



ANNUAL REPORT 2020-21

Public Private
Partnership
Authority

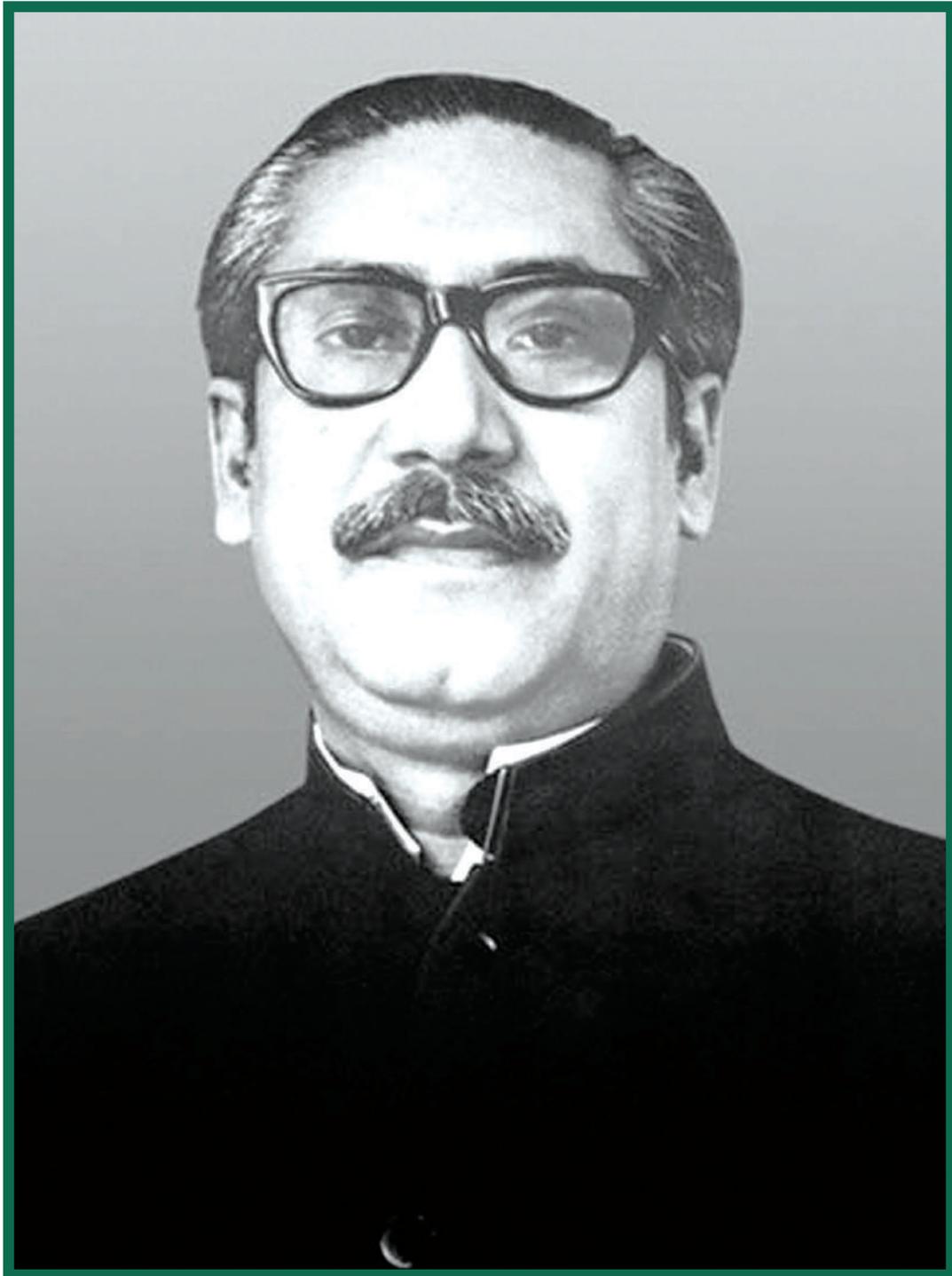


Prime Minister's Office

Government of the People's Republic of Bangladesh

Construction of Dhaka Elevated Expressway.





**Father of the Nation
Bangabandhu Sheikh Mujibur Rahman**



Sheikh Hasina
Hon'ble Prime Minister
Government of the People's Republic of Bangladesh

**“BANGLADESH
IS GROWING,
BE A PART OF IT”**

ANNUAL REPORT 2020-21

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PPP Authority
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PRIME MINISTER'S MESSAGE



Sheikh Hasina

Prime Minister

Government of the People's Republic of Bangladesh

I am delighted to learn that the Public Private Partnership Authority (PPPA) is going to publish its Annual Plan Report (July 2020-June 2021).

Public Private Partnership Authority has been established under Prime Minister's Office to facilitate the development of core sector public infrastructures and services vital for public conveniences under the auspice of the 'Public Private Partnership Authority Act, 2015'. The PPP program has been part of our Government's Vision-2021 to ensure a rapid, inclusive growth trajectory and better meet the need for enhanced, high-quality public services in a fiscally sustainable manner. It is a synergistic development stride of the public and private sectors through innovative approaches. Despite some setbacks due to the pandemic, I am happy to underscore that PPP Authority has intensified its efforts to engage with the Ministries, Agencies, and Private Investors to resume and develop multi-billion-dollar projects this year.

