report (hereinafter referred to as "the Draft Report") for the Project for Improvement of Governance and Management Research and Training Facilities (hereinafter referred to as "the Project").

As a result of the discussions, both sides agreed on the main items described in the attached sheets.

Dhaka, November , 2020

Seiichi Negishi
Leader
Preparatory Survey Team
Japan International Cooperation Agency

Japan

25.11.2020.

Shaikh Yusuf Harun
Secretary
Ministry of Public Administration
Government of the People's Republic of Bangladesh

Mohammad Tareque, Ph.D
Director
Bangladesh Institute of Governance and Management (BIGM)
Bangladesh

ATTACHEMENT

1. Objective of the Project

The objective of the Project is to improve the environment for capacity building for civil servants and private sector executives by constructing facilities and providing equipment to Bangladesh Institute of Governance and Management, thereby contributing to develop the skills of policy making of civil servants as well as private sector executives.

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 Governance and Management Research and Training Facilities".

3. Project Site

Both sides confirmed that the site of the Project is in Dhaka.

4. Responsible Authority for the Project

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

4-1. The BIGM will be the executing agency for the Project (hereinafter referred to as "the Executing Agency"). The Executing Agency shall coordinate with all the relevant authorities to ensure smooth implementation of the Project and ensure that the undertakings for the Project shall be managed by relevant authorities properly and on time. The organization charts are shown in Annex 1.

4-2. The line ministry of the Executing Agency is the Ministry of Public Administration (MoPA). The MoPA shall be responsible for supervising the Executing Agency on behalf of the Government of Bangladesh.

5. Contents of the Draft Report

After the explanation of the contents of the Draft Report by the Team, Bangladesh side agreed to its contents. JICA will finalize the Preparatory Survey Report based on the confirmed items. The report will be sent to the BIGM side around December, 2020.

6. Cost Estimate

Both sides confirmed that the cost estimate including the contingency explained by the Team is provisional and will be examined further by the Government of Japan for its approval. The contingency would cover the additional cost against natural disaster, unexpected natural conditions, etc.

7. Confidentiality of the Cost Estimate and Technical Specifications

Both sides confirmed that the cost estimate and technical specifications of the Project should never be disclosed to any third parties until all the contracts under the Project are concluded.

8. Procedures and Basic Principles of Japanese Grant

The Bangladesh side agreed that the procedures and basic principles of Japanese Grant (hereinafter referred to as "the Grant") as described in Annex 2 shall be applied to the Project. In addition, the Bangladesh side agreed to take necessary measures according to the procedures.

9. Timeline for the Project Implementation

The Team explained to the Bangladesh side that the expected timeline for the Project implementation is as attached in Annex 3.

10. Expected Outcomes and Indicators

Both sides agreed that key indicators for expected outcomes of the Project are as follows. The Bangladesh side will be responsible for monitoring the achievement of agreed key indicators targeted in year 2026 and shall monitor the progress based on those indicators.

[Quantitative indicators]

Indicators	**Baseline (2020 Actual)**	**Target (2026). (Three years after project completion)**
Number of graduates of master programs held in the new education building (person)	0 (*2) 565	1,500
Number of graduates of training programs held in the new education building (person)	0 (*2) 300	1,270
Classroom occupancy rate during working hours on weekends (*1) in the new education building (%)	0 (*2) 0	100 (*3) 28.6

Number of seminars related to public policy and JICA training in Japan held in the new education building (times/year)	0	4

Note: (*1) 13:00~21:30 on Saturday and 18:30~21:00 on Sunday (These are Working Days in BIGM)

(*2) As reference, this number is number of graduates in existing building

(*3) As reference, the ratio when the schedule from Monday to Sunday is described

[Qualitative indicators]

- The government's capacities for policy formulation are advanced.
- Policy proposals for private sector development are made through collaboration with stakeholders from the private sector.

11. Ex-Post Evaluation

JICA will conduct ex-post evaluation after three (3) years from the project completion, in principle, with respect to five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact, Sustainability). The result of the evaluation will be publicized. The Bangladesh side is required to provide necessary support for the data collection.

12. Undertakings of the Project

Both sides confirmed the undertakings of the Project as described in Annex 4. With regard to exemption of customs duties, internal taxes and other fiscal levies as stipulated in (2) No.5 of Annex 4, both sides confirmed that such customs duties, internal taxes and other fiscal levies, which shall be clarified in the bid documents by BIGM during the implementation stage of the Project.

The Bangladesh side assured to take the necessary measures and coordination including allocation of the necessary budget which are preconditions of implementation of the Project. It is further agreed that the costs are indicative, i.e. at Outline Design level. More accurate costs will be calculated at the Detailed Design stage.

Both sides also confirmed that the Annex 4 will be used as an attachment of G/A.

Both sides confirmed that BIGM shall take necessary measures to ensure and maintain the security of the Project site and the persons related to the implementation of the Project, in cooperation with relevant authorities during the

Project period. Such security measures shall reasonably reflect needs of the Consultant/the Contractor engaging in the Project, as shown in Annex 4.
Both sides agreed that in case the additional security cost would be necessary for the implementation of the Project, such cost shall be borne by the Recipient without using the Grant.

13. Monitoring during the implementation
The Project will be monitored by the Executing Agency and reported to JICA by using the form of Project Monitoring Report (PMR) attached as Annex 5. The timing of submission of the PMR is described in Annex 5.

14. Project Completion
Both sides confirmed that the Project completes when all the facilities constructed and equipment procured by the grant are in operation. The completion of the Project will be reported to JICA promptly by the Executing Agency, but in any event not later than six months after completion of the Project.

15. Items and Measures to be Considered for the Smooth Implementation of the Project
Both sides confirmed the items and measures to be considered for the smooth implementation of the Project. Especially, the authorization of Development Project Proposal (DPP) of the Project, which is responsible for BIGM to coordinate with related ministries at the earliest possible time, is one of the critical preconditions for the implementation of the Project under the Japanese Grant Aid. Based on detailed information about cost estimation provided by the Team, BIGM shall examine necessary budget arrangement and carry out other measures for fulfilling this undertaking.

16. Schedule of the Study
JICA will finalize the Preparatory Survey Report based on the confirmed items. The report will be sent to BIGM around December 2020.

17. Environmental and Social Considerations
The Team explained that 'JICA Guidelines for Environmental and Social Considerations (April 2010)' (hereinafter referred to as "the Guidelines") is applicable for the Project. The Project is categorized as C because the Project is likely to have minimal adverse impact on the environment under the Guidelines.

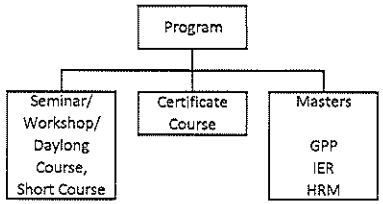
18. Other Relevant Issues

18-1. Both side discussed the tentative contents of the Technical Cooperation including draft Terms of Reference of "Advisor on Policy issues for strengthening BIGM" requested by the Government of Bangladesh. The proposal from the team is shown in Annex 6. After the discussion, both side confirmed the draft TOR.

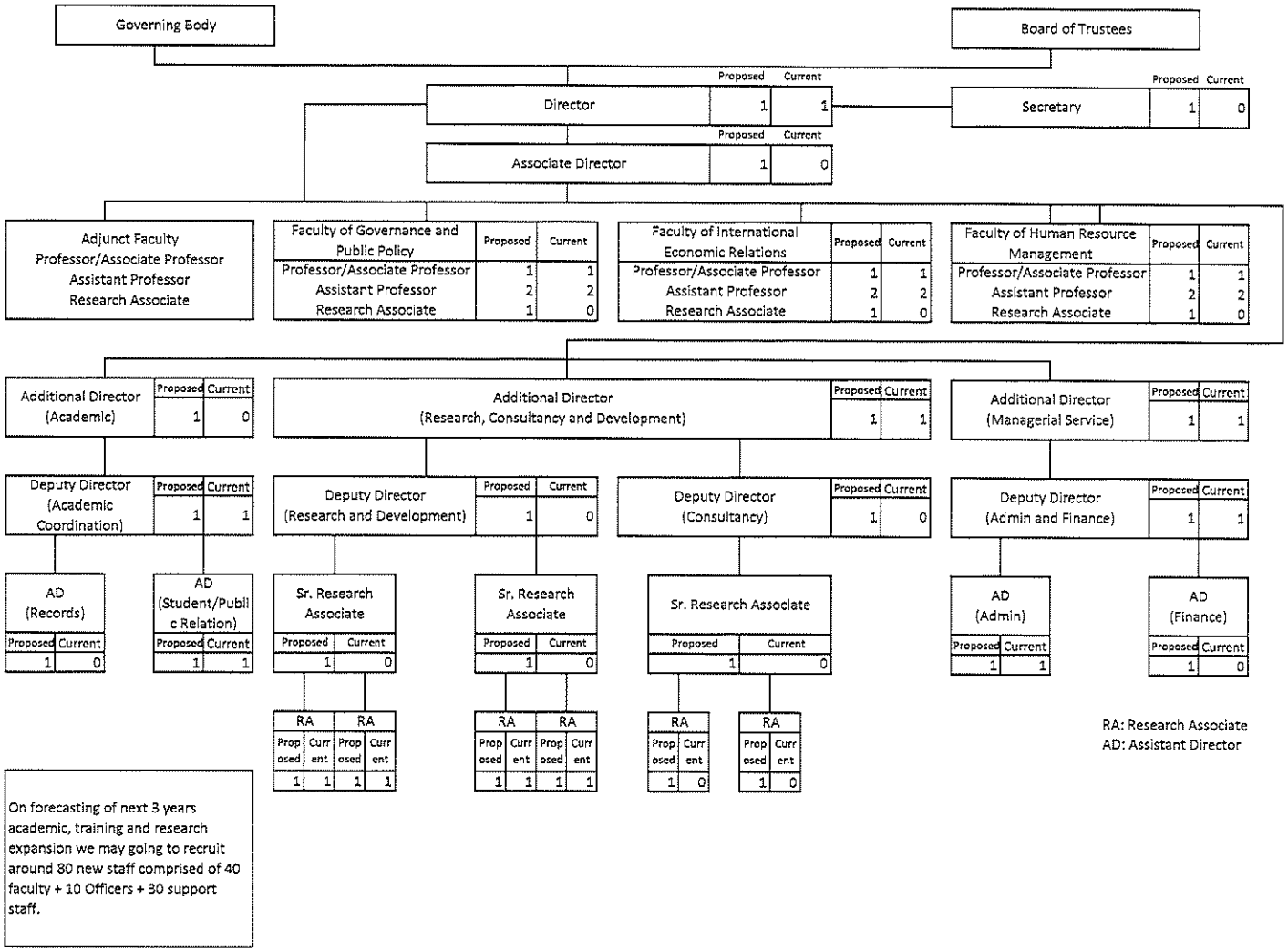
18-2. The both side reconfirmed that the installation of Japanese style garden and the Memorial monument which celebrates 50 years friendship between Bangladesh and Japan are out of scope of the Project. In addition, the Bangladesh side agreed the tentative spaces for the garden and the monument, and the cost of the arrangements of the garden and the monument to be borne by Bangladesh side. However, the Bangladesh side requested to receive the technical assistance to design the garden and the monument from Japanese side due to their technical limitation, and the Team agreed to convey its request to Japanese stakeholders.

