Government of the People's Republic of Bangladesh
Prime Minister's Office
Bangladesh Economic Zones Authority
Monem Business District (Level 12)
111 Biruttam C R Datta Road, Dhaka
www.beza.gov.bd

Memo No.: 03.777.000.00.00.042.2017- 2935 Date: 09 January 2018

Request for Expressions of Interest (REOI)
National Competitive Bidding (NCB)

1.	Ministry/Division	:	Prime Minister's Office
2.	Agency	:	Bangladesh Economic Zones Authority (BEZA)
3.	Name of Procuring Entity	:	General Manager (Planning and Development)
4.	Procuring Entity District	:	Dhaka
5.	Expression of Interest for	:	Selection of Consultancy Firm to Conduct Feasibility Study for Barisal & Shariatpur Economic Zones
6.	EOI Ref. No.	:	03.777.000.00.00.042.2017- 2935
7.	EOI Publication Date	:	11 January 2018 or before
8.	Procurement Method	:	Quality and Cost Based Selection (QCBS)
9.	Budget and Source of funds	:	Revenue (Own Fund)
10.	EOI Closing Date and time	:	8 February 2018 at 03:00 PM
11.	Qualification and Experience of the Firm	:	BEZA is looking to hire a single local/international engineering, environmental and planning firm or a joint-venture team who has experience on preparing feasibility study and infrastructure engineering work experience. All key experts should hold, at minimum a Master/Bachelor degree from an accredited university and have, at minimum, 10 years of work experience. The proposed team should include a set of Key Experts, as stated in the TOR. Consultants may associate to enhance their qualifications in the form of "Joint-venture" or "Sub-consultancy". All members of such association should be limited to three firms/institutions and should have real and well-defined inputs to the assignment.
12.	The Criteria for Selecting Firm	:	• Firm history, specifically age of the firm/year of registration/incorporation; • Must have Experience on Industry Development/Economic Zone etc. • Must have Experience on Feasibility Study for Industrial Park/Economic Zone etc. • Experience of undertaking large scale, complex urban projects; • Work experience in Bangladesh, South Asia, Middle East and South/East Central Asian countries; • Quality and experience of team leader and key experts; and • Financial health of the firm.
13.	Brief Description of the Assignment	:	This contract covers Feasibility Studies for: Barisal Economic Zone and Shariatpur Economic Zone. Each EZ site requires an independent feasibility study and each feasibility study will be comprised of the following components: **PART I:Competitive and Comparative Advantages** • A Benchmarking Exercise • An Industry Assessment • A Demand Forecast **PART II: A Planning Regime**

- A Transport and Off-Site Infrastructure Assessment
- A Master Plan, Land Use Plan, Zoning Plan and Phasing Plan
- Concept Infrastructure/Utility Plans and Requirements
- Infrastructure/Utility Cost Estimates
- An Initial Social and Environmental Review

PART III: Financial and Economic Modelling

- A Financial Model and Analysis
- An Economic Model and Analysis

PART I is to be completed and approved by BEZA before PART II begin. An Interim Report and Oral Presentation identifying key findings, is required after the completion of PART I. A draft and final feasibility study report for each zone and final presentation of key findings is required at the end of the assignment.

(The detailed TOR is available at www.beza.gov.bd)

14. Other Details (if applicable) : All short-listed firms are required to submit full technical and financial proposals following approved RFP, which will be evaluated according to the quality- and cost-based selection (QCBS) method described in the PPA (2006) & PPR (2008). A weighting system of 80% for quality and 20% for cost will be applied for selection process.

15.

Package No.	Location	Indicative Start Date	Indicative Completion Date
PS 01-BEZA-2018	Barisal & Shariatpur	01 April 2018	30 September 2018

16. Name & Address of Official Inviting EOI :
Md. Mostaque Hassan ndc,
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17. Contact Details of Administrating Official :
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Deputy Chief
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18. Particular Instructions : (1) The maximum number of short-listed consulting firms would not be more than 7 (seven); (2) Consultant will be selected with the procedure set out in PPA (2006) and PPR (2008) and its updates; and (3) The procuring entity reserves the right to accept or rejects all EOI's for any reason whatsoever.

09.01.2018

(Md. Mostaque Hassan ndc)
Additional Secretary
General Manager (Planning & Development)
Phone: + 88 02 9632470
Email: mostaque.hassan@gmail.com

Section 6 : **Terms of Reference**
(Feasibility studies – Barisal & Shariatpur)

A. PROJECT BACKGROUND

A1. Bangladesh sustained an annual GDP growth of approximately 6.3 percent during the period of FY05-09, despite the global financial crisis and global food price shock. Growth in Bangladesh has been underpinned by a stable and prudent macro-economic monetary policy, rising industry and service outputs and a continued high level of remittances. Going forward, the Government of Bangladesh's (GoB) objective is to develop a growth trajectory that will support an overall increase in real GDP growth of 8 percent per annum and reduce poverty from 40 percent to 15 percent by 2021.

A2. The sustained growth in Bangladesh's labor force (nearly 2 million a year) is an asset that nevertheless increases the country's vulnerability. (The Bangladesh labor force grew to 58.3 million in 2010-11.) Creating productive employment will largely depend on creating an environment conducive to private sector investment, particularly within the labor-intensive manufacturing and service sectors.

A3. The GoB has successfully provided serviced land, infrastructure, and a good business environment via the Export Processing Zones (EPZs) Program. EPZs have been used as a "strategic instrument" for attracting FDI and dealing with the shortcomings in the overall investment climate, business registration, and licensing, etc. environment. The Bangladesh Export Processing Zone Authority (BEPZA) was established in 1980, with the first EPZ built in Chittagong in 1983. The EPZ program was the first systematic initiative to provide fully serviced land and a better business environment for investors, targeting large scale, export-oriented manufacturing. Since 1993, EPZs have triggered impressive growth in exports, mainly in the RMG sector, at an average annual rate of 23 percent, reaching nearly US$2.9 billion by FY2010, and employing almost 28,000 people.

A4. That said, Bangladesh's current EPZ model has had its limits, both in terms of cumulative impacts and spillovers into the domestic economy. As an exporting enclave, EPZs have provided little in the way of linkages with the domestic economy, up-stream or down-stream, resulting in low technology and efficiency spillovers, which normally accompany foreign investment. Investments in other sectors beyond the low capital investment of the RMG segment have also not materialized.

A5. The GoB's objective is therefore to maximize the potential direct and indirect impacts through a more modern regime of Economic Zones (EZs). As such, the Government has launched an effort to develop a new EZ paradigm in Bangladesh drawing from numerous successful examples from around the world, as well as Bangladesh's own positive experience with the EPZ model. In addition, the GoB is

expecting additional spillover effects to local firms stemming from new foreign direct investment and from more investment within value chains. This will in turn stimulate the procurement of more local products and produce better linkages between firms and educational institutions. A faster adaption to international environmental and social practices would also be encouraged through this new EZ policy regime.

A6. The new EZ regime provides for a new approach both in management and investment. The policy allows the Government to develop and pilot an approach that is less reliant on Government and fiscal subsidies, while leveraging comparative advantages and private sector capability, where possible.

A7. The Economic Zone Act was passed in Parliament in August 2010, providing the overall framework for establishing EZs throughout Bangladesh. Under this Act, the Economic Zone Authority (BEZA) was established under the Prime Minister's Office (PMO) and governed by a Board chaired by the Prime Minister. The law provides the legal coverage for attracting and leveraging private investment in the development of zones as zone developers or operators, and in the provision of providing infrastructure services, such as power, effluent treatment, wastewater treatment etc. The law also allows for development of EZs and support infrastructure through a Public-Private Partnership (PPP) mechanism.

B. SITE DESCRIPTION

B3. To support BEZAs commitment to EZs in Bangladesh, BEZA intends to undertake two (2) independent feasibility studies in the following locations:

I. Barisal Economic Zone: This EZ comprises 300 acre of land located at Agoiljhora Upazila of Barisal district.
II. Shariatpur Economic Zone: This EZ comprises 525 acre of land, located at Jajira Upazila of Shariatpur district

The following is the Scope of Work for the Feasibility Studies.