Like all other more significant economies, we have also experienced pressure due to the disruption in economic activities during the pandemic. As a result, both domestic and global demand contracted. Keeping all impediments of the pandemic in mind, our government has prepared the Eighth Five Year Plan. Additionally, Bangladesh is preparing for complete graduation from LDC, achieving SDGs, and setting a trajectory towards a prosperous country by 2041. Through the execution of well-planned strategies, schemes and policies, we have set targets to achieve GDP growth at 8.51 percent in the last fiscal year of the Eighth FYP and to reduce the poverty rate from 20.50 percent to 15.60 percent and further strengthen the existing social security system while eliminating poverty and narrowing inequality. However, Bangladesh is experiencing a development deficit due to inadequate infrastructure and energy despite all its efforts.

So, we are also encouraging public-private partnerships (PPP) in constructing highways, multipurpose bridges, power stations, airports, and seaports. To meet the targets of SDG 2030, the source of financing required from PPP is 5.59% out of the total. Hence, local and international investors are encouraged to be a part of the infrastructure development of Bangladesh by participating in the PPP projects across the different sectors. I encourage investors to make use of the comprehensive regulatory framework developed by PPP to enhance investment and become a government partner.

I thank all officials of the PPP Authority who wholeheartedly strived to make progress this year, including the Ministries/Divisions, for their collaborative support.

Joi Bangla, Joi Bangabandhu
May Bangladesh Live Forever

Sheikh Hasina

FINANCE MINISTER'S MESSAGE



A H M Mustafa Kamal, FCA, MP

Minister
Ministry of Finance
Government of the People's Republic of Bangladesh



I am delighted to be informed that the Public Private Partnership (PPP) authority is publishing their annual report 2020-2021.

The year 2021 is very distinct and auspicious for our nation. This year we are celebrating the golden jubilee of our independence. This celebration, coincides with the 'Mujib Year', the Birth Centenary of our Father of the Nation, Bangabandhu Sheikh Mujibur Rahman. Concurrently receiving the UN final recommendation for our graduation, from the LDC to a developing economy, has added another historic milestone and made this year more momentous for us.

The COVID-19 pandemic posed a great concern worldwide and Bangladesh is of no exception to it. The last decade prior the Covid-19 outbreak, Bangladesh has shown an unprecedented growth momentum with a growth rate of 8.15 percent in the Fiscal Year 2019. Covid-19 brought enormous challenges to our development pathway. But due to the extraordinary leadership of our Hon'ble Prime Minister H. E. Sheikh Hasina, we have been able to successfully managing the challenges. A far-sighted balance between lives and livelihood is bringing back the normalcy in our economy.

The Government of Bangladesh has prioritized the Public Private Partnership program as one of the key initiatives for increasing the investment in infrastructure. The government plans to implement about 30 percent of the infrastructure projects under the PPP modality. Bangladesh has also identified PPP as one of the sources to fill the financing gap for achieving Sustainable Development Goals (SDGs) by 5.6 percent.

There have been some delays in the construction schedules of PPP projects in Bangladesh due to covid-19 which caused supply-side disruptions such as labor, including foreign experts, equipment and raw materials. However, partnership and collaboration between the public sector, the private sector, different business forums and multilateral agencies appeared to have got momentum and striving hard to reach desired heights with holistic vision. It is to be noted that the Public Private Partnership Authority intensified its efforts in engaging with the government line ministries, agencies, foreign government officials and private investors for resuming and developing PPP projects in Bangladesh.

The Ministry of Finance works closely with PPP Authority to promote and implement PPP projects in Bangladesh. PPP Unit was established in the Ministry of Finance to oversee the fiscal sustainability of PPP projects and sanctioning support funding to their development and financing.

It is expected that PPP authority will continue to play a pivotal role for assuring adequate physical infrastructure projects. As Bangladesh moves forward to the post-pandemic future, I hope that everyone working towards promoting PPP projects will continue to work hard to realize sustainable and inclusive growth for all in Bangladesh.

It is expected that the information reported in the annual report will be beneficial to the concerned stakeholders, policy-makers, academia and practitioners. I thank all who were engaged with this annual report publication.

A H M Mustafa Kamal, FCA, MP

CHAIRMAN'S NOTE



Dr. Ahmad Kaikaus

Principal Secretary to the Honorable Prime Minister
Government of the People's Republic of Bangladesh



The year 2021 is an auspicious year for Bangladesh. It marks the 50th anniversary of our independence and the Birth Centenary of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman whose legacy remains through the continued work which we are implementing.

Bangladesh is endowed with enormous possibilities. The visionary leadership of the Honorable Prime Minister Sheikh Hasina has transformed Bangladesh. The country has been among the fastest-growing economies globally over the past decade. Even in the midst of the pandemic, it has been possible to maintain the economic stability as well as progress. Domestic business and connectivity are growing too with the infrastructural up-gradation. Graduation to a developing country in 2026 will enable diversified capital sources and raise economic cooperation, improve market access through competitive positioning globally, export competitiveness and diversification.

The government is focusing on rapid economic development, for which we need to improve the infrastructure of the country. Public-Private Partnership Authority (PPPA) is a collaborating effort in achieving our goal through increased public-private partnership investments. PPP Authority, through its regularity framework, is ready to support in developing PPP projects.

PPP Authority started its journey in 2012 and has intensified its efforts to engage with the ministries, agencies, and private investors to resuming and developing projects. It has prioritized its resources, including time and financial commitment, to bankable and viable projects for both the public and the private sectors. Today, many projects from different ministries and agencies are being implemented in transport, urban, health, shipping, tourism, and industry sectors. The estimated investment is over USD 29 billion.

Partnership and collaboration among the public sector, private sector, and the business community have been the main focus of the PPP Authority. So, we continue to encourage the local and international investors to be a part of the infrastructure development of Bangladesh through participating in the PPP projects across the sectors.