Annex 1 Organization Chart
Annex 2 Japanese Grant
Annex 3 Project Implementation Schedule
Annex 4 Major Undertakings to be taken by the Government of Bangladesh
Annex 5 Project Monitoring Report (1st Draft)
Annex 6 Technical Cooperation Idea

Organogram of Bangladesh Institute of Governance and Management (BIGM)



Officials and Faculty Members	Proposed	Current
Director	1	1
Secretary	1	0
Associate Director	1	0
Adjunct Faculty		
Professor/Associate Professor	3	4
Assistant Professor	6	3
Research Associate	9	4
Additional Director	3	1
Deputy Director	4	3
Sr. Research Associate	3	0
Assistant Director	4	2
Sub-Total	35	18
Other Officers & Staff	**Proposed**	**Current**
PS to Director	1	0
Research Officer	1	0
Junior Officer	1	1
Librarian	1	1
Accounts Officer	1	1
IT Officer	1	1
Sr. Computer Operator	1	0
Caretaker	1	1
Storekeeper	1	1
Jr. Computer Operator cum LDA	4	1
Office Assistant	2	1
Accounts Asstt.Cum Cashier	1	0
Receptionist	1	0
Driver	2	3
Electrician	1	1
MLSS	4	3
Class Room Attendant	3	2
Dispatch Rider	1	0
Security Guard (Ansar)	7	7
Cleaner	4	2
Gardener	1	1
Sub-Total	40	27
Total	75	45



On forecasting of next 3 years academic, training and research expansion we may going to recruit around 80 new staff comprised of 40 faculty + 10 Officers + 30 support staff.

Annex 2

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 singed 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.

4) Export and Re-export

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

PROCEDURES OF JAPANESE GRANT

JICA:
要請はDOD調査実施以前に提出されないといけないことを説明する。

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 cabin			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			

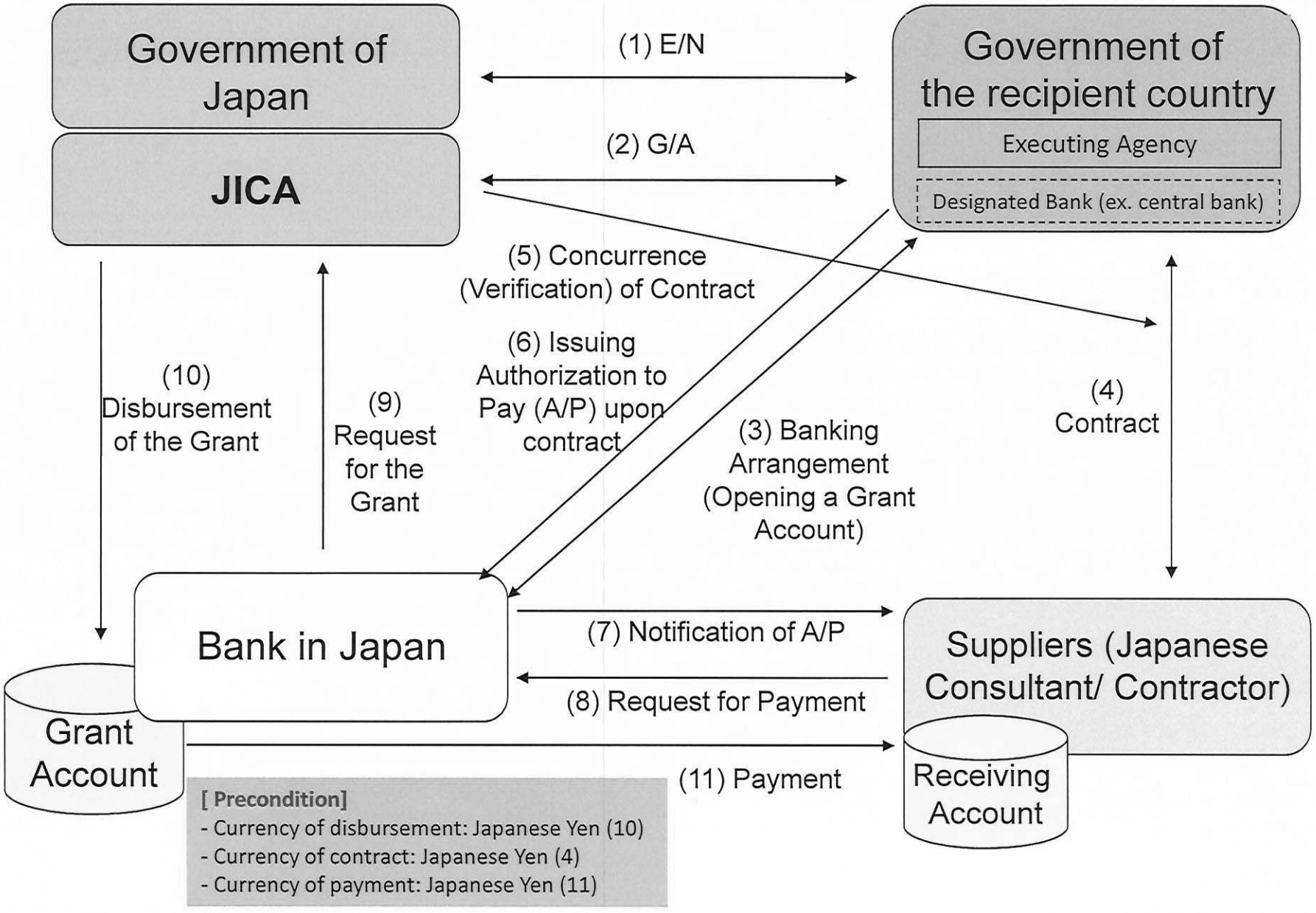
JICA:
日本側閣議前に外交ルートにてE/Nの同意取り付けが行われることを説明する。
G/A同意取り付けが事務所より行われることを説明する。

notes:

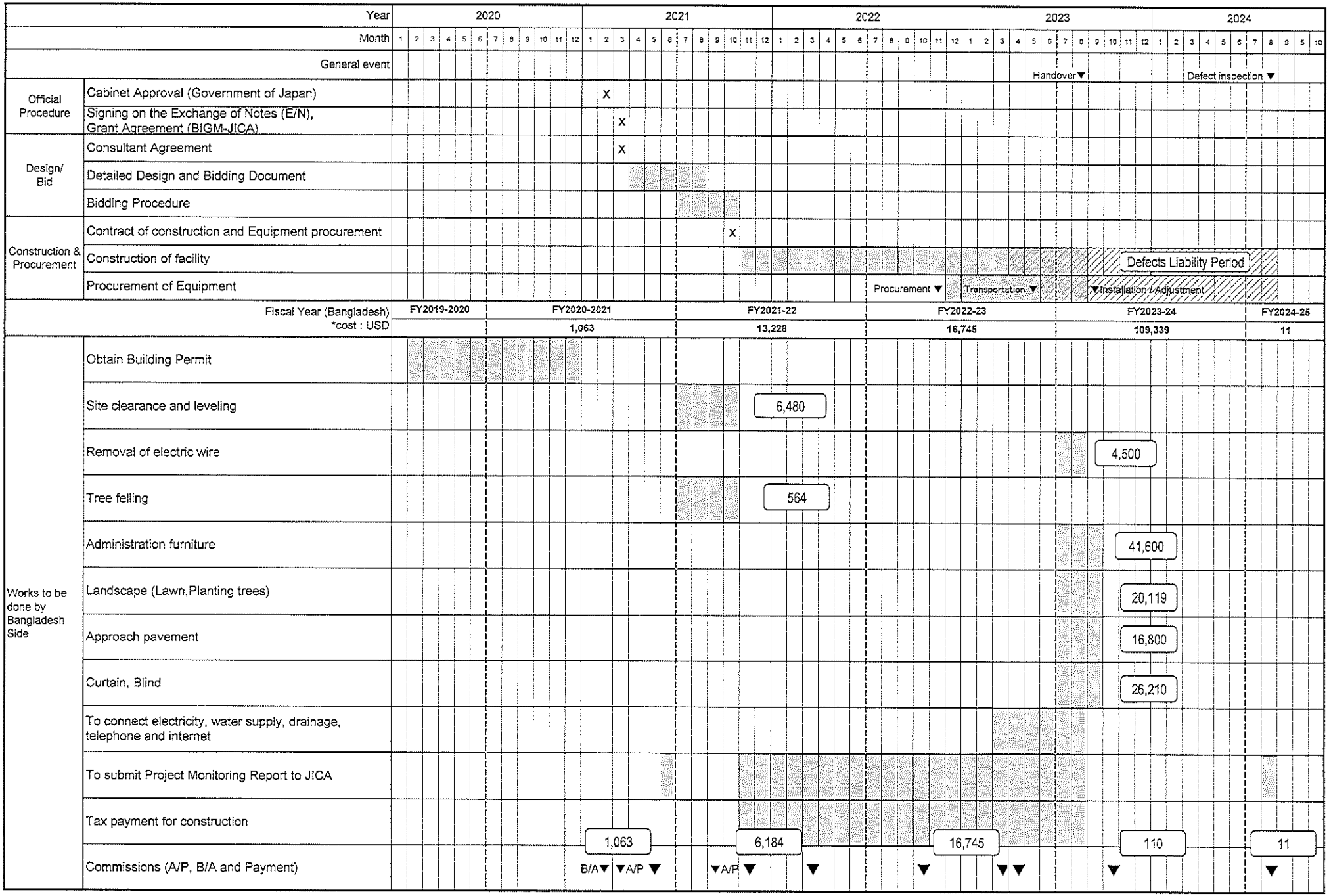
1. Project Monitoring Report and Report for Project Completion shall be submitted to JICA as agreed in the G/A.

2. Concurrence by JICA is required for allocation of grant for remaining amount and/or contingencies as agreed in the G/A.