C. SCOPE OF WORK

C1. This contract covers Feasibility Studies for:
Barisal Economic Zone and

Shariatpur Economic Zone

C2. The Feasibility Study

Each EZ site requires an independent feasibility study and each feasibility study will be comprised of the following components:

Component 1:Competitive and Comparative Advantages

- A Benchmarking Exercise
- An Industry Assessment
- A Demand Forecast

Component 2: A Planning Regime

- A Transport and Off-Site Infrastructure Assessment
- A Master Plan, Land Use Plan, Zoning Plan and Phasing Plan
- Concept Infrastructure/Utility Plans and Requirements
- Infrastructure/Utility Cost Estimates
- An Initial Social and Environmental Review

Component 3: Financial and Economic Modelling

- A Financial Model and Analysis
- An Economic Model and Analysis

PART I is to be completed and approved by BEZA before PART II may begin. An Interim Report and Oral Presentation identifying key findings, is required after the completion of PART I. A draft and final feasibility study report for each zone and final presentation of key findings is required at the end of the project.

D1. Detailed Requirements

Component 1: Competitive and Comparative Advantage

Component 1 is comprised of: i) a benchmarking exercise to identify the project's key competitive and comparative advantages, ii) an industry assessment to identify the target industry sectors for the specific EZ location, and iii) a 20-year demand forecast for the site. The following are the detailed tasks and activities required under Component 1.

Task 1: Due Diligence

Activity 1: Hold Stakeholder Meetings

The consulting team will meet with key BEZA staff, relevant Ministries and Government Agencies, the World Bank Group, and utility providers, as well as, all other interested stakeholders (private/public sectors and civil society) to discuss the project. The purpose is to understand stakeholder concerns and interests.

Activity 2: Collect Background Documents/Data on the Project/Site

The consulting team will familiarize themselves with the new EZ law, regulations, policies and institutional framework of BEZA. In addition, the consulting team will collect and examine all background information/data, relevant laws, policies, decrees, maps, existing studies, documents and reports previously undertaken to understand the key development issues for the proposed EZ site.

Activity 3: Prepare an Inception Report

Once the consulting team has completed Activities 1-2, the team leader should prepare an inception report to update the project implementation process as per the findings from the series of meetings and the review of the documents. The report should update the project methodology, approach, tasks, staffing and schedule and should also provide an overview of the findings from the team's due diligence. Any update to the project approach and timing should remain within the parameters of the consulting team's signed contract.

Task 1 Deliverables:

- An Inception report that updates the project's methodology, approach, tasks, staffing and schedule. In addition, the report includes an overview of the key findings from the due diligence review. Any critical project concerns should be identified and addressed in this report.
- A list of all meetings undertaken and people met with a short write up of the key issues, points discussed, and actions to be taken.
- A list of all documents/data/maps reviewed.

Task 2: Benchmark the Economic Zone

Activity 1: Benchmark the Economic Zone against its Main Competitors

The consulting team will undertake a benchmarking exercise. This exercise will identify the proposed EZ's main competitors and directly compare these competitors against each other. The EZ should be benchmarked against a minimum of 6 competitors (local, regional or global). All competing locations must be either industrial zones/parks (IPs), export-processing zones (EPZs) or special economic zone (SEZs). Selected competing zone's should be similar in size and should be completed projects/open for business, not in the planning stage.

The benchmarking indicators to be used should include, but not be limited to: i) the macro-economic environment, ii) operating costs, and iii) quality of life factors (See details in Appendix A1 and A2). The final 6 competitors and benchmarking indicators must be agreed upon and approved by BEZA before this task can begin.

Task 2 Deliverables:

- A benchmarking chapter in the feasibilitystudy. The chapter should include: i) a purpose and objective statement, ii) a methodology for the benchmarking exercise, iii) an overview of the 6 competing SEZ/IP sites, iv) tables that compare the Bangladesh EZ site against its competitors, v) an analysis of the outcomes/findings, and vi) conclusions on the EZ location's competitive and comparative advantages. (The conclusions should outline the competitive and comparative advantages of the proposed EZ location and highlight the specific barriers to doing business in Bangladesh, including binding constraints and policy issues that may deter new investment.)

Task 3: An Industry Assessment

Activity 1: Identify the Potential Industry Sectors for the Economic Zone Site

Under this activity, the consulting team is to assess the existing and potential industry sectors (and trends), which may be attracted to the new EZ and it's location. The consulting team is to examine the industry sectors in the immediate area/region of the EZ, which may be different than industries in Bangladesh. This exercise is to be site specific, not country specific. The purpose of this activity is to identify the existing industry sectors and trends in the area, so the consulting team can identify the types of firms to survey.

Activity 2: Undertake an Investor Survey

In this activity, the consulting team will undertake an Investor Survey to: i) understand investor requirements, ii) identify barriers to investment, and iii) determine the types of industry sectors interested in the EZ. The consulting team is to review the two sample Investor Surveys in Appendix A3 and adopt them for the purpose of this feasibilitystudy, using its format and content as a guideline.

The Investor Survey must be undertaken through individual, in-person interviews with firms in the area. A minimum of 10 interviews per industry sector is required. In addition, 3 phone interviews with appropriate foreign firms (in each sector) must be undertaken to determine potential new interest in the EZ. The list of firms to be interviewed must be reviewed and approved by BEZA before the interviews are undertaken.

Activity 3: Synthesize the Findings from the Investor Survey with Trade and Investment Data

In this activity, the consulting team is to synthesize the results of the Investor Survey to determine industry sector requirements, barriers to investment and potential interest in the EZ. In addition, the consulting team is to review country and area specific investment data tracked by the Government of Bangladesh's Board of Investment, BEPZA and BEZA and examine UNCOM trade data. This information must be properly synthesized, analysed and referenced with the results of the Investor Survey.

Activity 4: Determine the Target Industries for the Proposed Economic Zone
From the findings of Activities 1-3, the consulting firm is to identify the target industries for the proposed EZ. A rationale for each key industry sectors must be given.

Activity 5: Prepare an Industry Profile for Each Identified Sector
This activity is to develop industry sector profiles for the short-listed sectors identified in Activity 4 above. The profiles for each industry sector must include typical land, power, and water requirements, as well as, typical employment requirements. The requirements should be presented in a table format as illustrated in Appendix A4.

Task 3 Deliverables:

- An industry assessment chapter in the feasibilitystudy. It should include: i) a purpose and objective statement, ii) a methodology for the industry assessment, iii) an overview of the existing and proposed industry sectors and trends in the immediate area of the EZ site, iv) a synopsis of the investor survey results and investor/trade data, v) identification of the target industry sectors for the proposed EZ highlighting current barriers to investment, and vi) detailed industry sector profiles with typical land, power, water requirements and employment potential.

Task 4: A Demand Forecast

Activity 1: Prepare a 20-Year Demand Forecast
Utilizing the outcome of the Industry Assessment (identified industry sectors); the consulting team will prepare a 20-year demand forecast for the site. The demand forecast must be developed with three scenarios: i) a conservative case, ii) a base case, and iii) an aggressive case. Each scenario should have clearly stated assumptions. The assumptions and the demand forecast model should be reviewed with BEZA for their approval before this activity is started.

The consulting team should prepare the demand forecast showing yearly demand for each sector proposed for the EZ. The demand forecast worksheets should show: i) accumulated demand, ii) land requirements, iii) power requirements, iv) water requirements, and v) potential employment per year.

Task 4 Deliverables:

- A chapter in the feasibilitystudy on the demand forecast. This would include: i) a purpose and objective statement, ii) a methodology on the demand forecast, iii) a 20-year demand forecast, and iv) an overview of land, power, and water requirements, as well as potential employment numbers for the EZ.
- The demand forecast worksheets must be submitted as an *Appendix* in the report.

NOTE: After the completion of Component 1, ***an interim report and oral presentation*** *is required. A draft interim report will be delivered to BEZA for their review and an oral presentation on the Component 1 findings will be given to BEZA and select stakeholders. The final interim report must be approved by BEZA before the remaining Components of the FeasibilityStudy are started.*

Component 2: Master Planning

This component consists of: i) a transport and off-site infrastructure assessment of the area, ii) a best practice master plan, land use plan, zoning plan, and phasing plan, iii) a series of concept infrastructure/utility plans, iv) infrastructure/utility cost estimates, and v) an initial environmental and social review.