With this, I would like to express my gratitude to colleagues in PPP Authority for their continued efforts in strengthening and promoting projects under the public-private partnership modality. I take this opportunity to thank my colleagues from the Prime Minister's Office and from across the government, who provided extensive support for making 2020-2021 a successful year.

A handwritten signature in black ink, appearing to read "Dr. Ahmad Kaikaus". The signature is fluid and cursive, with a prominent initial "A".

Dr. Ahmad Kaikaus

CHIEF EXECUTIVE OFFICER'S NOTE



Sultana Afroz

Secretary
& CEO, PPP Authority,
Prime Minister's Office
Government of the People's Republic of Bangladesh



This year Bangladesh celebrates the 50th anniversary of its independence and 100 years of birth anniversary of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman.

Under the visionary leadership of the Honorable Prime Minister Sheikh Hasina, Bangladesh has made remarkable progress in social and economic growth. The foundation for this world-leading economic performance has been the massive and transformational improvements in infrastructure that has moved Bangladesh from a country with a huge power deficit to an energy surplus. Landmark projects such as Padma bridge and other large-scale investments in transportation networks have seen tremendous improvements in connectivity. The Government of Bangladesh launched its Public Private Partnership (PPP) initiative in 2010, and it has already made significant progress in helping attract private sector capital and expertise to the infrastructure sector. Moreover, attracting large scale private sector investment into the battle against climate change is imperative. So, implementing Green PPP successfully is not an option but an imperative. Though the pandemic crisis has made project implementation challenging and caused disruptions in the stages of the PPP projects, PPP Authority (PPPA) has taken necessary measures to keep the projects on track and move forward with new bankable projects while protecting the health and safety of partners and employees.

Building on a robust regulatory base with an explicit set of policies and guidelines, the PPP Authority has overseen the expansion of the PPP pipeline to 79 projects with an estimated investment value of USD 29.23 billion at different stages of development and delivery. For 16 contracts, around USD 4.09 billion have been signed to attract investments, 17 projects with an estimated value of USD 2.29 billion in the procurement phase, about 27 projects valued at around USD 11.83 billion at the final stages of feasibility assessment, transaction advisors are being appointed for 14 projects valued around USD 8.95 bn and another five projects valued around USD 2.07 bn in the pipeline.

The government of Bangladesh has also adopted a "Policy for Implementing PPP projects through Government to Government (G2G) partnership" in 2017. Under this (G2G) partnership policy, PPP Authority signs a Memorandum of Understanding (MoU) with a Ministry/Agency of another government to facilitate foreign private investors to implement PPP projects in Bangladesh. At present, PPP Authority has signed G2G MoUs with six countries, and one is in the pipeline. To support the financial capacity of the PPP program, the PPP Finance Partnership initiative has been signed with 15 financial institutions in 2021. Comprehensive capacity development and awareness creation campaigns have been implemented for civil servants, lenders, investors, and various officials. Moreover, PPP Authority has organized roundtable discussion, webinars to reach out to the stakeholders. Additionally, the PPP Authority has taken initiatives to promote PPP projects on climate change, energy infrastructure, and green energy technology.

PPPA will strive hard to help develop win-win partnerships between the Public and Private sectors and provide the foundation for Post-Covid economic recovery. With the firm support and guidance of the Honorable Prime Minister (HPM), Sheikh Hasina, a successful PPP program will help Bangladesh achieve even more rapid world-leading economic growth and its rapid transition to Middle Income Status. In this connection, I extend my heartfelt gratitude to the Principal Secretary to HPM, Dr. Ahmad Kaikaus, for his continued support and direction to PPP Authority. I would also like to thank my colleagues from Prime Minister's Office, PPPA, government ministries, and agencies for their endless support to the PPP Authority. I also wish to express my sincere thanks to my colleagues in PPP Authority for their commitment and hard work in promoting and supporting PPP projects in Bangladesh.


Sultana Afroz

GLOSSARY

ADB	Asian Development Bank
APA	Annual Performance Agreement
BIFFL	Bangladesh Infrastructure Finance Fund Limited
BIRDEM	Bangladesh Institute of Research and Rehabilitation in Diabetes, Endocrine and Metabolic Disorders
BoG	Board of Governors
CCEA	Cabinet Committee on Economic Affairs
CEO	Chief Executive Officer
CIDA	Canadian International Development Agency
DFID	Department for International Development
ERD	Economic Relations Division
ESCAP	Economic and Social Commission for Asia and the Pacific
ESSF	Environmental and Social Safeguards Framework
G2G	Government to Government
IDB	Islamic Development Bank
IDCOL	Infrastructure Development Company Limited
IIFC	Infrastructure Investment Facilitation Company
IPFF	Investment Promotion and Financing Facility
JICA	Japan International Cooperation Agency
KAFCO	Karnaphuli Fertilizer Company Ltd
MDG	Millennium Development Goals
MoF	Ministry of Finance
MoU	Memorandum of Understanding
PGP	Procurement Guidelines for PPP Projects
PPP	Public Private Partnership
PPPA	Public Private Partnership Authority
PPPTAF	Public Private Partnership Technical Assistance Financing
PRC	Proceed Realization Certificate
PSIDP	Private Sector Infrastructure Development Project
PSIG	Private Sector Infrastructure Guidelines
TAF	Technical Assistance Fund
UN	United Nations
UNECE	United Nations Economic Commission for Europe
VGf	Viability Gap Financing
WB	World Bank

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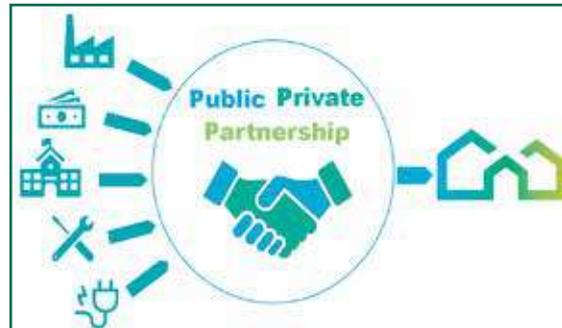
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**“BANGLADESH
IS GROWING,
BE A PART OF IT”**