Financial Flow of Japanese Grant (A/P Type)



Project implementation schedule



Annex 4

Major Undertakings to be taken by the Government of Bangladesh

Version Sep. 2020

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

(1) Before the Bidding

NO	Items	Deadline	In charge	Estimated Cost	Ref.
1	To sign the banking arrangement (B/A) with a bank in Japan (the Agent Bank) to open bank account for the Grant	within 1 month after the signing of the G/A	MOF/ BIGM		
2	To issue A/P to the Agent Bank for the payment to the consultant	within 1 month after the signing of the contract(s)	MOF/ BIGM		
3	To bear the following commissions to the Agent Bank for the banking services to the consultant based upon B/A				
	1) Advising commission of A/P	within 1 month after the signing of the contract(s)	BIGM	$100	
	2) Payment commission for A/P	every payment	BIGM	$2,174	
5	To secure and clear the following lands 1) project site for building	before notice of the bidding documents	BIGM		
6	To obtain approvals for the planning, building design, construction and utility connections and bear commissions, if any.	before preparation of the bidding documents	BIGM		
7	To clear, level and reclaim the following sites 1) Site clearance and leveling	before notice of the bidding documents	BIGM	$6,480	
8	To clear, level and reclaim the following sites 2) remove utilities (Electricity cable)	before notice of the bidding documents	BIGM	$4,500	
9	To clear, level and reclaim the following sites 3) remove existing facilities (trees)	before notice of the bidding documents	BIGM	$564	
10	To submit Project Monitoring Report (with the result of Detailed Design)	before preparation of the bidding documents	BIGM		

(B/A: Banking Arrangement, A/P: Authorization to pay, N/A: Not Applicable)

(2) During the Project Implementation

NO	Items	Deadline	In charge	Estimated Cost	Ref.
1	To issue A/P to the Agent Bank for the payment to the contractor	within 1 month after the signing of the contract(s)	BIGM		
2	To bear the following commissions to the Agent Bank for the banking services to the contractor based upon the B/A				
	1) Advising commission of A/P	within 1 month after the signing of the contract(s)	BIGM	$100	
	2) Payment commission for A/P	every payment	BIGM	$21,739	
3	To ensure prompt unloading and customs clearance at ports of disembarkation in the country of the Recipient and to assist the Supplier(s) with internal transportation therein the Recipient	during the Project	BIGM		
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	BIGM		
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 exempted, otherwise be borne by its designated authority without using the Grant	during the Project	BIGM		
6	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	during the Project	BIGM		
7	To notify JICA promptly of any incident or accident, which has, or is likely to have, a significant adverse effect on the environment, the affected communities, the public or workers.	during the construction	BIGM		
8	1) To submit Project Monitoring Report	every month	BIGM		
	2) To submit Project Monitoring Report (final) (including as-built drawings, equipment list, photographs, etc.)	within 1 month after issuance of Certificate of Completion for the works under the contract(s)	BIGM		
9	To submit a report concerning completion of the Project	within 6 months after completion of the Project	BIGM		
10	To provide facilities for distribution of electricity, water supply and drainage and other incidental facilities necessary for the implementation of the Project outside the site(s)		BIGM		
	1) Electricity: The distributing line to the site	before start of the construction	BIGM		
	2) Water Supply: The city water distribution main to the site	before start of the construction	BIGM		
	3) Drainage: Drainage main (for storm, sewer and others) to the site	6 months before completion of the construction	BIGM		
	4) Telephone and Internet connection	6 months before completion of the construction	BIGM		

NO	Items	Deadline	In charge	Estimated Cost	Ref.
11	To take measure necessary for security and safety of the Project - maintaining the safety of workers and the general public by thorough implementation of safety measures and immediate action in the case of accident - traffic control around the site(s) and on transportation routes of construction materials - installation of fences around the site(s)	during the construction	BIGM		
12	To provide parking area for the Contractor.	during the construction	BIGM		

(3) After the Project

NO	Items	Deadline	In charge	Estimated Cost	Ref.
1	To provide equipment, furniture, facilities necessary for the implementation of the Project 1) General furniture for the building	After completion of the construction	BIGM	$41,600	
	2) General Equipment for the building	After completion of the construction	BIGM		
	3) External garden works	After completion of the construction	BIGM	$20,119	
	4) External works including pavement of approaching road	After completion of the construction	BIGM	$16,800	
	5) Curtain and Blind	After completion of the construction	BIGM	$26,210	
2	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 3) Routine check/Periodic inspection	After completion of the construction	BIGM		

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

NO	Items	Deadline	Amount (Million Japanese Yen)*
1	To construct a building and procure equipment 1) To conduct the following transportation a) Marine(Air) transportation of the products from Japan or the third countries to the country of the Recipient b) Internal transportation from the port of disembarkation to the project site		

	2) To provide facilities for the distribution of electricity, water supply, drainage and other incidental facilities a) Electricity - The internal wiring within the site - The main circuit breaker and transformer b) Water Supply - The supply system within the site c) Drainage - The drainage system (for toilet sewer, ordinary waster, storm drainage and others) within the site d) Furniture and Equipment Project equipment 3) To implement detailed design, bidding support and construction supervision (Consulting Service)		
2	Contingencies		
3	Total		
			XXX

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

Project Monitoring Report
on
The Project for Improvement of Governance and Management Research and Training Facilities
Grant Agreement No. XXXXXXX

20XX, Month

Organizational Information

Signer of the G/A (Recipient)	Person in Charge (Designation) Contacts Address: Phone/FAX: Email:
Executing Agency	**Bangladesh Institute of Governance and Management** Person in Charge (Designation) Contacts Address: E 33, Shar E Bangla Nagor, Agargaon, Dhaka 1207 Phone/FAX: Email:
Line Ministry	**Ministry of Public Administration** Person in Charge (Designation) Contacts Address: Phone/FAX: Email:

General Information:

Project Title	The Project for Improvement of Governance and Management Research and Training Facilities
E/N	Signed date: Duration:
G/A	Signed date: Duration:
Source of Finance	Government of Japan: Not exceeding JPY _____ mil. Government of People's Republic of Bangladesh: _____

1: Project Description

1-1 Project Objective

The objective of the Project is to improve the environment for capacity building for civil servants and private sector executives by constructing facilities and providing equipment to Bangladesh Institute of Governance and Management, thereby contributing to develop the skills of policy making of civil servants as well as private sector executives.

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

The direct beneficiaries of this project are the BIGM students who will use the facilities and equipment to be developed under this project. It has about 1,500 students and 150 lecturers (from FY2022 onwards). BIGM is a post-graduate institution under the Ministry of Public Administration, which offers master's programs in public policy targeting human resources in not only the public sector but also the private sector. Because of this, citizens of all over Bangladesh shall be eligible for benefits. In addition, since most of the master's students are employees of ministries, public and private sectors that provide services to the entire country, during the daytime on weekdays, the entire country and people are indirectly benefiting from this project. The relevance of the project is high because of the wide range of beneficiaries.

1-3 Indicators for measurement of "Effectiveness"

Quantitative indicators to measure the attainment of project objectives

Indicators	Baseline (2020 Actual)	Target (2026). (Three years after project completion)
Number of graduates of master programs held in the new education building (person)	0	1,500
Number of graduates of training programs held in the new education building (person)	0	1,270
Classroom occupancy rate (%) during weekend (Saturday and Sunday) (*1) opening hours (*2) in the new classroom building	0	100
Number of seminars related to public policy and JICA training in Japan held in the new education building (times/year)	0	4

Qualitative indicators to measure the attainment of project objectives

- The government's capacities for policy formulation are advanced.
- Policy proposals for private sector development are made through collaboration with stakeholders from the private sector.

2: Details of the Project

2-1 Location

Components	Original *(proposed in the outline design)*	Actual
Facility and equipment for BIGM	Compound of BIGM, Agargaon, Dhaka	

2-2 Scope of the work

Components	Original* *(proposed in the outline design)*	Actual*
1.Facility	8 story building with following rooms and facilities: Auditorium, Library, Librarian room, Car Park, WC, Security room, Storage, Machine room, Lobby, Classrooms, PC Room, Seminar Room, Cafe Kitchen, Meeting room, Conference room, Lecturer Office, Administrative office, Management Office, Director's office, Vice director's office, Secretariat, Board room.	
2.Equipment	General Equipment and furniture for education and training in the facility.	

Reasons for modification of scope (if any).

(PMR)

2-3 Implementation Schedule

Items	Original		Actual
	(proposed in the outline design)	*(at the time of signing the Grant Agreement)*	
Cabinet Approval	2/2021		
E/N	3/2021		
G/A	3/2021		
Detailed Design	4/2021-8/2021		
Bidding Notice	7/2021		
Bid	10/2021		
Construction Period	11/2021-8/2023		
Installation of Equipment	8/2023		
Project Completion	8/2023		
Defect Liability Period	8/2024		

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			Cost (Million Yen)	
	Original *(proposed in the outline design)*	Actual *(in case of any modification)*	Original[1),2)] *(proposed in the outline design)*	Actual
Construction Facilities (including Equipment)	Building Construction			
	Equipment			
Consulting Services	-Detailed design -Procurement Management -Construction Supervision			
Contingency				
Total				

Note: 1) Date of estimation: December, 2019
2) Exchange rate: 1 US Dollar = 109.17 JPY

2-5-2 Cost borne by the Recipient

Components			Cost (USD)	
	Original *(proposed in the outline design)*	Actual *(in case of any modification)*	Original[1),2)] *(proposed in the outline design)*	Actual
1	COMISSIONS			
	A/P Issuance for Consultant		100	
	Payment Comission in Bank in Japan (Payment for Consultant)		2,174	
	A/P Issuance for Contractor (Facility and equipment)		100	
	Payment Comission in Bank in Japan (Payment for Contractor Facility and equipment))		21,739	
	TAX Payment for Construction work		---*	
	TAX Payment for Equipment		---*	
2	Before the commencement			
	Site Clearance and leveling		6,480	
	Removal of electric wire		4,500	
	Tree felling		564	
3	During the construction			
	Administration furniture		41,600	
	Landscape (Lawn, Planting trees)		20,119	
	Approach pavement		16,800	
	Curtain, blind		26,210	
Total			2,558,123	

Note: 1) Date of estimation: December, 2019
2) Exchange rate: 1 US Dollar = 109.17 JPY, 1 BDT = 1.28 JPY

*Payment amount of TAX, permit are subject to change.

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.

Original *(at the time of outline design)* name: Bangladesh Institute of Governance and Management role: Education and training, curriculum design and management of facilities and equipment financial situation: See attachment institutional and organizational arrangement (organogram): See attachment human resources (number and ability of staff): See attachment
Actual *(PMR)*

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 spare parts, etc.)

Original *(at the time of outline design)* 1. Operation and maintenance system 1) Equipment maintenance system At BIGM, five technical staffs are in charge of maintenance of the existing facilities and equipment. The technical staffs consist of two persons in charge of electrical equipment and equipment, two persons in charge of ICT equipment, and one member of school furniture. It is judged that a certain maintenance system has been established. In addition, it is expected that more appropriate maintenance system can be secured by the addition of advanced ICT staff, which is being considered by BIGM. 2) Maintenance of equipment The equipment is inventoried, and technical staff regularly performs maintenance and inspection, repairs in case of failure, and replenishes consumables and spare parts. Depending on the cause and degree of equipment failure, receive the after-sales service by a technician of the distributor in Bangladesh who procured the equipment, and perform sustainable maintenance.

2.Maintenance plan

1) Facility

There are two main points in the maintenance and management of facilities: (1) daily cleaning and (2) repairs for wear, damage and aging. For repairs, the main task is to repair and renovate interior and exterior finishing materials that protect the structure. In addition, the renovation to maintain the function of the facility is in units of 10 years.

The details of the periodic inspections and repairs that affect the service life of the facility will be submitted by the construction company as a "Maintenance and Operation Manual" at the time of delivery of the facility, and the inspection method and periodic cleaning methods will be explained.