Task 5: A Transport and Off-Site Infrastructure Assessment

Activity 1: Undertake a Transport and Off-Site Infrastructure Assessment of the Economic Zone Site and Area of Influence

The consulting team will undertake a comprehensive transport and off-site infrastructure assessment for the EZ site and its area of influence. This will include: i) a review of the national transport modes (airports, roads, railway, seaports), current and proposed modal split, and off-site infrastructure networks that currently support the proposed EZ development, ii) a detailed assessment of existing off-site transport infrastructure and its conditions to identify opportunities, constraints or critical problems, iii) a list of off-site transport and off-site infrastructure network improvements/upgrades required to make the EZ a viable transport/logistics platform. The transport and infrastructure improvements/upgrades should take into consideration the industry sector infrastructure requirements being proposed for the EZ site.

Activity 2: Develop an Action/Implementation Plan for Upgrading Transport and Off-Site Infrastructure Networks

In order to support the new EZ, off-site infrastructure must be upgraded and potentially transport assets must be improved. As such, an action plan for upgrading the off-site infrastructure and improving the transport infrastructure around the EZ site should also be prepared. This action plan should identify: i) the proposed infrastructure improvements, ii) who is responsible for implementing the improvements (private or public sector), iii) the required amount of time for implementing this improvement (in

years), and iv) a rough estimate of the cost of the improvement (presented in US Dollars and Taka). This action plan for off-site improvements will act as a roadmap for the EZ development. (See Appendix A5)

Task 5 Deliverables:

- A separate transport and off-site infrastructure assessment chapter in the feasibilitystudy. This would include: i) a purpose and objective statement, ii) a methodology for both transport and off-site infrastructure, iii) a review of the transport modes, splits and network, iv) a detailed assessment of existing infrastructure and its condition, and v) a list of recommended offsite upgrades/improvements and a list of recommended upgrades to the existing transport infrastructure/networks.
- An action plan for both transport and off-site infrastructure outlining the required improvements, costs, timeframes, and responsibilities.

Task 6: A Planning Regime for the Proposed Economic Zone

Activity 1: Prepare a best practice Master Plan

The consulting team will develop a best practice master plan for the EZ site based upon the outcomes of the Industry Assessment, Sector Profiles, and Demand Forecast in Component 1 and the results of the Transport and Off-Site Infrastructure Assessment in Component 2. The master plan will: i) show boundaries/fencing of the site, ii) main entrances/exits to the EZ, iii) road and block formations, iv) plot size and configurations, v) main buildings such as administrative and customs, vi) pre-built factories, and vii) support amenities. The master plan must be designed to: i) have a flexible plot configuration, ii) minimize land use and adjacency conflicts, iii) optimize land to infrastructure ratios (min.60-65% leasable development of the site), iv) buffer areas of concern, and iv) ensure adequate turning radius' for truck movement. The number of plots available in the EZ master plan should be identified. All plans in this task will be undertaken in a CAD format and the scale will be discussed with BEZA for their approval.

Activity 2: Prepare the Land Use Plan

The consulting team will prepare a land use plan that corresponds to the master plan. All land use designations must be identified on the plan, i. e., Industrial, Administrative/Institutional, Retail/Commercial, and Open Space, etc.

Activity 3: Prepare a Zoning Plan

The consulting team will develop a zoning plan for the EZ site. This plan will identify permissible densities, height limits, open space and set back requirements for the zone and specifically for each land use.

Activity 4: Prepare a Phasing Plan

The consulting team will prepare a phasing plan for the master plan. This will identify the sequencing of the development/construction of the EZ. The phasing plan will correspond to the 20-year demand forecast. The amount of land required per phase should be identified.

Task 6 Deliverables:

- A planning regime chapter in the feasibilitystudy. This chapter should contain a: i) a purpose and objective statement, ii) a methodology of the planning regime, iii) a best practice master plan and explanation/description, iv) land use plan identifying land use designations, v) zoning plan with densities, heights, setback and open space requirements, and vi) phasing plan that matches the demand forecast. A write up must accompany each of these plans.

Task 7: On-Site Infrastructure Concept Plans and Cost Estimates

Activity 1: Prepare On-Site Infrastructure Concept Plans

In this activity, the consulting team will be required to prepare high-level on-site infrastructure/utility concept plans for the EZ. The infrastructure and utilities for the master plan should be designed using international standards and these standards should be agreed upon with BEZA at the start of the project.

Infrastructure plans required under this task include, at a minimum, the following on-site networks: i) roads ii) water (potable/grey), iii) power (a dedicated source of electricity and gas plus backup generation), iv) drainage/storm water, v) sewerage/wastewater, vi) wastewater/effluent treatment plant, vii) street lighting and fencing, and viii) telecommunications. In addition, massing envelopes for any administration buildings or pre-built factories should be identified in order to determine approximate size and cost of these facilities. Detailed architectural/engineering drawings, cross-section or elevations are not required for any buildings within this project. All plans must be accompanied by a written explanation of the system and its requirements. IE. How much power and water is required for the EZ project. Similar to Task 6, all infrastructure plans should also be prepared in CAD format at a scale agreed upon with BEZA. The scale of the infrastructure plans should allow plans to be easily reduced for the feasibilitystudy or enlarged for presentation purposes.

Activity 2: Develop Cost Estimates for On-Site Infrastructure/Utilities and Buildings

The infrastructure plans developed under Activity 1 above must be costed in two ways: i) total cost per project and ii) project costs per phase. The cost estimates for the project should also include approximate costs for earthworks (making the site flat and level for development), resettlement, and key buildings/pre-built facilities (a cost per m2 calculation is required) as well as consulting/engineering fees and associated taxes.

(Template to be provided to winner by BEZA.) All costing for this activity should have a 15% contingency.

Task 7 Deliverables:

- An infrastructure/utility plan chapter in the feasibility study that provides: i) a purpose and objective statement, ii) a methodology for undertaking the infrastructure plans, iii) a series of concept infrastructure/utility plans for core infrastructure outlined in Activity 1, iv) a write up on the infrastructure/utility networks proposed, and v) cost estimates for the entire project and by phase.

Task 8: An Environmental and Social Review

Activity 1: Undertake an Environmental Review

In Task 8, BEZA would like the consulting team to undertake an initial review of the environmental and social issues on the site, (including resettlement, if required). This is not intended to be a full environmental impact assessment, social impact assessment or resettlement plan but a comprehensive review of the key issues. The consulting team should use Government of Bangladesh's Environmental, Social and Resettlement rules.

An environmental review of the site should include, but not be limited to: i) a review of the legislative and administrative process the EZ project will have to follow, ii) an outline of environmental clearances the project will require, iii) an examination of the existing environmental conditions on the site (topography, climate, air quality, noise, water resources/quality, ground water, natural hazards, etc.) iv) a review of the site's biological environment (flora and fauna, vegetation, animals, protected areas etc.), v) a description of anticipated environmental issues and impacts and mitigation measures (construction phase and beyond, health and safety etc), vi) development of an environmental management action plan, vii) preparation of a monitoring plan, and viii) a set of recommendations for next steps.

Activity 2: Undertake a Social Review of the EZ Site and Area of Influence

The social review of the site, will include but not be limited to: i) collection of primary and secondary data, ii) site visits, iii) community consultations and stakeholder meetings, iv) develop a socio-economic profile of the EZ area and area of influence, v) identify existing social infrastructure (education and health facilities, cultural facilities etc.), vi) examine existing livelihoods and incomes, v) identify social impacts caused by the EZ development, vi) outline resettlement process and action plan if required, vii) outline legal and policy framework, viii) outline training needs and options, and ix) examine key social safeguards. This social review should also specifically address gender issues, and i) how women and girls in particular will be impacted by the project, and ii) how women and girls can be included in the benefits that the community will derive from the project.

NOTE: *Within this review, the consulting team should identify if the site has significant environmental or social problems, which will negatively affect the development of the EZ. While undertaking this review, the consulting team should keep in mind that the EZ site will be developed for a variety of industry uses and these uses may have negative impacts on the physical and social environment. If this is the case, all environmental or social impacts must be identified and mitigated. Any proposed environmental or social mitigation plans should be quantified in the feasibilitystudy to a level that costs can be determined, as they must be added into the financial and economic modelling, which happens in Tasks 9 and 10.*

Task 8 Deliverables:

- Individual chapters in the feasibilitystudy, which identifies the key environmental and social issues of the EZ site and lays out initial mitigation measures to resolve critical problems. The details within each chapter must include: i) a purpose and objective statement, ii) a methodology, and iii) a review of all the items and actions listed in Activity 1 and 2.