AN OVERVIEW OF PPP PROGRAM IN BANGLADESH

Understanding Public Private Partnership (PPP)

PPPs (Public Private Partnership) are arrangements whereby the public sector agrees with the private sector to deliver services that meet clearly defined public demands over a mid-term or long-term horizon. The PPP arrangement is built on the expertise of each partner through the appropriate allocation of resources, risks, and rewards. The partnership is reinforced



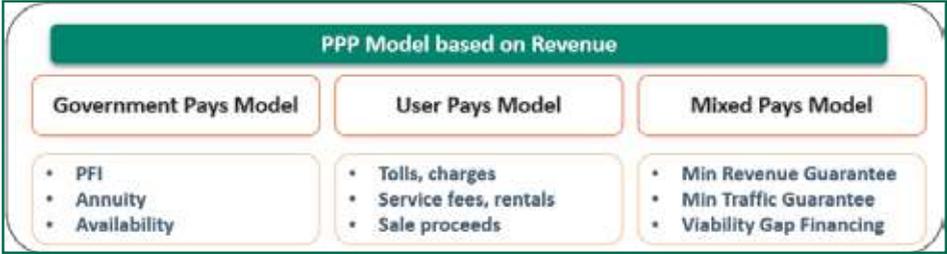
through legally binding agreements, typically medium to long term, between the public and private sectors whereby services that traditionally have been provided by the public sector are delivered by the private sector, with clear agreement on shared objectives and allocation of risk for delivery of public infrastructure and/ or public services. PPPs do not include outsourcing of a simple function of public service, turnkey construction contracts, which are categorized as public procurement projects; or the privatization of utilities where there is a limited ongoing role for the public sector.



Adopting such a methodology means that significant risks are transferred from the public to the private sector and this transfer is one of the reasons that has led projects procured as PPPs to be delivered on time and on budget with the quality of public services delivered being maintained in a much greater proportion of the time than is the case with projects delivered using traditional methods. In this way, the parties complement each other, with the private sector and the public sector taking on responsibility for the delivery of the tasks that they perform best. The division of tasks, responsibilities, and risks under PPP enables the

delivery of infrastructure assets and public service through the most cost-effective method at the appropriate quality standards.

The delivery of PPPs requires a contract between a public sector authority and a private party, in which the private party finances, constructs, and/or maintains infrastructure and provides a public service using that infrastructure once it has been completed. It assumes the substantial financial, technical and operational risk in the delivery of both the infrastructure and the services and only gets income from such delivery when the infrastructure has been completed and the services are delivered to the standard set by the public sector partner in the PPP Contract, either from the public sector partner (Government Pays Model) or users of the service (User Charges).



In projects that require new infrastructure, the public partner may provide a capital subsidy to the project to make up the difference between the cost of the project and the present value of the income that can be received from it, to make the project financially viable. In some other cases, the government may support the project by providing revenue subsidies, including tax breaks or minimum income guarantees for a fixed period. In all cases, the partnerships include a transfer of significant risks to the private sector, therefore minimizing risk (and therefore, cost), for the public entity. Optimal risk allocation is the main value generator for this model of delivering public service.

Benefits of PPP

The following diagram provides a snapshot of how PPP can typically benefit the key stake holders who are involved in PPP arrangements:

Citizen	Public sector Agencies	Private sector Developers
<input type="checkbox"/> Early access to new public infrastructure service	<input type="checkbox"/> Better value for money by optimized risk sharing	<input type="checkbox"/> Access to new areas of investment opportunities
<input type="checkbox"/> Accelerated improvement of existing public infrastructure	<input type="checkbox"/> Budgeting certainty through whole life costing	<input type="checkbox"/> Generate of a stable and longer-term revenue stream
<input type="checkbox"/> Availability of well-maintained and quality services	<input type="checkbox"/> Enhanced government asset utilisation and access to additional investment	<input type="checkbox"/> Ability to apply innovative solutions and develop new financial/ technical products
<input type="checkbox"/> Consistent availability and access to essential services	<input type="checkbox"/> Access to private sector expertise and innovation	<input type="checkbox"/> Integration of various private sector capabilities

Stakeholder benefits under PPP

PPPs can deliver a solution that provides services to citizens, enables the government to meet its responsibility of the provision of services while providing sufficient financial returns to the private sector. Hence well-structured PPP projects are widely acknowledged to deliver a 'win-win-win solution' that benefits all stakeholders.

Development of PPP in Bangladesh (1970s - 2000s)

Like many countries, Bangladesh has a long history of working in partnership with the private sector in the delivery of public services. There are examples from the 1970s and 1980s in the health sector partnership between the public and private sectors such as BIRDEM and the National Institute of Cancer Research & Hospital. While in the early 1990s, KAFCO was established as a joint venture multinational project for the production of fertilizer.

In the mid-1990's, the emphasis on working in partnership with the private sector gained further momentum by the adoption of a private sector-based power generation policy. Recognizing the market limitations on the availability of infrastructure finance, a financing entity named IDCOL was established in 1997 as a state-owned enterprise under the administrative control of the Economic Relations Division. Understanding there was a need for specialist expertise and support to develop and implement PPP projects, the government established an additional institution, IIFC to assist relevant Ministries, Divisions or Agencies to formulate and screen project proposals and provide technical assistance. To build on this initiative, government introduced the Private Sector Infrastructure Guidelines in 2004 to widen private sector participation in other areas of infrastructure development.