The outline is generally as follows. (See Table 2-19)

Table 0-1 Overview of facility periodic inspection

	Inspection contents of each part	Inspection frequency
Exterior	Repair and repainting of exterior walls	Repaint once / 5 years, Repair once / 3 years
	Repair and inspection of exterior walls	Check once 3 year, Repair once ten year
	Inspection and repair of roof	Once a month
	Regular cleaning around gutters and drains	Once a year
	Inspection and repair of sealant around external fittings	Once a year
	Periodic inspection and cleaning of gutters and manholes	
Interior	Modification of interior	Each time
	Repair and repainting of partition walls	When necessary
	Replacement of ceiling material	When necessary
	Change or fixing of door/window	Time/year
	Change or Door/window accessories	Each time

2) Facility equipment

As for building equipment, daily "preventive maintenance" is important before repairs such as repair of failures and replacement of parts. The service life of the equipment is prolonged by ordinary operation and daily inspection, refueling, adjustment, cleaning, repair, etc., in addition to the length of operation time. These daily inspections can prevent failures and accidents from occurring, and can prevent the spread of accidents.

Equipment such as pumps require regular maintenance and inspection. Although maintenance staff is planned to be recruited when the facility is completed, it is imperative that maintenance and management be outsourced to an external specialist company for the time being and annual inspections be conducted, because the technical level is unknown. The general useful life of the main equipment is as follows. (See Table 2-20)

Table 0-2 Service life of equipment

	Equipment	Service life of equipment
Electricity	・Switchboard	20～30years
	・Fluorescent lamp	5,000～10,000Hours
	・Incandescent lamp	1,000Hours～1,500 Hours
	・Emergency generator	30 years
Facilities	・Pump, Duct, Bulb	15 years
	・Tank	20 years
	・Sanitary fixture	25～30 years
Air Conditioner	・Pipes	15 years
	・Exhaust Fan	20 years
	・Air Conditioner	10 years

3) Other Facilities

Mechanical parking system, lift (two units), and solar panels used in this project require regular annual inspections. The above costs are expected when calculating BIGM maintenance costs.

Actual *(PMR)*

3-2 Budgetary Arrangement

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

Original *(at the time of outline design)*

Estimated annual maintenance costs including utility costs, communication costs, facility (building / equipment) repair costs, lift / mechanical parking system maintenance cost, facility cleaning, etc. after the construction of this facility totals 175,800 USD (about 19 million yen). BIGM intends to expand the budget with the construction of the new facility, but this amount is about 11% of BIGM's total expenditure of 68,496,470 Taka (about 90.21 million yen) in 2017/18, which is not excessive compared to the current budget. It is therefore judged that it is within the range that can be applied to the operation and maintenance without burden. Table 2-22 shows the breakdown of the O & M cost after the implementation of this project, and the basis for the calculation is shown below.

Table 0-3 Trial calculation of maintenance cost after implementation of this project

Expense item	(thousand USD)
Facility-related costs	
Electricity	26.3
Fuel	6.5
Water	1.4
Internet / telephone	11.9
Facility maintenance costs	9.4
Lift / mechanical parking system maintenance fee	20.0
Room cleaning fee	100.3
Total	175.8

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) Delay or lack of coordination of the project in case of Covid-19 epidemic.	Probability: (High)/Moderate/Low
	Impact: (High)/Moderate/Low
	Analysis of Probability and Impact:
	In severe case, there shall be possibility that the contractor may not be able to procure materials and labour on schedule.
	Mitigation Measures:
	Consider procurement route regarding transportation of materials.
	Action required during the implementation stage:
	Obtain update information relating on transportation of materials.
	Contingency Plan (if applicable):
	NIL

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.

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)

Attachment 6

Monitoring sheet on price of specified materials

1. Initial Conditions (Confirmed)

	Items of Specified Materials	Initial Volume A	Initial Unit Price (¥) 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
1	Item 1	●●t	●	●	●	●	●
2	Item 2	●●t	●	●	●		
3	Item 3						
4	Item 4						
5	Item 5						

2. Monitoring of the Unit Price of Specified Materials

(1) Method of Monitoring : ●●

(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
1	Item 1						
2	Item 2						
3	Item 3						
4	Item 4						
5	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)

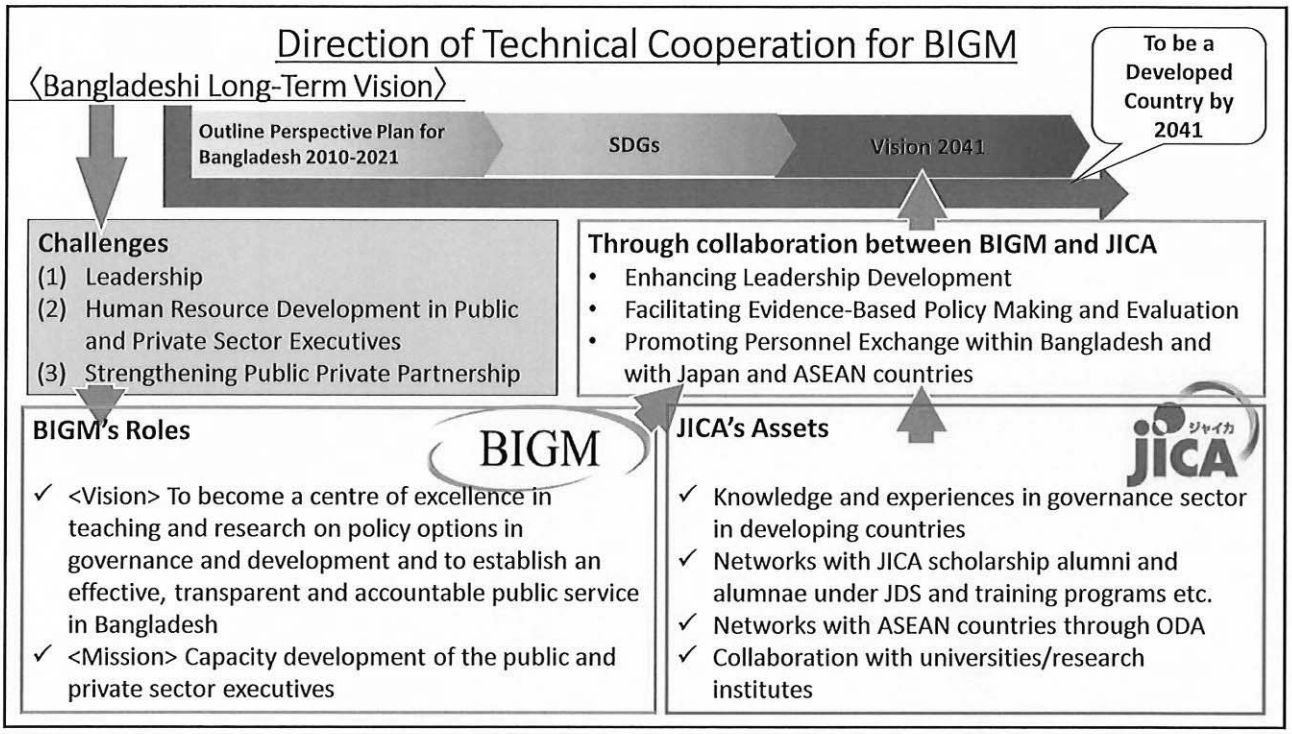
	Domestic Procurement (Recipient Country) A	Foreign Procurement (Japan) B	Foreign Procurement (Third Countries) C	Total D
Construction Cost	(A/D%)	(B/D%)	(C/D%)	
Direct Construction Cost	(A/D%)	(B/D%)	(C/D%)	
others	(A/D%)	(B/D%)	(C/D%)	
Equipment Cost	(A/D%)	(B/D%)	(C/D%)	
Design and Supervision Cost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

JICA Technical Cooperation for Capacity Development in BIGM

JICA Study Team
23rd September 2020
BIGM-JICA Online Meeting

Progress of JICA Preparatory Survey

- **Progress of JICA Preparatory Survey for Outline Design**
  - First Survey: 11th ~ 26th October 2019
  - Second Survey: 11th ~ 26th December 2019
  - Third Survey: June 2020 cancelled due to COVID-19
  - Online Meetings: June 2020~Present
- **Key Informant Interviews (KII) Conducted**
  - BIGM: Director, Additional Directors, Deputy Directors, Associate Professors, Assistant Professors, Chief Coordinator-Policy Analysis Course, Adjunct Professors and Students
  - Department of Public Administration-DU, BIGD, BPATC and BCSAA
  - MOPA, MOE, MOF, MOP, BB, Other Ministries and Departments, JDS Agency etc. (KII were conducted under JDS Evaluation Survey in November 2019)



Findings from Key Informant Interviews

Strengths	Challenges	Needs
➢ Leadership of the management level	➢ Limited Autonomy	➢ Capacity Development in Research and Education
➢ Practical Courses by High Ranking Public Officials or Retired	➢ Young Institute ➢ High Dependency on Adjunct Faculties	➢ Lecturers by Japanese Professors ➢ Curriculum and Syllabus Development
➢ Curriculum and Graduation Certificate under Dhaka University	➢ Research and Development ➢ Curriculum and Syllabus Development ➢ Academic Teaching Skills ➢ Public Relations for Recruiting Students	➢ Academic Networking and Joint Research with Universities/Research Institutes in Japan and ASEAN ➢ Knowledge Sharing by JICA and in Development Experiences in Japan and ASEAN

Some Points in Formulating Program Framework

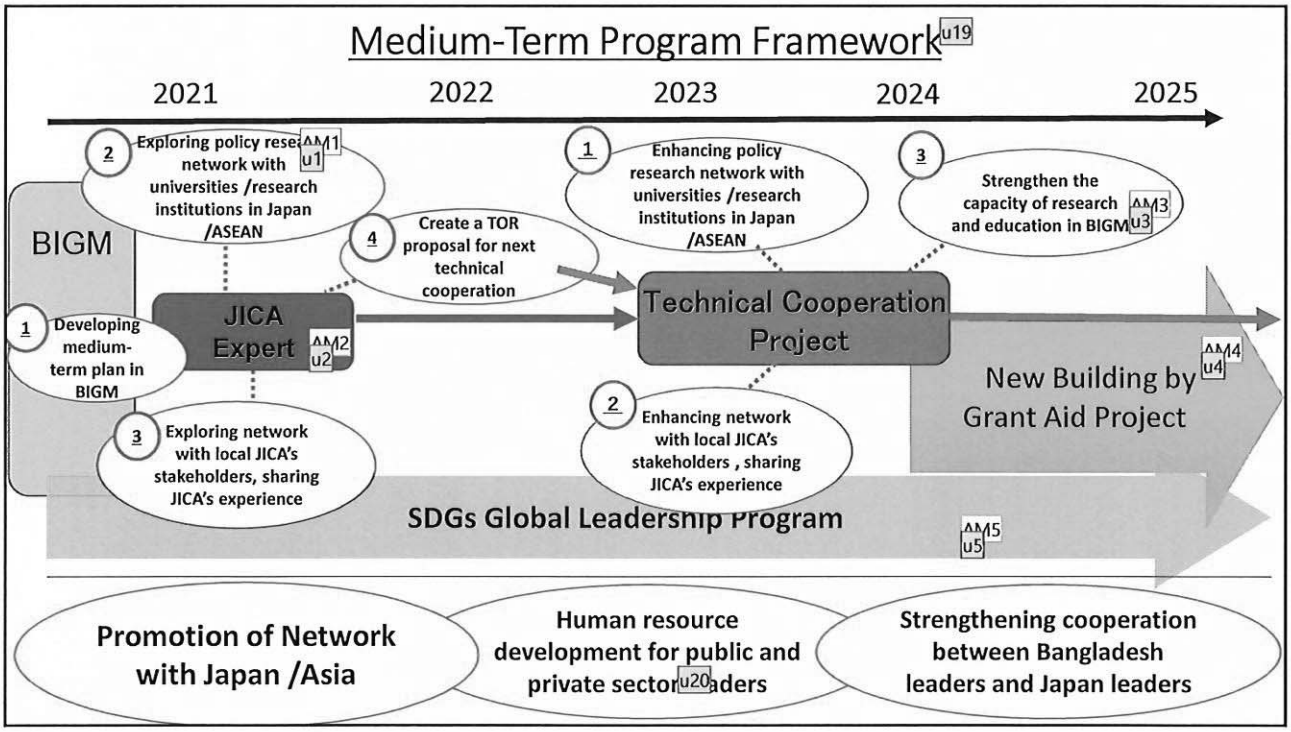
①Taking into account the impact of COVID-19 on BIGM's activities and JICA support