Component 3: Financial and Economic Modelling

Component 3 is comprised of: i) a financial model and sensitivity analysis, ii) an economic model and analysis, and iii) final recommendations. This component will determine if the EZ project is viable in the short, medium and long-term.

Task 9: A Financial Model/Analysis

Activity 1: Develop a Financial Model, Identify Variables and Assumptions and Undertake Sensitivity Analysis

The consulting team will prepare a flexible financial model that will examine the financial viability of the EZ project under different scenarios. This model will be populated with information obtained from the Industry Assessment, Demand Projections, Master Plan, Phasing Plan and Infrastructure Cost Estimates. The purpose of this exercise is to determine if the EZ is both feasible and sustainable in the short, medium and long term (20 years); and to determine how the GoB can maximize the project IRR for a developer and minimize their own costs in order to develop the EZ.

In Activity 1, the consulting team will: i) identify the project's financial assumptions (CAPEX, OPEX, NPV etc.) and other variables, ii) design a flexible financial model, which allows for the changing of multiple factors and costs to see the effects of those changes on the IRR, iii) set out potential development scenarios, iv) populate and run the model, v) undertake sensitivity testing, and vi) analyze the results. The outputs of the financial modeling should be, at minimum, to identify and provide: i) the project's internal rate of return (IRR), ii) outline the GoB costs and revenues under a PPP, iii) develop income statements and cash flows showing detailed calculations and summary sheets, and iv) recommend a financing scenario that maximizes a private developer's IRR and minimizes the costs borne to the GoB. Gap funding advice will also be provided. BEZA must approve the design of the financial model and all assumptions/variables before

the model is populated. At the end of this exercise, BEZA must be given the financial model and worksheets, plus a guide to using the model.

Task 9 Deliverables:

- A chapter in the feasibilitystudy that examines the financial viability of the EZ project. The chapter will include: i) a purpose and objective statement, ii) a methodology of how the financial modelling is to be undertaken, iii) an outline of financial assumptions and variables, iv) an overview of the design of the financial model and what it can do, v) proposed scenarios, vi) sensitivity testing, vii) scenario analysis, viii) the identification of the project's IRR and how to minimize the GoBs costs, and ix) a list of potential financial risks. In addition, gap funding should be identified, if required.
- All worksheets and spread sheets should be placed in *Appendices.*
- The financial model with a guide on *how to use it.*

Task 10: An Economic Model/Analysis

Activity 1:Develop an Economic Model, Identify Variables and Assumptions and Determine the Project's Economic Rate of Return (ERR)

The consulting team is to build an economic model to identify and measure the direct and indirect costs/ benefits of the EZ project to the GoB over a 20-year period. The model should compare the total expected costs borne by the GoB to fund the EZ project via a PPP (including off-site infrastructure requirements and improvements) against the total expected financial benefits that would accrue to the government (in the form of taxes, license, etc.), and measure the economic rate of return (ERR) to the GoB. The model should be linked to the financial model and the Demand Forecast, and should reflect the same scenarios measured by the financial model. The economic model should allow for the changing of multiple factors and costs to see the effects of those changes on the ERR (sensitivity analysis). In the consulting team's proposal, it is expected that a methodology, an approach, and clear assumptions will be identified. This would include a list of the economic indicators to be used in the model.

Task 10 Deliverables:

- A chapter in the feasibilitystudy that will examine the economic costs/benefits of the project. The chapter will include: i) a purpose and objective statement, ii) a methodology, iii) a list of assumptions and economic variables, iv) the design of the economic model, v) scenarios to be analysed, and vi) the identification of the project's ERR.
- All worksheets and spread sheets in *Appendices.*
- The economic model with a guide on *how to use it.*

IV) Final Presentation of Report Findings

The consulting team will make an oral presentation of the key report findings. The presentation will be given to BEZA and relevant stakeholders. The consulting firm will prepare a **PowerPoint presentation**, hand outs, take minutes of the presentation, and incorporate comments into their final report.

V) Interim and Final Report

The interim and final reports must be structured as per the outline in Appendix A1. It is critically important that the FeasibilityStudy has a succinct executive summary that only highlights the main findings and key recommendations set out in the body of the reports. The format of the executive summary should follow the same structure as the main report (See Appendix A1). This executive summary should be thought of as a synopsis for the Interim Report and FeasibilityStudy.

D. Reporting and Timeframes

When negotiating the contract, BEZA and the selected consulting firm will discuss: i) sequencing of the studies, ii) reporting schedules, and iii) workshop/presentation timeframes. Regardless of these decisions, all FeasibilityStudies must be completed within a 6-month time period. The following table identifies key deliverables and timeframes for the FeasibilityStudy.

SN	Component /Activity	Deliverables	Timeline
1	Task 1: Due Diligence	An Inception report. A list of all meetings/ interviews with meeting notes. A list of studies and documents examined.	Within 14 days
2	A Draft Interim Report	An interim report covering Tasks 1-4 and all deliverables set out in the TOR.	At the 3 month milestone
3	A Presentation Workshop of Component 1 findings	A PowerPoint presentation of key findings of Tasks 1-4 to BEZA and relevant stakeholders	At the 3 month milestone
4	A Final Interim Report	A final interim report incorporating comments from BEZA and relevant stakeholders	At the 3 month milestone
5	Draft Final Feasibility Study	A comprehensive feasibility study containing all required deliverables for Tasks 1-10.	At the 6 month milestone
6	A Presentation Workshop of the Draft Final Feasibility Study	A PowerPoint presentation of key findings of Tasks 1-10 to BEZA and relevant stakeholders.	At the 6 month milestone
7	Final Feasibility Study **(Independent Report for each site))**	A revised feasibility study that incorporates comments by BEZA and relevant stakeholders.	At the end of the project

E. Key Expert Competencies

The team undertaking the Feasibility Study is comprised of, at a minimum: i) a Team Leader, ii) an Industry Sector Expert, iii) Master Planning Expert, iv) a Team of Engineers and Quantity Surveyor, v) a Social and Environmental Expert, vi) anEconomic Expert, and vii) a Financial Expert.

Each team member must have at least, a Master's degree for non-engineering discipline and B.Sc forengineering discipline and a minimum of 10 years related experience shall be required.The consulting firm may propose additional staff as non-key experts as they see fit. The profile of the core team should be:

- **Team Leader**- Minimum of 10 years' specificexperience in Zone development/feasibility studies, and has experience in managing a diverse group experts. Proponent should have an educational background in Economics, Urban Planning, or a related field relevant to EZ development. Experience having feasibility study related Economic Zone development shall be given preference.

- **Industry Sector Expert** - Minimum of 10 years' specificexperience and is familiar with investment and competitiveness in the region. Proponent should have a background in Industry, Business, Investment Promotion, Competitiveness or similar. Educational background in Business, Industry, International Relations, or similar.Experience having feasibility study related Economic Zone development shall be given preference.

- **Master Planner** - Minimum of 10 years' specific experience in Zone planning, design and development and Educational background in Planning, Engineering, Architecture or similar.Experience having feasibility study related Economic Zone development shall be given preference.

- **Team of Engineers (Civil, Electrical, Mechanical & Quantity Surveyor)** – Minimum of 10 years' specificexperience in large-scale infrastructure projects, planning, design and development. Must be a B.Sc in Engineeringin Civil, Mechanical or Electrical Engineering and is also able to cost complex projects. A quantity surveyor with a minimum of 10years of relevant experience with engineering background is required (B.Sc).Experience having feasibility study related Economic Zone development shall be given preference.

- **Social and Environmental Expert** - Minimum of 10 years' specific experience in undertaking social and environmental reviews using World Bank safeguard standards. Education background in Social and Environment Science.Experience having feasibility study related Economic Zone development shall be given preference.

- **Economist** - Minimum of 10 years' specificexperience. Educational background in Economics, Trade or similar.Experience having feasibility study related Economic Zone development shall be given preference.

- **Financial Expert** - Minimum of 10 years' specificexperience. Educational background in Finance, Economics or similar.Experience having feasibility study related Economic Zone development shall be given preference.