The initiatives in mid-1990 yielded early success with the execution of 2 power plants, the Megnaghat Power Plant and Haripur Power Plant. Thereafter, has been some success achieved in the power sector with the launching of several other power plants as well as successful projects in the telecommunication sector, and limited success in the port sector.

Although these initiatives had been successful in financing and implementing a few small-scale infrastructure development projects, the momentum generated in the late 1990s and early 2000s was unable to deliver a pipeline of PPP projects across multiple sectors that were critically needed to meet Bangladesh's significant infrastructure capacity gap.

Achieving Vision 2021

Bangladesh, having emerged as one of the global economic success stories and a frontier market, is seen to be among the top-5 most resilient economies in the face of pandemic adversities. Being a rapidly growing economy with a consistent 7% annual GDP growth over the past decades, Bangladesh had a 5.5% GDP growth in 2020, despite the pandemic. The foundation to this path of socio-economic growth, success, and prosperity for Bangladesh has been set out in Vision 2021; the Vision that sees Bangladesh progress to a middle-income country by the year 2021. This high growth is expected to be maintained as we aim to become a developed nation by 2041.

In the SDG Financing Strategy, it is evident that an additional amount of 928.48 billion US Dollars would be needed to achieve our target and the government has identified five potential sources of filling up this gap in order to achieve 17 SDG goals by 2030. Out of the 85% Domestic Financing, 5.5% of the targeted SDG Financing to be ensured through PPP.

So, with the private sector contributing 42 percent and PPP accounting for 5.5 percent, almost half of the total finance for SDGs will have to come from the private sector. This is why PPP Authority has a massive role to play in terms of attracting the private sector and giving them the right atmosphere to bring in the required investment to fulfill the SDG target of the country.

The Eighth Five Year Plan (8FYP, July2020-June 2025) financing strategy would combine Annual Development Programme (ADP) allocations with a strong PPP effort, mindful of the resource constraints and high investment costs. The PPP institution will be strengthened with internationally competent staff with experience in negotiating and managing international PPP contracts. The 8FYP illustrates that the lessons of implementation of the Sixth and Seventh Plans suggest a rethinking strategy for the implementation of the large, complex, and capital-intensive projects through turnkey contracts to reputed international firms using multilateral development partner funding of PPP contracts. In the 8FYP, the government focused on ensuring sustainable financing in the power, energy, transport, tourism, ICT, education, housing, agriculture and food security and, the health sector through PPP.

Strengthening the PPP in Bangladesh

PPPs can deliver a solution that provides services to citizens, enables the government to meet its responsibility of the provision of services while providing sufficient financial returns to the private sector. Hence well-structured PPP projects are widely acknowledged to deliver a 'win-win-win solution' that benefits all stakeholders. With the development of an internationally acknowledged foundation for PPPs Bangladesh has built a project pipeline of \$29 billion to realize the government's vision of bringing about a transformational change to its infrastructure sector and delivering the quality and range of public services its citizens demand.

The key contextual changes were related to focusing on the fine-tuning of an institutional framework and regulatory environment to promote the implementation of a PPP program rather than focusing on the implementation of individual projects. Taking a program-based approach would enable the government to establish a sustainable platform for PPPs that would be applied across several different sectors and attract investment from multiple players. Such an approach would also foster the opportunity for replication and therefore the ability to incorporate lessons learned to lead to projects that are better structured and can be delivered in a more accelerated manner.

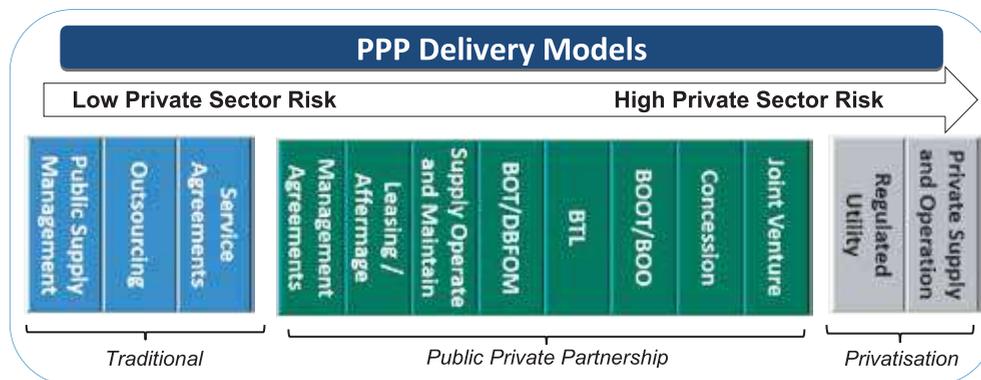
Besides, PPP Authority strengthened its relationship with multilateral agencies and development partners towards the development and implementation of the PPP projects in Bangladesh and had fruitful dialogues for potential collaborations in the areas of capacity building, transaction advisory, standardization of documents, and policy formulation. Even during this pandemic, PPP Authority organized and partnered several virtual conferences, webinars, and physical meetings with World Bank Group, Asian Development Bank, Islamic Development Bank, The Commercial Law Development Program (CLDP) under the U.S. Department of Commerce, United Nations Population Fund (UNFPA), UN Volunteer (UNV), The Asia Foundation, Trade Vision of UK, with ambassadors of various countries and with existing G2G partner countries namely Japan, Singapore, Korea, and UAE and with the new G2G partner country Denmark.