Strengths	Challenges	Needs
➢ Leadership of the management level	➢ Limited Autonomy	➢ Capacity Development in Research and Education
	➢ Young Institute	➢ Lecturers by Japanese Professors
➢ Practical Courses Delivered by High Ranking Public Officials or Retired	➢ High Dependency on Adjunct Faculties	➢ Curriculum and Syllabus Development
	➢ Research and Development	➢ Academic Networking and Joint Research with Univ... ASEAN
➢ Curriculum and Graduation Certifi... nder Dhaka University	➢ Curriculum and Syllabus Development	
	➢ Academic Teaching Skills	➢ Knowledge Sharing by JICA and in Development Experiences in Japan and
	...ations for Recruiting Studen...	

②BIGM Vision may need to be redefined under "New Normal"

③In line with the Vision redefined, needs for research and education and its program framework will be clarified.

Medium-Term Program Framework u19



Draft TOR for JICA Expert

1) Outputs

1. BIGM's policy is shared among stakeholders concerned, and its medium-term plan is developed.
2. A network is formed with local JICA's stakeholders and those who participate in study /training in Japan.
3. BIGM's policy research network is promoted with universities and research institutions in Japan and ASEAN.
4. The direction of a subsequent technical cooperation project is proposed.

Draft TOR for JICA Expert

2) Activities

[Output 1]

BIGM's policy is shared among stakeholders concerned, and its medium-term plan is developed.

1-1. Review the BIGM 's current situation and policy with the stakeholders.

1-2. Support to reflect the results of the review of the above 1-1 into the formulation process of a BIGM's medium-term plan.

1-3. Organize a workshop for the formulation of the medium-term plan.

1-4. Support research and educational activities in line with the medium-term plan as a pilot.

[Output 2]

A network is formed with local JICA's stakeholders and those who participate in study /training in Japan.

2-1. Planning and implementation of lectures by local JICA collaborators (public investment management, national integrity, local governance, investment financing, infrastructure development, disaster management, waste management, etc.) at BIGM's short-term training and seminars.

2-2. Plan and conduct lectures by local JETRO, Japanese companies, civil society, etc. at BIGM's short-term training and seminars.

2-3. Pre-departure orientation and experience-sharing workshops will be held in cooperation with the JICA Bangladesh Office.

TOR for JICA Expert

2) Activities

[Output 3]

BIGM's policy research network is promoted with universities and research institutions in Japan and ASEAN.

3-1. Support BIGM's specific activities of alliances with Japanese universities, ASEAN universities, and research institutes, based on the activities 1.

3-2. Explore possible candidates of Japanese and ASEAN universities and research institutions for partnerships and cooperate with BIGM for promoting its policy research network.

3-3. Plan and conduct lectures on public policy fields by professors of Japanese universities at BIGM's short-term training and seminars.

[Output 4]

The direction of a subsequent technical cooperation project is proposed.

4-1. Analyze needs of BIGM for capacity development.

4-2. Create a TOR proposal for technical cooperation for the subsequent project.

Draft TOR for JICA Expert

3) Inputs

<Japanese Side>

1. Expert, Local Consultant, and

   Short-Term Mi Members (Policy Research, Public Policy, JICA Development Stu rogram etc.)

2. Project Budget for Activities

<Bangladeshi Side>

1. Counterpart Personnel
2. Office Space, and Seminars and Workshops Space,
3. Provision of Equipment and Materials, and Running Expenses for Office
4. Counterpart Personnel's Salaries and Travel Allowances

4) Duration: January 2021 ~ December 2022 (Two Years)

5) Important Assumptions

Approvals and budget processes are carried out smoothly through better coordination between BIGM and the Ministry of Public Administration.

5. References

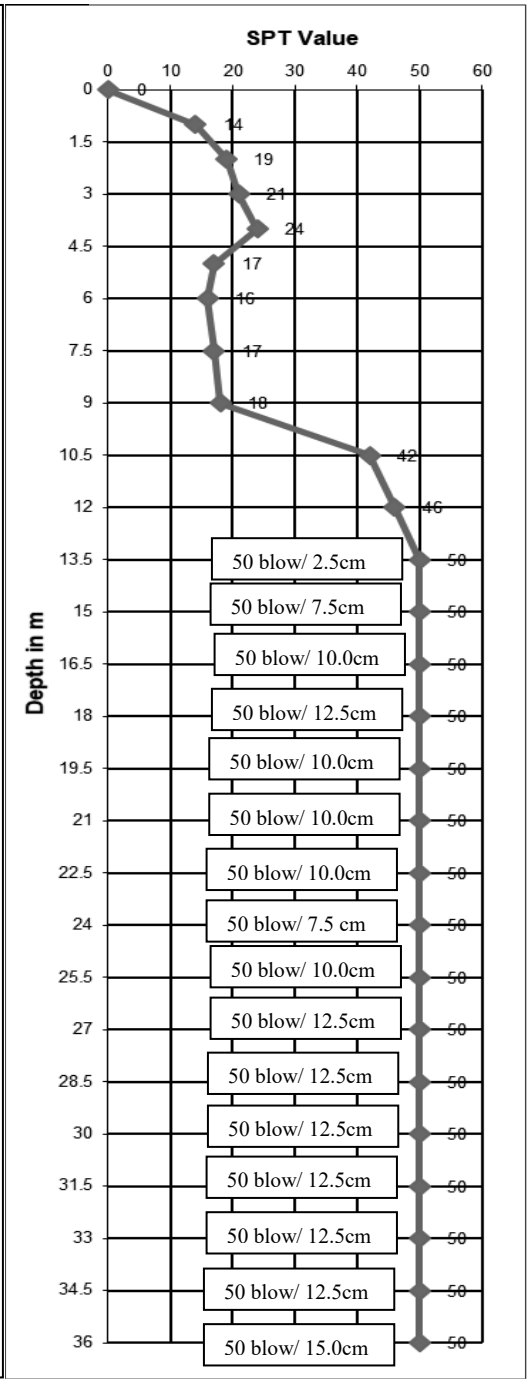
5-1. Geological Survey Result

BOREHOLE LOG-01

Depth (m)	Sample Type	Layer thickness	Description of strata Encountered	Symbol	SPT	SPT CURVE No Of Blows

EGL (EXISTING GROUND LEVEL)

Depth (m)	Sample Type	Layer thickness	Description of strata Encountered	Symbol	SPT
0.0					
1.0	D1				14
2.0	D2		**Ground Water Level=2.05m**		19
3.0	D3				21
4.0	UD1				24
5.0	UD2	6.0m	Brown stiff to very stiff clay with inorganic fine to medium sand		17
6.0	D5 UD3 D6				16
7.5	D7				17
9.0	D8		Brown medium dense to dense inorganic fine to medium sand with clay.		18
10.5	D9	6.0m			42
12.0	D10				46
13.5	D11				50
15.0	D12				50
16.5	D13				50
18.0	D14				50
19.5	D15				50
21.0	D16				50
22.5	D17		Brown very dense inorganic fine to medium silty sand with clay		50
24.0	D18				50
25.5	D19				50
27.0	D20				50
28.5	D21				50
30.0	D22				50
31.5	D23				50
33.0	D24				50
34.5	D25	24.0m			50
36.0	D26				50



Boring = 0.0-36.0 m

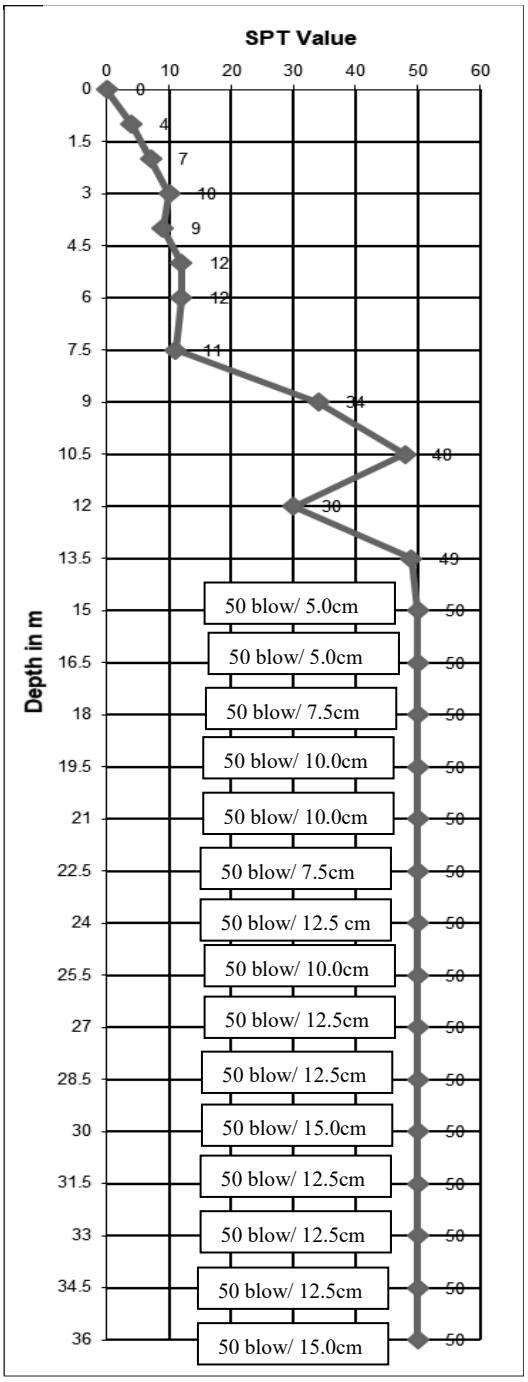
Disturbed sample (D)
Undisturbed sample (UD)
Clay
Silt
Sand
Organic
Silty clay
Clayey silt
Silty sand