Summary of Minimum Requirements for the Team					
	Key-Expert	Person-months	Specific Experience	Qualification	Preference
K-1	Team Leader	6	10	Master's in Urban Planning, Economics, Bachelor of Architecture or similar	Experience on feasibility study is required. Preference shall be given on feasibility study on Economic Zone development or similar
K-2	Industry Sector Expert	4	10	Master's in Business, Industry, International Relations, or similar	
K-3	Master Planner	4	10	Master's in Planning, Engineering, B.Arch or similar	
K-4a	Infrastructure Expert (Civil Engineer)	3	10	Bachelor Degree Civil/mechanical/electrical /structural Engineer	
K-4b	Infrastructure Expert (Mechanical Engineer)	3	10		
K-4c	Infrastructure Expert (Electrical Engineer)	3	10		
K-4d	Infrastructure Expert(Structural Engineer)	3	10		
K-4e	Quantity Surveyor	4	10		
K-5	Social Expert	2	10	Master's in Sociology, Social Science or similar	
K-6	Environmental Expert	2	10	Master's in Environmental Studies or similar	
K-7	Economist	4	10	Master's in Economics, Trade or similar	
K-8	Financial Expert	4	10	Master's in Finance, Economics or similar	
Total Person-Months= 34 person-months					

F. Selection Method and Criteria

The Consultant-Firm should have the following experience:

At least 10 (Ten) years of experience in feasibility studies, demand surveys, financial economic technical social and environmental assessments preferably with developing economic/industrial zones, large size industrial parks, or export processing zones. The firm should also have experience of implementation, knowledge and understanding of the operation of industrial zones or EPZs, verifiable success in the delivery of high-quality outputs within time and budget constraints.

The firms may associate to enhance their qualifications, but should mention whether the association is in the form of a "joint-venture", or of "sub-consultancy". All members of such association should have real and well-defined inputs to the assignment and it is preferable to limit the total number of firms/institutes in the association to three.

The Criteria for Selecting Firms will be:

1. Firm history, specifically age of the firm
2. Experience on Feasibility Study (preferably economic zone)
3. Experience of undertaking large scale, complex urban projects
4. Availability of appropriate skills among staffs
5. Financial health of the firm
6. Availability of Technical, Managerial and other resources

All firms are required to submit full technical and financial proposals, which will be evaluated according to the quality- and cost-based selection (QCBS) method described in the PPA (2006) & PPR (2008).A weightingsystemof80 %forqualityand20 %forcostwillbeapplied.

FACILITIES AND EQUIPMENT

To provided by the Client
BEZA will provide the consulting firm with available materials and data relating to the project such as maps, plans, geotechnical, resettlement, environmental and design reports and documents.

Tentative Duration of the Assignment

The tentative milestones and duration for the project are the following:

- Tentative date of commencement of assignment is **March 2018;** and
- Duration of the assignment will be **Ten (6) months.**

Appendix A1: Structure of Interim Report

The following is the outline for the Interim Report:

1. **Executive Summary**
   - Contains ONLY the key findings and recommendations from each chapter

2. **Introduction**
   - Overview of the project, team and project timeframe
   - Short concise outline of the TOR
   - Short description of the Site Location and map

3. **Benchmarking**
   - Purpose and objective of this chapter (1 paragraph)
   - Methodology of Benchmarking Exercise (Maximum ½ page)
   - Identify key competitors
     - Provide an overview of 6 key EZ/IP/EPZ competitors and explain why they were chosen
     - Competing EZ/IP/EPZ must be same sectors and size as the proposed EZ
   - Benchmarking Exercise
     - Macro-economic factors to include, at minimum:
       - Country Statistics: GDP, PPP, Inflation, Unemployment, FDI, Imports, Exports, Heritage Foundation's Index of Economic Freedom Ranking, Cato Institute's Human Freedom Index Ranking, World Economic Forum's Global Competitiveness Index Ranking, and WB Doing Business Ranking etc.
     - Site Specific operating cost factors (See Appendix A2: Benchmarking Template)
     - Site Specific quality of life factors (See Appendix A2: Benchmarking Template)
   - Analyze and synthesize results
   - Conclusions

4. **Industry Assessment**
   - Purpose and objective of this chapter (1 paragraph)
   - Methodology of Industry Assessment (Maximum 1 page)
   - Investor Survey overview
     - Types and number of companies to interview
   - Analysis of Investor Survey results, investment data (From BOI, BEPZA and BEZA) and trade data (UNCOM) for the specific region of the project

- Identify key barriers to investment within the area of the EZ site
- Determine key industry sectors for the specific EZ location with rationale
    - Provide an overview of the sector, what is happening in that sector in the area of the EZ and potential trends
- Develop industry sector profiles that identify land, power, water, and labor requirements

5. Demand Forecast

- Purpose and objective of this chapter (1 paragraph)
- Methodology of Demand Forecast (Maximum 2 pages)
    - Based on results of the Industry Assessment
- Overview of three demand scenarios and associated assumptions
    - Aggressive case, base case, and conservative case
    - Assumptions are different for all three scenarios
    - Outline the key industry sectors to be used in the scenarios
- Chart out demand showing number of companies per year over a 20-year period
    - Identify land, power, and water requirements plus employment numbers by sector
- Provide spreadsheets and graphics with the demand forecast

Appendix A2: Structure of the Final Report

1. **Executive Summary**
    - Contains ONLY the key findings and recommendations from each chapter

2. **Introduction**
    - Overview of the project, team and project timeframe
    - Short concise outline of the TOR
    - Short description of the Site Location and map

3. **Benchmarking**
    - Purpose and objective of this chapter (1 paragraph)
    - Methodology of Benchmarking Exercise (Maximum ½ page)
    - Identify key competitors
        - Provide an overview of 6 key EZ/IP/EPZ competitors and explain why they were chosen
        - Competing EZ/IP/EPZ must be same sectors and size as the proposed EZ
    - Benchmarking Exercise
        - Macro-economic factors to include, at minimum:
            - Country Statistics: GDP, PPP, Inflation, Unemployment, FDI, Imports, Exports, Heritage Foundation's Index of Economic Freedom Ranking, Cato Institute's Human Freedom Index Ranking, World Economic Forum's Global Competitiveness Index Ranking, and WB Doing Business Ranking etc.
        - Site Specific operating cost factors (See Appendix A2: Benchmarking Template)
        - Site Specific quality of life factors (See Appendix A2: Benchmarking Template)
    - Analyze and synthesize results

4. **Industry Assessment**
    - Purpose and objective of this chapter (1 paragraph)
    - Methodology of Industry Assessment (Maximum 1 page)
    - Investor Survey overview
        - Types and number of companies to interview
    - Analysis of Investor Survey results, investment data (From BOI, BEPZA and BEZA) and trade data (UNCOM) for the specific region of the project
    - Identify key barriers to investment within the area of the EZ site
    - Determine key industry sectors for the specific EZ location with rationale

    - Provide an overview of the sector, what is happening in that sector in the area of the EZ and potential trends
- Develop industry sector profiles that identify land, power, water, and labor requirements

5. **Demand Forecast**
    - Purpose and objective of this chapter (1 paragraph)
    - Methodology of Demand Forecast (Maximum 2 pages)
        - Based on results of the Industry Assessment
    - Overview of three demand scenarios and associated assumptions
        - Aggressive case, base case, and conservative case
        - Assumptions are different for all three scenarios
        - Outline the key industry sectors to be used in the scenarios
    - Chart out demand showing number of companies per year over a 20-year period
        - Depending on the sector, land, power, and water requirements plus employment numbers can be determined
    - Provide spreadsheets and graphics with the demand forecast

6. **Transport Assessment**
    - Purpose and objective of this chapter (1 paragraph)
    - Methodology of Transport Assessment (Maximum ½ page)
    - Review of National Infrastructure near the Site (Description, Characteristics, Cargo Flows/Volumes, Connectivity, Limitations, Fees etc.)
        - Highways
        - Port
        - Airport
        - Railway
    - Required Improvements/Upgrades to support the EZ project
    - Transport Action Plan to support the EZ project (See Appendix A5:Transport Template)

7. **Off-Site Infrastructure Assessment**
    - Purpose and objective of this chapter (1 paragraph)
    - Methodology of Off-Site Infrastructure Assessment (Maximum ½ page)
    - Review of Last Mile Off-Site Infrastructure (Description, Characteristics, Location, Connectivity, Limitations etc.)
        - Roads
        - Power
        - Water
        - Drainage
        - Wastewater Treatment Plant