Different Contractual PPP Models applied in Bangladesh

A number of different contractual models of PPPs have been developed globally and are widely applied in projects. Each PPP model represents a different allocation of risk and responsibility between the public and private sector. These can differ in relation to size of investment by the private sector, the basis of the revenue stream, the responsibilities undertaken in relation to construction, operation, maintenance and service performance, ownership of the asset and the length of the contract period. Where the public sector retains too much risk or it transfers most of it to the private sector than it falls outside the framework of a PPP.

The PPP models may be broadly categorized into two categories:

- a. PPP delivery models relate to the allocation of risk and responsibilities; and
 - b. PPP revenue models relate to how the private sector investors shall be compensated.
- The range of contractual models in relation to the delivery of PPP projects and revenue models that typically fall under the PPP framework is set out below. The optimal PPP model is determined on a case-by-case basis following the conclusion of the feasibility and market engagement study that will determine the optimum option to deliver the public sector objectives through a viable, bankable and sustainable project for the private sector.



Different Phases of PPP Projects in Bangladesh Context

The process of selection of a Private Partner for the delivery of PPP Projects may be classified into 4 (four) broad phases.

Phases	Activities
1. Identification Phase	<ul style="list-style-type: none"> - Identification of a project to be delivered on a PPP basis by any government agency, line ministry, contracting authority and/or the PPP Authority OR submission of a concept note by an interested party to the agency/line ministry for delivering a PPP project. - Project screening by PPP Authority and In-principal approval by the Cabinet Committee of Economic Affairs (CCEA)
2. Development Phase	<ul style="list-style-type: none"> - Appointment of Project Delivery Team and Project Assessment Team - Carrying out feasibility study and appointment of transaction advisor
3. Bidding Phase	<ul style="list-style-type: none"> - Evaluation of the applications, proposals or bids obtained through a single-stage bidding process or a two-stage bidding process for selection of the private partner for the implementation of the project on a PPP basis - Negotiation of the PPP contract with the preferred bidder
4. Approval and Award Phase	<ul style="list-style-type: none"> - Final approval of the PPP Contract from CCEA - Issuance of Letter of Award to the Preferred Bidder by the Contracting Authority with the support of the PPP Authority

After selection of the Private Partner and award of PPP Contract, the Private Partner arranges finance and deliver the project and the Contracting Authority shall monitor implementation of the project.

Key Developments of the PPP Program since 2010

Much has been achieved in the development and implementation of the revised PPP program since 2010. The scale of work that was required was significant as it essentially involved setting up a completely revised framework for the program and putting in place a complete national transformation and change management program. Fundamental changes were brought in 5 core areas of the PPP program, in order to modernize it and ensure it could deliver the investment targets that had been set out in our development plans. These included institutional changes, regulatory reform, project development focus, capacity development and financial support mechanisms.

Institutional Changes

The PPP Policy 2010 paved the way for the establishment of the PPP Office, which was founded in 2011 by a gazette. The key impetus in the development of the programme started in 2012, with the appointment of a Chief Executive Officer to the PPP Office for driving required initiatives to re-invigorate PPPs in Bangladesh; followed by establishing PPP Authority having significant autonomy on administrative and financial matters under the Prime Minister's Office. The PPP Authority in 2015 acted as the central point for promoting the PPP concept and in supporting Line Ministries and Agencies in developing PPP projects.

A number of other institutions were also created to provide comprehensive support to ensure the success of the PPP program. The PPP Unit was established in the Finance Division to oversee, support and process requests for financing the PPP program. The Bangladesh Infrastructure Finance Fund Ltd. (BIFFL) was established to provide lending support to PPP project sponsors.

The PPP Authority had also developed a network of focal points in all relevant Line Ministries to support the processing of PPP projects and started the process of establishing PPP cells at selected agencies who were developing multiple PPP projects. A good number of PPP cells have been established in several ministries and agencies.

Regulatory Changes

Specific guidelines were introduced for the development and procurement of PPP projects. The guidelines were designed to streamline arrangements for processing and approvals. The Cabinet Committee on Economic Affairs (CCEA) was given the responsibility for providing the initial and final approval on PPP projects the PPP Authority was given the responsibility to ensure that the regulatory framework was being duly followed by the Line Ministries and Agencies in developing their projects.

Policies and guidelines were also developed and gazetted for the application of the Public Private Partnership Technical Assistance Financing and Viability Gap Financing. A number of additional supporting documents were also created and revised including the PPP Screening Manual, PPP Project Proposal Form, PPP Technical Assistance Financing Form, Procurement Guidelines for PPP Projects, Guidelines for Unsolicited Proposals, National Priority Projects (NPP) Rules, the Bangladesh Public Private Partnerships Act, 2015 and Policy for Implementing PPP Projects through Government to Government (G2G) Partnership, 2017.

Project Development

Fundamental to the success of PPP projects is the need to carry out detailed feasibility studies and market assessments. These have now been incorporated as part of the revised PPP process to ensure that potential viability constraints of projects could be identified at the outset and steps could be taken to overcome it.

To support this process, a structured mechanism was put in place for the appointment of internationally experienced transaction advisors and the development of projects based on key milestones consisting of a combination of inception overview, preliminary findings, draft feasibility outputs and final report. During this period, feasibility assessments were either on-going or had been completed on around 29 projects and the process was on-going for the appointment of advisors to conduct feasibility studies on another 8 projects.

Capacity Development

Development of a clear understanding of PPPs, its delivery structure, the processes and procedures amongst all parties to a PPP arrangement are critical to ensure the successful and timely delivery of projects.

To support this initiative, PPP Authority has been conducting a capacity development and awareness programme for public sector officials, private sector stakeholders, local and international investors, and financial institutions through seminars, workshops, conferences and marketing events. Over the 2020-21 period, PPP Authority arranged 5 international PPP investment promotion activities and 18 local PPP investment promotion activities. About 850 stakeholders were engaged through different awareness and consultation sessions. About 480 public sector officials have received PPP training through a number of training events.