BOREHOLE LOG-02

Depth (m)	Sample Type	Layer thickness	Description of strata Encountered	Symbol	SPT	SPT CURVE No Of Blows

EGL (EXISTING GROUND LEVEL)

Depth (m)	Sample Type	Layer thickness	Description of strata Encountered	Symbol	SPT
0.0					
1.0	D1		Ground Water Level= 1.95m		4
2.0	D2				7
3.0	UD1				10
4.0	UD2				9
5.0	D3 UD3				12
6.0	D4 UD4 D5 D6	6.0m	Brown medium soft to stiff clay with inorganic fine to medium sand		12
7.5	D7				11
9.0	D8		Brown medium dense to dense inorganic fine to medium sand with clay		34
10.5	D9				48
12.0	D10	7.5m			36
13.5	D11				49
15.0	D12				50
16.5	D13				50
18.0	D14				50
19.5	D15				50
21.0	D16				50
22.5	D17				50
24.0	D18		Brown very dense inorganic fine to medium silty sand with clay		50
25.5	D19				50
27.0	D20				50
28.5	D21				50
30.0	D22				50
31.5	D23				50
33.0	D24				50
34.5	D25				50
36.0	D26	22.5m			50



Boring = 0.0-36.0 m

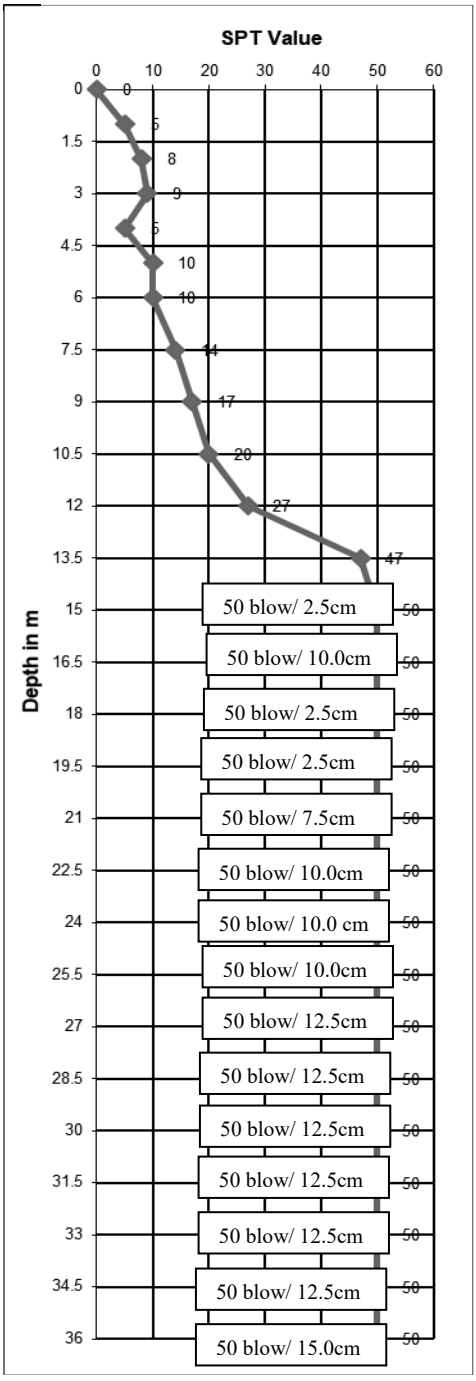
Disturbed sample (D)
Undisturbed sample (UD)
Clay
Silt
Sand
Organic
Silty clay
Clayey silt
Silty sand

BOREHOLE LOG-03

Depth (m)	Sample Type	Layer thickness	Description of strata Encountered	Symbol	SPT	SPT CURVE No Of Blows

EGL (EXISTING GROUND LEVEL)

Depth (m)	Sample Type	Layer thickness	Description of strata Encountered	Symbol	SPT
0.0					
1.0	D1				5
2.0	D2		Ground Water Level= 2.0m		8
3.0	D3 UD1				9
4.0	D4 UD2	6.0m	Brown medium soft to stiff clay with inorganic fine to medium sand		5
5.0	D5 UD3				10
6.0	D6				10
7.5	D7				14
9.0	D8		Brown medium dense to dense inorganic fine to medium sand with clay		17
10.5	D9				20
12.0	D10	7.5m			27
13.5	D11				47
15.0	D12				50
16.5	D13				50
18.0	D14				50
19.5	D15				50
21.0	D16				50
22.5	D17				50
24.0	D18		Brown very dense inorganic fine to medium silty sand with clay		50
25.5	D19				50
27.0	D20				50
28.5	D21				50
30.0	D22				50
31.5	D23				50
33.0	D24				50
34.5	D25				50
36.0	D26	22.5m			50



Boring = 0.0-36.0 m

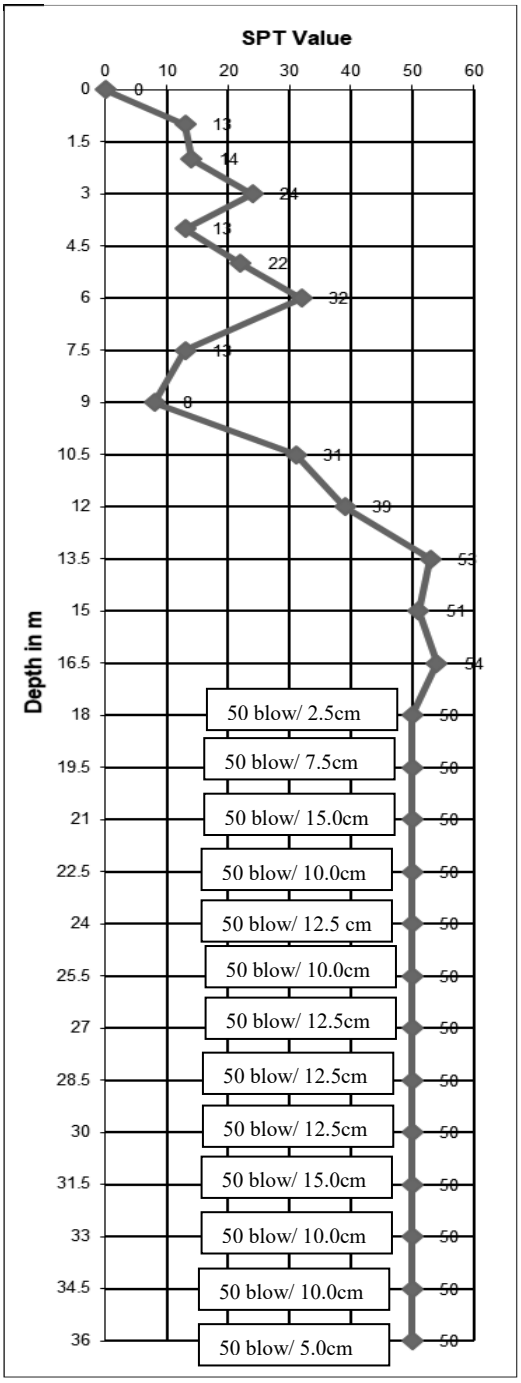
Disturbed sample (D)
Undisturbed sample (UD)
Clay
Silt
Sand
Organic
Silty clay
Clayey silt
Silty sand

BOREHOLE LOG-04

Depth (m)	Sample Type	Layer thickness	Description of strata Encountered	Symbol	SPT	SPT CURVE No Of Blows

EGL (EXISTING GROUND LEVEL)

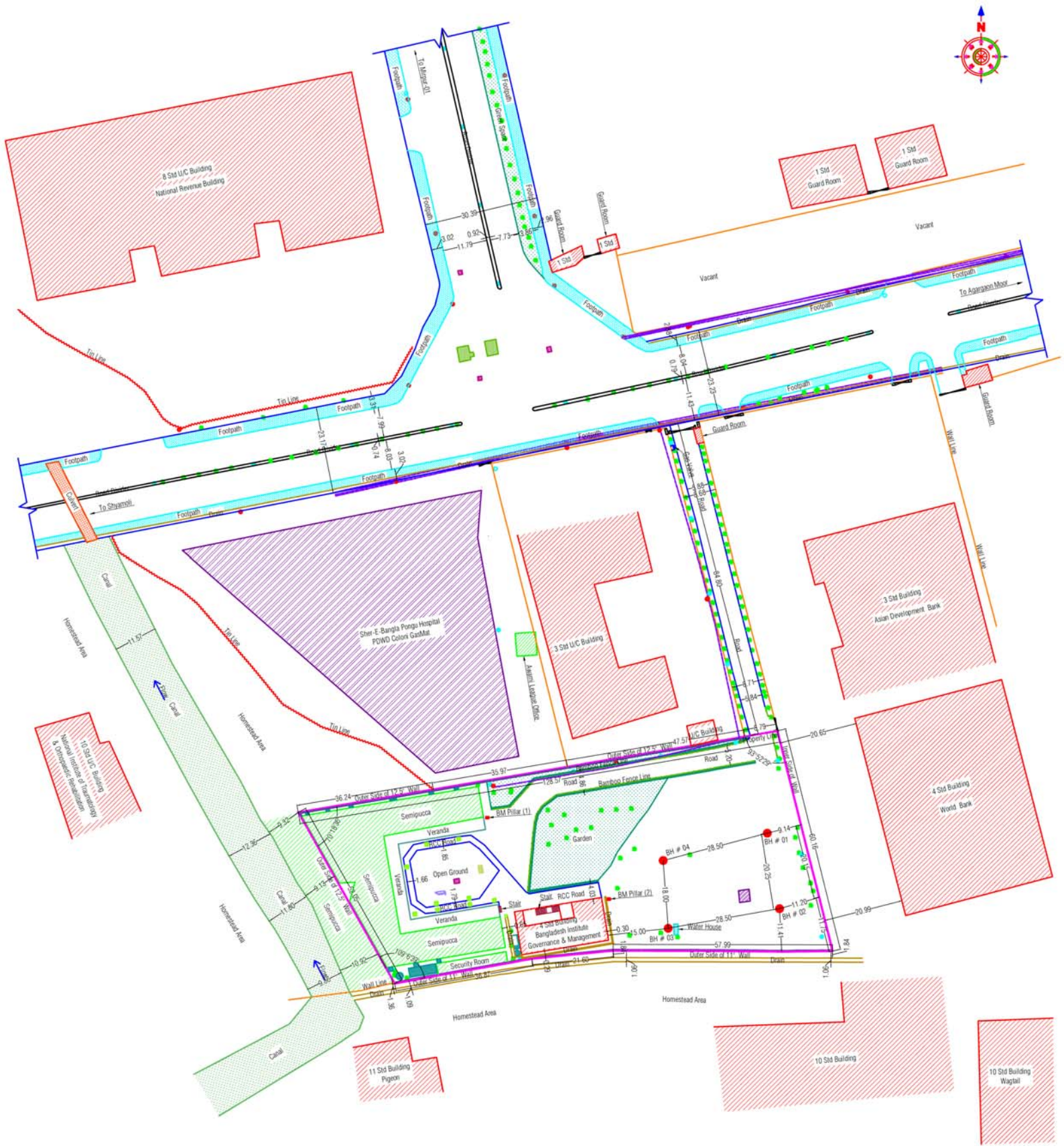
Depth (m)	Sample Type	Layer thickness	Description of strata Encountered	SPT
0.0				
1.0	D1			13
2.0			Ground Water Level= 2.1m ▽	14
3.0	D2 D3 UD1			24
4.0	D4 UD2	6.0m	Brown stiff to very stiff clay with inorganic fine to medium sand	13
5.0	D5 UD3			22
6.0	D6 UD4			32
7.5	D7	3.0m	Brown loose to medium dense fine to medium sand with clay	13
9.0	D8			8
10.5	D9	3.0m	Brown dense inorganic fine to medium sand with clay	31
12.0	D10			39
13.5	D11			53
15.0	D12			51
16.5	D13			54
18.0	D14			50
19.5	D15			50
21.0	D16		Brown very dense inorganic fine to medium silty sand with clay	50
22.5	D17			50
24.0	D18			50
25.5	D19			50
27.0	D20			50
28.5	D21			50
30.0	D22			50
31.5	D23			50
33.0	D24			50
34.5	D25			50
36.0	D26	24.0m		50