- Required Improvements/Upgrades (Template to be provide to winner by BEZA)
- Last Mile Off-Site Infrastructure Action Plan

8. Master Planning

- Purpose and objective of this chapter (1 paragraph)
- Methodology of Master Planning (Maximum 1 page)
  - Based on Industry Assessment and Demand Forecast
  - Utilize design using international standards
- Master Plan
  - Set out the road pattern, plot configuration, entrances/exits, key buildings, pre-built factories and support amenities etc. on a map
  - Identify plot size and configuration with a rationale
  - Determine plot to infrastructure ratio (Minimum of 65% leasable land is preferable)
  - Identify how many plots are available to industry
- Land Use Plan
  - Identify land use designations- Industry, retail/commercial, residential, institutional, and open space etc.
- Zoning Plan
  - Identify densities, height limits, setbacks and open space requirements
- Phasing Plan
  - Divide the site into development phases as per the Demand Forecast
  - Identify size of each phase and number of and types of plots available in each phase (Phasing template to be provided to winner by BEZA)

9. Infrastructure Plans

- Purpose and objective of this chapter (1 paragraph)
- Methodology of Infrastructure Plans (Maximum ½ page)
- Outline on-site infrastructure requirements (Depending on sectors)
  - Provide all infrastructure/utility requirements for the site
  - Special attention should be paid to how the site will access power and water and what type of wastewater treatment is best for the project
- Develop infrastructure/utility concept drawings and write up for:
  - Roads
    - Explain road hierarchy
    - Explain road drawings
    - Road cross-sections
  - Power (Electricity, gas, and backup generation)

        - Explain power options, analyze and identify the best solution
        - Explain power drawing
        - Concept power network drawing
    - Water (Potable and grey water)
        - Explain water options, analyze and identify the best solution
        - Explain water drawing
        - Concept water network drawing
    - Drainage
        - Explain drainage drawing
        - Concept drainage/storm water network drawing
    - Sewerage
        - Explain sewerage drawing
        - Concept sewerage network drawing
    - Wastewater
        - Explain wastewater drawing
        - Concept wastewater network drawing
    - Wastewater Treatment Plant
        - Explain wastewater treatment plant options
        - Identify best solution for the site and why
    - Solid Waste
        - Provide solid waste options
        - Identify best solution for the site and why
    - Telecommunications
        - Explain telecom drawing
        - Concept telecom network drawing
- Infrastructure Cost Estimates (Total Costs and Phased Costs)
    - Explanation of how the cost estimates will be undertaken
    - Provide cost estimates (Cost Estimate Template provided to winner by BEZA)

10. Social Review

- Purpose and objective of the chapter (1 paragraph)
- Methodology for Social Review (Maximum 1/2 page)
- Provide a description of the Project, Site and Area of Influence
- Identify potential impacts
- Prepare a Socio-economic Profile
    - Write up on geography, demography, social infrastructure, livelihoods, incomes, etc.
- Identify any on-going Social Development Programs
- Identify Impacts to Private Landowners

- Outline Social Impact Assessment Requirements (Determine the need for a Social Safeguard Study and Overview, a Livelihood Restoration and Income Generation Strategy, Inclusion and Gender Mainstreaming etc.)
- Outline a Resettlement Action Plan, if required
- Overview of Social Legal and Policy requirements for the project (GoB, WB etc.)
- Outline and undertake a Public Consultation/Stakeholder Analysis Process
    - Hold meetings with local government, private sector, affected people and civil society
    - Document consultation outcomes

11. Environmental Review

- Purpose and objective of the chapter (1 paragraph)
- Methodology for Environmental Review (Maximum 1/2 page)
- Overview of Environmental Legal, Regulatory and Policy requirements for the project (GoB, WB, etc.)
    - Write up and table identifying legislation, key requirements, applicability, and remarks
- Existing Environmental Context of the EZ Site and Area of Influence
    - Overview of the EZ Site and Area of Influence including but not limited to: topography, soil quality, geology, climate and meteorology, noise levels, water resources and quality, natural hazards, and biological environment
- Potential/Anticipated Environment Issues of EZ Site and Area of Influence
    - Overview of the issues with an Impact Identification Matrix
- Potential/Anticipated Environmental Interventions/Mitigation Measures
    - Outline key environmental interventions and mitigation measures
    - Prepare an Environmental Management Action Plan outlining impact, mitigation measures, timeframe, who implements the measure, and who supervises/monitors
- Outline an Emergency Response and Disaster Management Plan
- Prepare an Environmental Monitoring Plan in a matrix format
- Conclusions and recommendations

12. Financial Modeling

- Purpose and objective of the chapter (1 paragraph)
- Methodology for Financial Modeling (Maximum 1 page)
- Determine assumptions, inputs, and variables

- Populate model
- Run sensitivity testing on key options
- Prepare analysis with spreadsheets
- Prepare a guide for financial model
- Conclusions and recommendations

13. Economic Modeling

- Purpose and objective of the chapter (1 paragraph)
- Methodology for Economic Modeling (Maximum 1 page)
- Determine assumptions, inputs, and variables
- Populate and run model
- Prepare analysis with spreadsheets
- Prepare a guide for economic model
- Conclusions and recommendations

Appendix A3: Benchmarking Template

ONLY for Operating Costs and Quality of Life Factors

Benchmarking Factors							
Factors	**EZ Project**	**Location 1**	**Location 2**	**Location 3**	**Location 4**	**Location 5**	**Location 6**
Site							
Land Size							
Number of Plots							
No. of Development Phases							
Land Lease (+length) or Sale (Taka/USD)							
Pre-Built Factories (PBF) (Y/N)							
Lease Rate for PBF (Taka/USD)							
Infrastructure/Utilities							
Onsite Independent Power (Y/N and Type)							
Cost of Power (Taka/USD)							
Cost of Water (Taka/USD)							
Cost of Telecom (Taka/USD)							
Onsite Wastewater Treatment Plant (Y/N)							
Transport Costs							
Cost of Labour (Taka/USD)							
Management							
Technicians							
Skilled							
Unskilled							
Sectors							
Type of Sectors Within the Zone							
Special Regime							
Yes/No							
Fiscal Incentives							
Customs Duties							
Corporate Taxes							
Income Tax on Profits							
Social Security Tax							
No Restrictions on Money Transfers							
Others							
Non-Fiscal Incentives							
One Stop Shop Within the Zone							
Support Amenities							
Onsite Administration Office							
Onsite Convenience Retail							
Onsite Housing							
Onsite Schools							
Onsite Community Facilities							
Onsite Security							
Quality of Life							
International Housing (Within 15km)							

Benchmarking Factors							
Factors	**EZ Project**	**Location 1**	**Location 2**	**Location 3**	**Location 4**	**Location 5**	**Location 6**
International Hospital/Clinic (Within 20km)							
International Schools (Within 20km)							
International Shopping/Restaurants (Within 30km)							
Parks (Within 15km)							
Secure Location (High/Medium/Low)							

* Template can be expanded to include additional factors.

Appendix A4: Investor Survey

SAMPLE 1: INVESTOR SURVEY

These surveys were designed to assist BEZA in developing Economic Zones in Bangladesh using a market driven approach to development. The consulting firm can combine these surveys as per required.