Financial Support

Through the introduction of the PPP Budget in the 2009/10 budget session, Bangladesh strongly demonstrated its interest and commitment to the development of PPPs. This approach has generated much interest amongst the local and international investor communities in the PPP programme in Bangladesh.

The PPP budget was structured to provide a technical assistance fund to support PPP project development activities, establish a viability gap financing fund for the provision of grant to enhance commercial viability of PPP projects with high socio-economic value and establish BIFFL, a non-bank financial institution to broaden the availability to long term finance in the local market.

The technical assistance fund has been used to pay for transaction advisors to carry out the feasibility studies. Although VGF funds have not been utilized yet, agreement has already been reached for VGF to support the following Road projects:

- Dhaka Elevated Expressway
- Upgrading of Dhaka Bypass to 4 Lane (Madanpur-Debogam-Bhulta-Joydebpur)
- Flyover from Shantinagar to Mawa Road via 4th (New) Bridge over Buriganga River
- Dhaka-Chittagong Access Controlled Highway

The initial period was pedantic in driving the systemic change management process required for introducing a new approach to delivering infrastructure projects in Bangladesh. It was a laborious period where new institutions, frameworks, processes and systems were being developed, internationally benchmarked and implemented. At the same time parallel activities of project development with supporting capacity development events has enabled a large pipeline of PPP projects to be initiated and processed.

The results of the activities over this period are in line with the strategic objectives of implementing an institutional framework for a program of PPP projects. A good foundation has been created over the 2010 to 2019 period which has now been taken further by the activities carried out over the 2020-2021 period as set out in this report.