Boring = 0.0-36.0 m

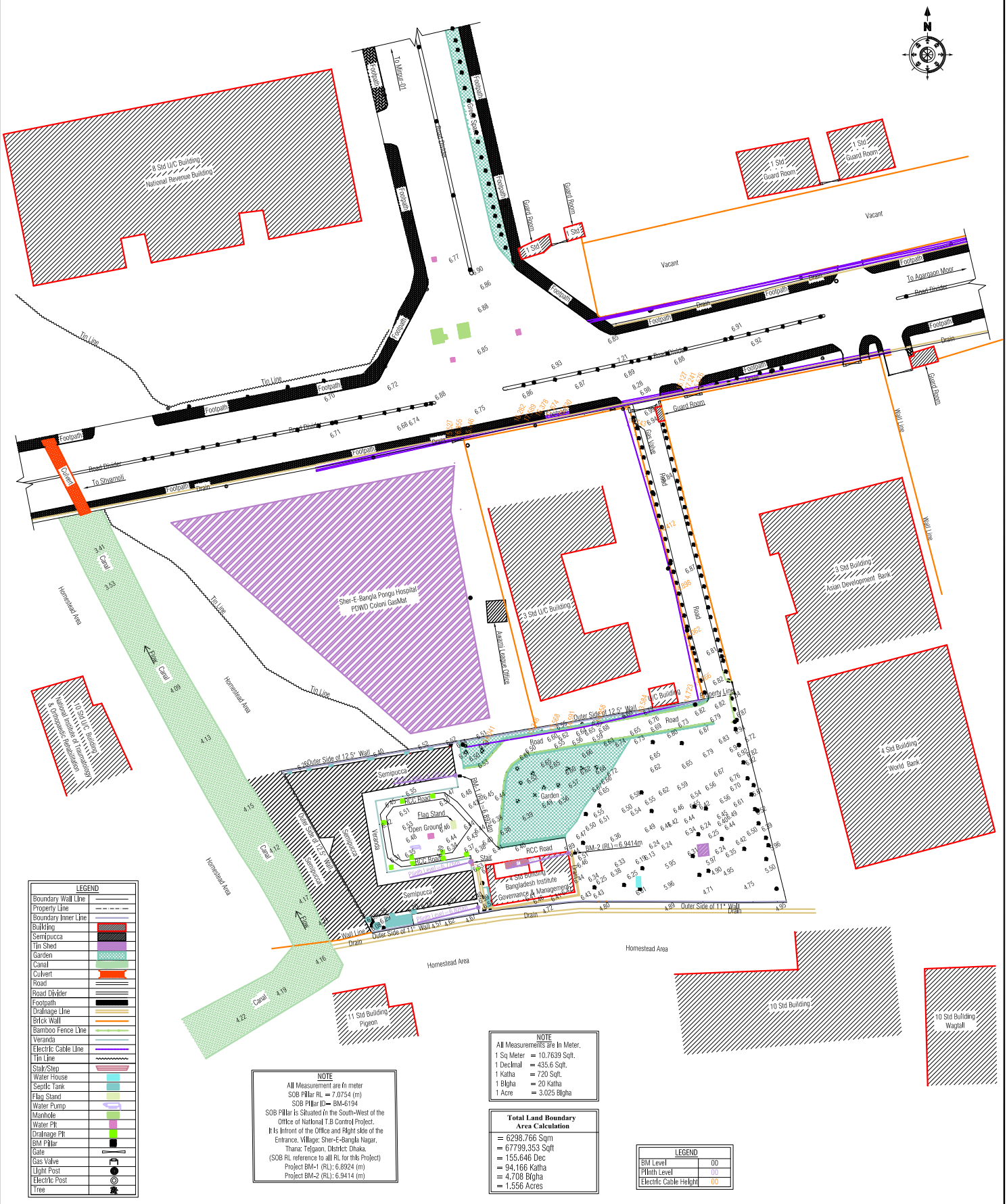
Disturbed sample (D)
Undisturbed sample (UD)
Clay
Silt
Sand
Organic
Silty clay
Clayey silt
Silty sand

Dimension Sketch Map of "Bangladesh Institute of Governance & Management (BIGM)"	Client ID: DHK 2297-10/19



5-2. Topographical Survey Result and photo

Client ID No: Dhk/3557	Spot Level Sketch Map of "Bangladesh Institute of Governance & Management (BIGM)"	Printing Scale 1 : 700



LEGEND
Boundary Wall Line
Property Line
Boundary Inner Line
Building
Semipucca
Tin Shed
Garden
Canal
Culvert
Road
Road Divider
Footpath
Drainage Line
Brick Wall
Bamboo Fence Line
Veranda
Electric Cable Line
Tin Line
Stair/Step
Water House
Septic Tank
Flag Stand
Water Pump
Manhole
Water Pit
Drainage Pit
BM Pillar
Gate
Gas Valve
Light Post
Electric Post
Tree

NOTE
All Measurement are in meter
SOB Pillar RL = 7.0754 (m)
SOB Pillar ID– BM-6194
SOB Pillar is Situated in the South-West of the Office of National T.B Control Project.
It Is Infront of the Office and Right side of the Entrance, Village: Sher-E-Bangla Nagar, Thana: Tejgaon, District: Dhaka.
(SOB RL reference to all RL for this Project)
Project BM-1 (RL): 6.8924 (m)
Project BM-2 (RL): 6.9414 (m)

NOTE
All Measurements are in Meter.
1 Sq Meter = 10.7639 Sqft.
1 Decimal = 435.6 Sqft.
1 Katha = 720 Sqft.
1 Bigha = 20 Katha
1 Acre = 3.025 Bigha

Total Land Boundary Area Calculation
= 6298.766 Sqm
= 67799.353 Sqft
= 155.646 Dec
= 94.166 Katha
= 4.708 Bigha
= 1.556 Acres

LEGEND	
BM Level	00
Plinth Level	00
Electric Cable Height	00

Project Information	Client Name	Consultant Name	Resource Personnel for this Project			
Title: Digital Topographical Survey of "Bangladesh Institute of Governance & Management (BIGM)" Project Location:Plot: E-33, Agargaon Administrative Zone, Sher-E-Bangla Nagar, Agargaon, Dhaka 1207 Location Coordinate: Latitude - 23– 46' 24.6" N Longitude - 90– 22' 21.1" Date of Survey: 24 to 26 October'2019 Date of Submission: 00 November'2019 Total Area (Calculated) : 6298.766 Sqm	Bangladesh Institute of Governance & Management (BIGM)	GSL One percent error hundred percent law GRIHAYAN LTD., Bangladesh (In associated with KANBE Pte Ltd. JAPAN) House: 408/7 (Ground Floor), Lane: 07 DOHS Baridhara, Dhaka 1206 Phone: +88 02 841 3873 Mobile: +880 1755 608365 Email: grihayan@grihayanbd.com Web: www.grihayanbd.com	**Team Leader** Prof. Engr. Mrinal Kanti Barua B. Sc. in Technical Education (DU), BCS (Technical Education). Ex. Head of Civil Engineering Department, Poly Technique Institute, Bangladesh.	**Co-Team Leader** Engr. Pulak Kanti Barua B. Sc. in Civil Engg. (DUET)	**Deputy Team Leader** Engr. Razib Barua B. Sc. in Civil Engg. (CUET)	
			Field Survey Engineer Md. Rezaul Karim Khokon	**CAD Engineer** Engr. Md. Ali Ashraf	**CAD Designer** Md. Shakib Hassan	**Urban & Regional Planner** Elias Uddin

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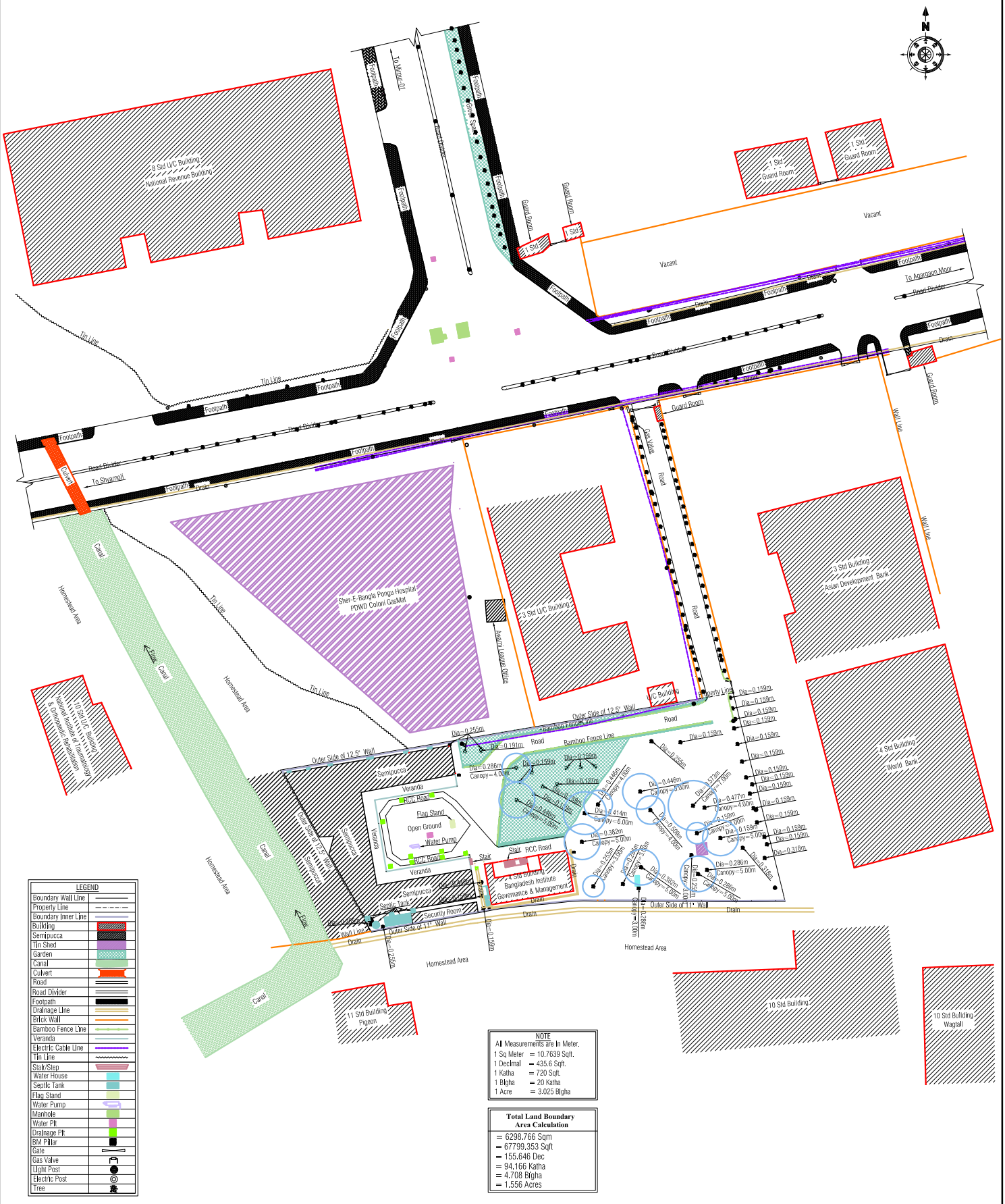
Client ID No: Dhk/3557	Details Vegetation Sketch Map of "Bangladesh Institute of Governance & Management (BIGM)"	Printing Scale 1 : 700