Investor Profile Survey

Company Profile

Company Name:
Country of Investment Origin:
Year of Establishment:
Respondent's Name:
Position:
Telephone Number:
Company Address:
Email:

Firm located in industrial estate (Y/N): Firm located in an EPZ (Y/N):

Company Activities

1. Sector: Sub Sector:
2. What are your inputs? **(List of domestic and imported materials used to do business)**
3. From where do you source your inputs? **(Country of origin for domestic and imported materials)**
4. What are your outputs/ services rendered? **(List of products produced within the IP, EPZ or EZ)**
5. What markets do you serve—domestic, international? **(What countries do you sell your products to?)**
6. What percentage of your sales is from exports? **(List percentage)**
7. Monthly Revenue: Investment Level: Average Profitability: %
8. Do you utilize any preferential trade agreements? **(List both bi/multi-lateral agreements or treaties.)**
9. Competition? How many other companies produce the same things and markets? **(List in the country, in the surrounding region, and in the Industrial Estate or Export Zone.)**
10. Do you belong to any business associations? If so, which ones?
11. Do you require any business support services? If so, which ones? **(Ask if they would like capacity building services also.)**

Industry Trends

12. What do you see as the growing industries in this area? Why are those industries growing?

13. What do you see as the dying industries in this area? Why are those industries dying?

Location Decisions

14. Why did the company locate here?

15. What are location trends for this sector locally? Regionally? **(Identify both the city, town and regional area)**

Land and Facilities

16. How many sites and plots do you have? Where are they? **(Location question)**

17. What is the size of your land **(plot size)**? What is the size of your facility **(building)**?

18. What type of facility do you have? Number of stories in your building? **(Factory, warehouse, office building, loading facilities etc.)**

19. Do you have plans for expansion?

20. Is this size sufficient? What is the ideal size?

21. Do you prefer to lease or purchase? Land or buildings?

22. Do you lease or own land? What is the length of the lease?

23. What is the lease price of your land? Sale Price?

24. What is the lease price of your buildings? Sale Price?

25. What specific land and facility requirements does this type of business have?

Shipment and Logistics

26. Monthly volume of shipments in: Bulk Containers Open Cargo Air

27. Monthly volume of shipments out: Bulk Containers Open Cargo Air

28. How do your products and services get to your business/factories etc? Cost? **(Road, rail, sea, airplane, or combination)**

29. How do your products and services get to your customers? Cost? **(Road, rail, sea, airplane, or combination)**

30. How far away is the port used for import/ exports? **(Miles and hours)**

31. How long does it take to clear customs for imported products?

32. Constraints/problems in the current freight transportation/logistics services? **(Customs, freight forwarding, paperwork, road problems, corruption etc)**

Utilities

33. Water consumption (m^3/month):

34. Source of water: **(Government agency, private sector, piped system, or boreholes/wells)**

35. Reliability of water/shortages: **(Daily, monthly, yearly/seasonally)**

36. How much do you pay for water? **(per month)**

37. Power consumption (kwh/month):

38. Power demand (KVA):

39. Source of power: **(Government agency, private sector, other)**

40. Reliability of power/outages: **(Brownouts, blackouts, or rotating electricity blackouts etc)**

41. How much do you pay for power? **(per month)**

42. Is fuel used for production? What kind of fuel? **(Gas, oil, diesel, feedstock, alternative energy etc)**

43. Source of fuel (pipeline/ trucks, domestic/ foreign). **(How does it get to your plot?)**

44. How much do you pay for fuel for production (per m3/ liter/ mmBTU)?

45. Reliability of telecommunications. **(Access and does it break down and why?)**

46. What specific utility/telecom needs does your company have? **(Landlines, mobile, fax, internet, VOIP, fibre optic, or satellite etc.)**

47. How much do you pay for telephone? For internet? **(per month)**

48. Do you have price incentives on utilities?

Employment

49. How many persons do you employ?

Please provide a rough breakdown of employment and the average gross salary (including benefits) in the table below.

Labor Category	Number of Employees	Average Gross Salary
Management (Mid to upper-level managers) (9.1)		
Professionals (Head accountant, lawyer, consultant) (9.2)		

Technical workers (Engineer, accounting clerk, programmer, system analyst, etc) (9.3)		
Skilled workers (Data entry, customer service, assembly line worker with special skills) (9.4)		
Unskilled workers (Driver, Janitor, chamber maid, entry level assembly line worker, farmhand, etc.) (9.5)		

50. What is the non-wage share of Gross Salary? **(Benefits, food, transportation to work/home, pensions etc)**

51. What is the annual turnover rate for workers? **(Per year. Including firings.)**

52. Is the skill level of workers adequate? What about language capacity?

53. Where are the workers from? Where do they live? **(Identify if they are from overseas, the region, or local labor and what are their nationalities?)**

Interest in EZs/ Other

54. What do you know about the new EZ regime?

55. What government incentives are currently available to you **(tax breaks, subsidies, etc.)?**

56. What are the primary constraints to the growth of your business?

57. Would you be interested in relocating to the EZ/SEZ? Site requirements? Other requirements?

58. Would you be interested in expanding to the EZ/SEZ? Site requirements? Other requirements?

59. Comments on Interest in a New Modern Zone:

60. Additional Comments:

SAMPLE 2: INVESTOR SURVEY

Part I. Respondent Information

Name: _____

Position: _____

Telephone: _____

Respondent's Email: _____

Are you familiar with your company's investment strategy?

_____

Part II. Company Information

1. Company Name and Address:_____
2. Located Within an EZ or Industrial Park?: _____
3. Company's Main Industry: _____
   a. Foreign or Domestic Investor: _____
   b. Joint Venture: _____
   c. Company's principle sub-industries and products: _____
   d. Company's main sub-industry for existing businesses in Bangladesh or intended investments in Bangladesh (if applicable) _____
4. Year Company was Established in Bangladesh: _____
5. Company Turnover:
   a. <$10 million
   b. $11-50 million
   c. $51-200 million
   d. $201-500 million
   e. >$500million
6. Number of Employees in Bangladesh: _____
7. Number of Employees worldwide: _____
8. What are your inputs? (List of domestic and imported materials used to do business)
9. From where do you source your inputs? (Country of origin for domestic and imported materials)
10. What are the key products/services you provide? (List of products produced)
11. What markets do you serve? (What countries do you sell your products to?)
12. What percent of your sales are from exports? (List percentages?)
13. How many companies in Bangladesh sale the same products as you? (List key companies and origin of those companies)
14. Do you belong to any business associations? (List which ones)
15. Do you require business support services? (List)
16. What is the size of land you require or have for your business?_____
17. What type of facility did you or would you like to create in Bangladesh? Warehousing, Factory, Pre-built facilities etc?
18. What is the size of the factory you need or have established in Bangladesh or in foreign countries where your company operates?
    a. <1000 m2 (10,760 sq. ft.)
    b. 1001-5000 m2 (10,771 – 53,800 sq. ft.)
    c. 5,001-10,000 m2 (53,811-107,600 sq. ft.)
    d. 10,001-25,000 m2 (107,611-269,000 sq. ft.)
    e. 25,001-50,000 m2 (269,011-538,000 sq. ft.)

f. 50,001 m2+ (538,011 sq. ft. +)

19. What percentage of your Bangladesh facilities is office and showroom space? _____
20. Do you have expansion plans? _____
21. Why did you choose Bangladesh to invest in? _____
22. What are the top 3 countries in your short-list for new operations or expansions?

_____

23. Please rank from 1 to 5 the most important factors for selecting an industrial facility site in Bangladesh?
    a. Special incentives
    b. Costs
    c. Political stability
    d. Economic stability
    e. Level of bureaucratic regulations
    f. Corruption
    g. Intellectual property rights
    h. Availability of labor
    i. Education and existing skill level of labor
    j. Foreign language skills of the local workforce
    k. Access to local market
    l. Availability of locally-produced components
    m. Access to transport (specify road, rail, port, airport)
    n. Quality of power infrastructure (gas)
    o. Quality of power infrastructure (electric)
    p. Quality of telecommunications services
    q. Quality/availability of water
    r. Availability of land
    s. Living environment (please specify which items are of the most concern: safety, international schools, leisure, healthcare, housing, other)
    t. Other_____
24. If you selected 'special incentives' above, what incentives would be important to you for entering the Bangladesh market (please mark to what degree you agree with the importance of the following items)?
    a. Exemption of import duties on capital equipment
    5 - Strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

    b. Tax holidays
    5 - Strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

    c. Tax treatment of building and equipment maintenance and reinvestment
    5 - Strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

    d. Treatment of repatriation of capital
    5 - Strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

    e. Streamlined regulations to hire expatriates
    5 - Strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

    f. Exemption of social security/pension contributions

5 - Strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

g. Subsidy or preferential price for utilities
5 - Strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

h. VAT and sales tax treatment
5 - Strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

25. If you listed costs above, which are the costs that will or do impact the economic returns of your project in Bangladesh (please rank from 1 to 5 depending on impact)?
    a. Cost of real estate
    b. Cost of construction
    c. Costs of utilities (water, electricity, telecommunications) ___ (please detail)
    d. Cost of labor
    e. Cost of in-country transportation
    f. Cost of export transportation
    g. Other: _____

26. Please share any details about your company's experiences with economic zones regarding industrial facilities in Bangladesh and abroad. In particular we are interested in successes you may have had developing industrial facilities or failures/problems you may have encountered both in Bangladesh and abroad._____
27. Please share details about your experience constructing industrial facilities in Bangladesh and other foreign markets. _____