LEGEND
Boundary Wall Line
Property Line
Boundary Inner Line
Building
Semipucca
Tin Shed
Garden
Canal
Culvert
Road
Road Divider
Footpath
Drainage Line
Brick Wall
Bamboo Fence Line
Veranda
Electric Cable Line
Tin Line
Stair/Step
Water House
Septic Tank
Flag Stand
Water Pump
Manhole
Water Pit
Drainage Pit
BM Pillar
Gate
Gas Valve
Light Post
Electric Post
Tree

NOTE
All Measurements are In Meter.
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1 Decimal = 435.6 Sqft.
1 Katha = 720 Sqft.
1 Bigha = 20 Katha
1 Acre = 3.025 Bigha

Total Land Boundary Area Calculation
= 6298.766 Sqm
= 67799.353 Sqft
= 155.646 Dec
= 94.166 Katha
= 4.708 Bigha
= 1.556 Acres

Project Information	Client Name	Consultant Name	Resource Personnel for this Project			
Title: Digital Topographical Survey of "Bangladesh Institute of Governance & Management (BIGM)" Project Location:Plot: E-33, Agargaon Administrative Zone, Sher-E-Bangla Nagar, Agargaon, Dhaka 1207 Location Coordinate: Latitude - 23° 46' 24.6" N Longitude - 90° 22' 21.1" Date of Survey: 24 to 28 October'2019 Date of Submission: 00 November'2019 Total Area (Calculated) : 6298.766 Sqm	Bangladesh Institute of Governance & Management (BIGM)	GSL One percent seven hundred percent law GRIHAYAN LTD. Bangladesh (In associated with KANBE Pte Ltd. JAPAN) **House: 408/7 (Ground Floor), Lane: 07 DOHS Baridhara, Dhaka 1206 Phone: +88 02 841 3873 Mobile: +880 1755 608365 Email: grihayan@grihayanbd.com Web: www.grihayanbd.com**	**Team Leader** **Prof. Engr. Mrinal Kanti Barua** B. Sc. in Technical Education (DU), BCS (Technical Education). Ex. Head of Civil Engineering Department, Poly Technique Institute, Bangladesh.	**Co-Team Leader** **Engr. Pulak Kanti Barua** B. Sc. in Civil Engg. (DUET)	**Deputy Team Leader** **Engr. Razib Barua** B. Sc. in Civil Engg. (CUET)	
			Field Survey Engineer **Md. Rezaul Karim Khokon**	**CAD Engineer** **Engr. Md. Ali Ashraf**	**CAD Designer** **Md. Shakib Hassan**	**Urban & Regional Planner** **Elias Uddin**

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DLSU & UPGIS Unit, GRIHAYAN LTD.

Client ID No: Dhk/3557	Real Topographic Survey Map of "Bangladesh Institute of Governance & Management (BIGM)"	Printing Scale 1 : 750

LEGEND
Boundary Wall Line
Property Line
Boundary Inner Line
Building
Semipucca
Tin Shed
Garden
Canal
Culvert
Road
Road Divider
Footpath
Drainage Line
Brick Wall
Bamboo Fence Line
Veranda
Electric Cable Line
Tin Line
Stair/Step
Water House
Septic Tank
Flag Stand
Water Pump
Manhole
Water Pit
Drainage Pit
BM Pillar
Gate
Gas Valve
Light Post
Electric Post
Tree

NOTE
All Measurements are in Meter.
1 Sq Meter = 10.7639 Sqft.
1 Decimal = 435.6 Sqft.
1 Katha = 720 Sqft.
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Total Land Boundary Area Calculation
= 6298.766 Sqm
= 67799.353 Sqft
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Project Information	Client Name	Consultant Name	Resource Personnel for this Project			
Title: Digital Topographical Survey of "Bangladesh Institute of Governance & Management (BIGM)" Project Location:Plot: E-33, Agargaon Administrative Zone, Sher-E-Bangla Nagar, Agargaon, Dhaka 1207 Location Coordinate: Latitude - 23° 46' 24.6" N Longitude - 90° 22' 21.1" E Date of Survey: 24 to 26 October'2019 Date of Submission: 14 December'2019 Total Area (Calculated) : 6298.766 Sqm	Bangladesh Institute of Governance & Management (BIGM)	GSIL House: 408/7 (Ground Floor), Lane: 07 DOHS Baridhara, Dhaka 1206 Phone: +88 02 841 3873 Mobile: +880 1755 608365 Email: grihayan@grihayanbd.com Web: www.grihayanbd.com	Team Leader Prof. Engr. Mrinal Kanti Barua B. Sc. in Technical Education (DU), BCS (Technical Education). Ex. Head of Civil Engineering Department, Poly Technique Institute, Bangladesh.	Co-Team Leader Engr. Pulak Kanti Barua B. Sc. in Civil Engg. (DUET)	Deputy Team Leader Engr. Razib Barua B. Sc. in Civil Engg. (CUET)	
			Field Survey Engineer Md. Rezaul Karim Khokon	CAD Engineer Engr. Md. Ali Ashraf	CAD Designer Md. Shakib Hassan	Urban & Regional Planner Elias Uddin

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5-3. Equipment List

Equipment List

No.	Equipment List	Q'ty	Installation Room
	Facility Furniture		
1	Desk 01 for Student	598	Classroom (583 units), Seminar Room (15 units)
2	Desk 02 for Lecturer (Classroom)	14	Classroom (12 units), PC Classroom (1 unit), Seminar Room (1 unit)
3	Desk 03 for Lecturer's Room	19	Lecturer Room (16 units), Library (3 units)
4	Desk 04 for PC Classroom	39	PC Classroom (39 units)
5	Desk 05 for Library	8	Library (8 units)
6	Desk 06 for Library (PC type)	2	Library (2 units)
7	Podium 01 Desk for Speaker	15	Classroom (12 units), Auditorium (1 unit), PC Classroom (1 unit) , Seminar Room (1 unit)
8	Table 01 for Seminar Room	6	Seminar Room (1 unit), Library (1 unit), Lecturer Room (1 unit), Academic Lounge (3 unit)
9	Table 02 for Seminar Room	2	Seminar Room (2 units)
10	Table 03 for Meeting Room	32	Meeting Room (32 units)
11	Table 04 for Open Lounge	9	Lecturer Room (2 units), Open Lounge (3 units), Academic Lounge (4 units)
12	Table 05 for Main Lobby & Cafe space	23	Main Lobby（13 units), Cafe space (10 units)
13	Chair 01 for Classroom	795	Classroom (583 units), Seminar Room (35 units), PC Classroom (39 units), Library (18 units), Meeting Room (120 units)
14	Chair 02 for Lecturer Room	33	Classroom (12 units), PC Classroom (1 unit), Seminar Room (1 unit), Library (3 units), Lecturer Room (16 units)
15	Chair 03 for Open Lounge	66	Lecturer Room (14 units), Open Lounge (36 units), Academic Lounge (16 units)
16	Chair 04 for Main Lobby & Cafe space	92	Main Lobby (52 units), Cafe space (40 units)
17	Bookshelf 01 (Double Side Type)	10	Library (10 units)
18	Bookshelf 02 (One Side Type)	5	Library (5 units)
	Equipment for Education and Training		
19	Projector 01 for Auditorium	1	Auditorium (1 unit)
20	Projector 02 for Classroom	14	Classroom (12 units), PC Classroom (1 unit), Conference Room (1 unit)
21	Screen 02 for Auditorium	1	Auditorium (1 unit)
22	Screen 01 for Classroom	14	Classroom (12 units), PC Classroom (1 unit), Conference Room (1 unit)
23	Public Address System 01 for Auditorium	1	Auditorium (1 unit)
24	Public Address System 02 for Classroom	14	Classroom (12 units), PC Classroom (1 unit), Conference Room (1 unit)
25	PC 01 for Classroom (Desktop Type)	19	Classroom (12 units), Library (5 units), PC Classroom (1 unit),Conference Room (1 unit)
26	PC 02 for PC Classroom (Desktop Type)	39	PC Classroom (39 units)
27	Text-to-speech software for PC	2	Library (2 units)
28	LCD monitor	4	Classroom (3 units), Conference Room (1 unit)
29	Video Conference System Set	4	Classroom (3 units), Conference Room (1 unit)
30	Copy machine	2	Library (1 unit), Lecturer Room (1 unit)
31	Printer for PC	2	Library (1 unit), Lecturer Room (1 unit)
32	Wireless LAN System	1	Whole Facility Space (1 set)

6. Other Relevant Data

6. Other Relevant Data

No.	Name	Type	Publisher (Year of publish)
1	BIGM Prospectus 2016-2017	Hard Copy	BIGM (2016)
2	BIGM Prospectus 2018-2019	Hard Copy	BIGM (2018)
3	BIGM Academic Calendar 2019-2020: Master of Public Affairs	Hard Copy	BIGM (2019)
4	BIGM Policy Analysis Course	Hard Copy	BIGM (2019)
5	BIGM Home Page	Soft Copy	BIGM
6	BIGM Budget etc. FY2014-FY2019	Soft Copy	BIGM
7	BIGM Proposed New Master of Public Affairs	Soft Copy	BIGM (2017)
8	BIGM Courses and Faculty	Soft Copy	BIGM
9	BIGM Committees Lists	Soft Copy	BIGM
10	BIGM Alumnus Lists	Soft Copy	BIGM
11	BIGM Semester Class Schedules	Soft Copy	BIGM
12	BIGM Research Plan	Soft Copy	BIGM
13	BIGM Programmes and Physical Facility	Soft Copy	BIGM