Part III. Land and Industrial facilities

28. Do you prefer to lease or buy land? _____
29. How long would you prefer a lease to be? <50 years or > 50 years
30. What is your expected price point for leasing or buying land? _____
31. Do you prefer to lease or build your own facilities? _____
32. What is the expected price point for leasing or building facilities? _____
33. Does your company have reliable information/knowledge about how much it would cost to construct an industrial facility in Bangladesh? (yes | no | not sure)
34. If yes, how/from where did you acquire data about how much it would cost to construct an industrial facility in Bangladesh?_____
35. Does your company have experience in building its own industrial facility/facilities in Bangladesh. (yes | no)

36. In your experience how did the final construction costs compare with your initial cost estimates? The costs were
    a) two or more times higher than expected
    b) more than expected
    c) accurate
    d) less than expected
    e) less than half of the initial cost estimate

if a), b)

37. How did the higher than expected costs influence the performance of your

project?_____

a) What caused the major cost increase: please rank from 1- no effect to 5 – significant cost increase effect:
   a) Inaccurate project planning estimates (done internally before project is approved)
   b) Competitive bidding process for construction companies (process too long, small pool of companies, no competition)
   c) Construction contract challenges (too weak, too generic)
   d) Change orders (too frequent, significant changes)
   e) Obtaining permits
   f) Commissioning
   g) Setbacks due to mismanagement of the construction company
   h) Other_____

38. The actual duration of the construction relative to the estimated duration took
   f) twice as long as expected
   g) 1.5 times longer than expected
   h) Was more or less accurate (+/- 20%)
   i) Was significantly faster than expected

if f), g)

39. What were the key reasons for the delay in constructing the facility? _____

40. If you plan to construct an industrial facility in Bangladesh would your in-house team include the following experts (click all that apply):
   a. Construction project manager
   b. Property expert
   c. Land acquisition expert
   d. Architect and industrial designer
   e. We will outsource all work to consultants
   f. Other____

41. What is your company's preferred financial arrangement for setting up an industrial facility?
   a) financing through a local bank in Bangladesh currency,
   b) financing through a local bank with the possibility receive financing in a foreign currency,
   c) financing through a foreign bank with the possibility of receiving financing in a foreign currency,
   d) financing via parent company (internal funds)
   e) other sources of financing? _____

Part IV. Shell Facilities

42. My company would (have) preferred (ed) to purchase/lease land located in industrial parks, export processing zones or in economic zones in Bangladesh.
   5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

43. My company would (have) benefit (ed) from the ability to use pre-built industrial facilities located in industrial parks, export processing zones or economic zones in

Bangladesh.

5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

My company prefers to build its own facility instead of using a pre-built facility.

5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

44. If your company has any specific requirements for a pre-built shell facility, please list them here:_____

45. What financial arrangement is preferred for using a shell facility?
    (a) outright purchase (yes | no)
    (b) lease (yes | no)
        (b1) length of lease? _____
    (c) lease with option to buy facility (yes | no)
        (c1) after how many months should the buy-out occur? ____
        Why do you prefer the selected financial arrangement? _____

46. It is important that the pre-built facility be expandable:

    5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

47. Office space can be located in a building that is separate from the prebuilt industrial facility.

    5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

Can you recommend any developers or construction companies that would be able to build and/or manage shell facilities in Bangladesh?

Section V - Professional (middle level) Staff - (this section for both Int. and Bangladesh companies)

48. Which types of workers are critical for you to operate your industrial facility in Bangladesh and do labor shortages exist in these categories? (mark all that apply)
    a. Engineers are critical for our operations (yes | no)
    b. There is a shortage of engineers (yes | no)
    c. Machine operators are critical for our operations (yes | no) _____ list of any specifics
    d. There is a shortage of machine operators (yes | no)
    e. Design and R&D engineers (yes | no)
    f. There is a shortage of R&D engineers (yes | no)
    g. Supply chain managers are critical for our operations (yes | no)
    h. There is a shortage of supply chain managers (yes | no)
    i. Sub-supplier managers are critical for our operations (yes | no)
    j. There is a shortage of sub-supplier managers (yes | no)
    k. Maintenance technicians (yes | no)
    l. There is a shortage of maintenance technicians (yes | no)
    m. Quality managers are critical for our operations (yes | no)
    n. There is a shortage of quality managers (yes | no)

o. Demand planning managers are critical for our operations (yes | no)
p. There is a shortage of demand planning managers (yes | no)

q. Purchasing managers are critical for our operations (yes | no)
r. There is a shortage of purchasing managers (yes | no)

s. Project managers are critical for our operations (yes | no)
t. There is a shortage of project managers (yes | no)

u. Other_____ please describe.

49. It is critical for my company to either provide continuous vocational training for our mid-level employees or to have access to a qualified pool of workers while operating our facility in Bangladesh.
5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

50. Why can your company NOT find the proper specialists for your industrial facility in Bangladesh (click as many as apply)?
a) There is a highly limited pool of qualified experts in the region where our facility is located (there is an overall shortage of qualified workers in the region)
5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

b) Available university graduates do not possess the required skills
5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

c) Our machinery is too complex and requires special training for several months
5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

d) The compensation we offer does not match the salary expectations of candidates
5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

e) Recruiting agencies do not provide qualified pools of candidates
5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

f) We do not know how to efficiently search for qualified candidates
5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

g) Other _____

51. My company would benefit from having access to an external training center (located nearby your plant providing the required vocational training) which will offer special professional vocational training courses for automotive suppliers
5 - stron5 - strongly agree, 4 – agree, 3 - don't know, 2 – disagree, 1 - strongly disagree

52. Which form of payment would your company prefer for training center services:
a) Pay per program and per worker - on an as-needed basis
b) Pay per pre-identified packages of trainings
c) Pay a membership fee and be able to enroll your staff into open courses
d) Other_____

Section V. Design, Engineering and R&D this section for both int. and Bangladesh companies

53. It is critical to my company to be able to outsource engineering/design/R&D competences:
    a) Yes _____ (please list the specific needs)
    b) Not sure
    c) Other_____
    d) No/we have a very good internal Engineering/Design/R&D department

    if d) – go to the end

54. What is your current strategy regarding outsourcing R&D in Bangladesh?_____

55. Would it be acceptable for you if IP rights remain with an outsourcing firm? (yes | not sure | no)

56. What type of product testing or validation would your company need and for what purposes? Purposes include: product engineering, process engineering, quality management, other?
    a) Drawing modifications (yes | no) _____ (please list purpose if yes)
    b) Prototyping (yes | no) _____ (please list purpose if yes)
    c) Material labs (yes | no) _____ (please list purpose if yes)
    d) Product testing (static, dynamic...) (yes | no) _____ (please list purpose if yes)
    e) Quality labs (yes | no) _____ (please list purpose if yes)
    f) Acoustics labs (yes | no) _____ (please list purpose if yes)
    g) Emission control (yes | no) _____ (please list purpose if yes)
    h) Other _____(please list purpose)

57. My company would be interested in renting (pay per use) lab facilities equipped with (click as many as apply):
    a) Material labs: metallic, plastics and resins
    b) Product testing: 3D dimension measuring and other static tests,
    c) controlled temperature
    d) clean rooms
    e) CAD/CAM terminals
    f) Others_____

58. BLOCK of question on outsourcing some product-process engineering activities

a) Would your company be interested in using any of the following shared services / infrastructure?
    a. R&D, design, or prototyping center
    b. Technical laboratories
    c. Engineering center
    d. Other type of center with shared technical equipment (specify): _____

b) If you answered yes to any of the above, describe the specific needs for and uses of such a center_____.

Appendix A5: Sector Profile Template

Sector Name
Sub-categories Proposed
Sector Overview
Sector Trends
Land Requirements
Power Requirements
Water Requirements
Employment per Factory

Appendix A6: Transport and Off-Site Infrastructure Action Plan Template

Transport and Off-Site Infrastructure Action Plan Template						
Key Asset	Existing Conditions	Issues	Recommendation	Cost Implications	Timeframe for Improvement	Jurisdictional Responsibility
Highways						
Airport						
Seaport						
Railway						
Local Roads						
Power						
Water						

* To be expanded as required.