CORE VALUES OF THE PPP AUTHORITY



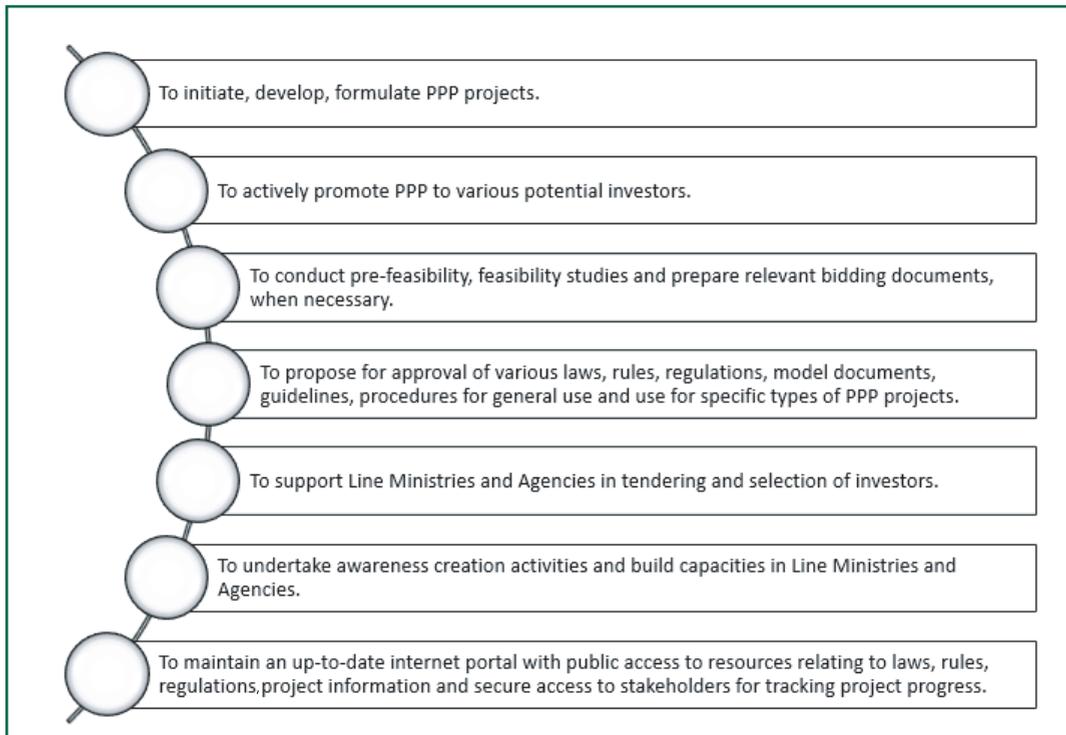
Strategic Objectives



Mandatory Objectives



Major Functions



GOVERNING AND MANAGEMENT STRUCTURE OF PPP AUTHORITY

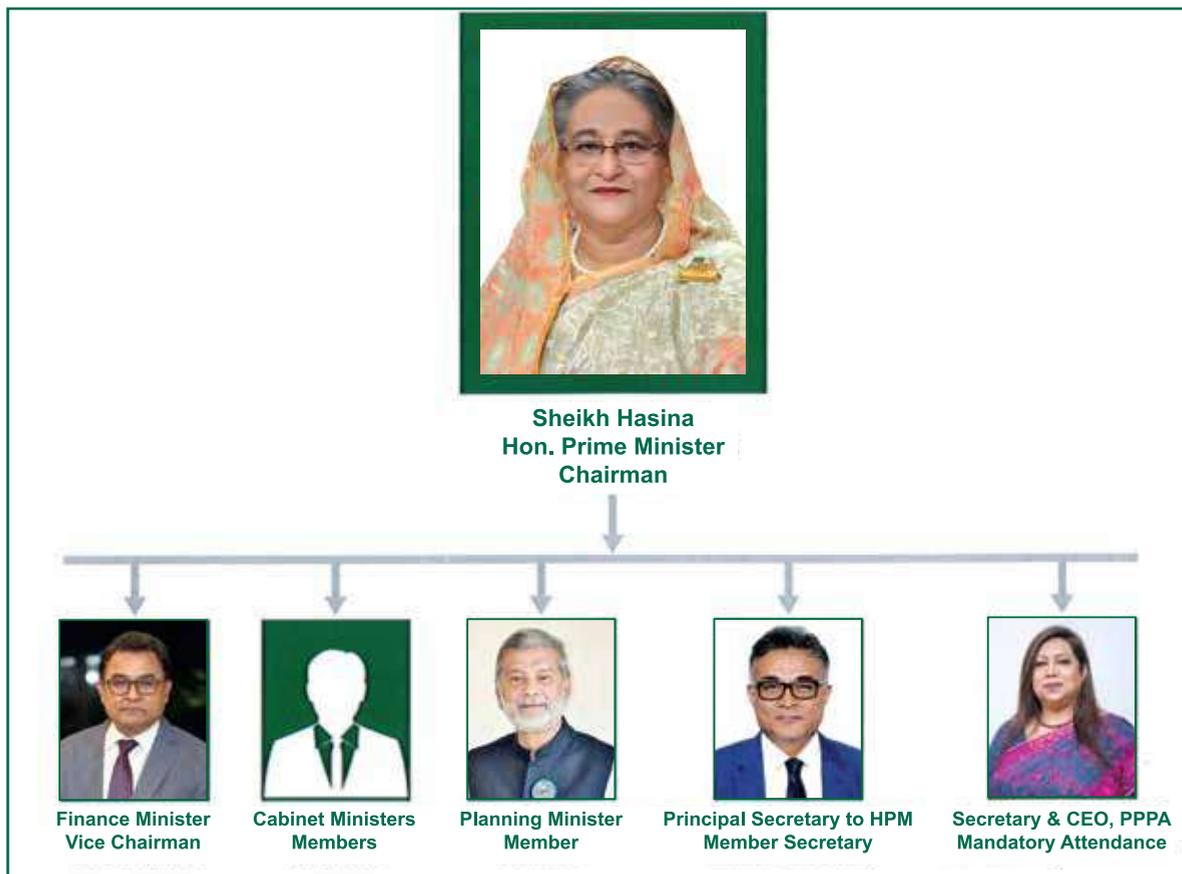
Governing and Management Structure of PPP Authority

The Policy and Strategy for PPP 2010 provided the basis for the establishment of the Public-Private Partnership Office (PPP Office) as an autonomous body under the Prime Minister's Office. The PPP Office became operational in January 2012 following the appointment of an international PPP expert as Chief Executive Officer.

After operationalization, PPP Office initiated the formulation of the Public Private Partnership (PPP) Act which was promulgated and gazetted on 16th September 2015. The Act transformed the PPP Office into the PPP Authority as a statutory authority under the Prime Minister's Office and clause 4 & 9 provided the basis for an establishment for the PPP Authority.

Board of Governors

The PPP Act provides the overall management and administration of the PPP Authority to be governed by a Board of Governors with the following members:



Subsequent to the first meeting of the Board of Governors on 3rd March 2016, the second meeting of the Board of Governors was held on 30th May 2018 with the Honorable Prime Minister Sheikh Hasina as Chairperson.



Prime Minister Sheikh Hasina Opens the 2nd Board of Governors Meeting

The key issues covered in the meeting included:

- Progress updates of the projects in the PPP pipeline
- Report on activities of Executive Board of PPP Authority
- Carrying out PPP Authority activities through delegation of power as per the PPP Act 2015
- Updates on the implementation of the PPP Organogram
- Issuance of Procurement Guidelines for PPP Projects, 2018 and Guidelines for Unsolicited Proposals, 2018 reducing the time required for implementing PPP project
- Updates on following single stage bidding procedure, since 1st BOG meeting, 10 among the 13 projects went through single stage bidding process
- Issuance of Policy for Implementing PPP Projects through Government to Government (G2G) Partnership, 2017
- Emphasize on implementing CCEA approved PPP projects
- Progress updates of G2G PPP projects, including MOU signing with Japan and Singapore
- Necessary updates to be incorporated in the PPP Act, including G2G PPP provisions and a number of PPP operating procedures
- Approval of Fund Operating Procedure 2018

Management Team of Public Private Partnership (PPP) Authority

A total of 19 posts were created in the revenue head for the Public Private Partnership (PPP) Authority on 28 June 2011.

Chief Executive Officer (Secretary) is the Head of the Management Team of PPP Authority. There are four posts of Director General out of which two posts have been filled during the 2019-20 period. There are four posts of Director, all of which have been filled during this period. One Administrative Officer and one support staff from the Prime Minister's Office have been working at the office. The remaining nine staffs have been discharging their duties through an outsourced appointment.

Management of PPP Authority



Sultana Afroz

Secretary to the Government of Bangladesh
& Chief Executive Officer



Md. Abul Bashar

Director General (Programming &
Investment Promotion)
(Joint Secretary)



Dr. Najmus Sayadat

Director (Investment Promotion)
(Joint Secretary)



Md. Anwar Hossain

Director (Finance)
(Deputy Secretary)



Aktarunnahar

Director (Admin)
(Deputy Secretary)



Md. Ali Azam Al Azad

Director (PMF)
(Deputy Secretary)



Md. Anwarul Habib

Director
(Deputy Secretary)



Mst Mohsina Akter Banu

Senior Assistant Secretary



Atuno Barua

PS to Secretary & CEO

THE TEAM



As per the power set out under clause 6 and clause 9 of the PPP Act the Board of Governors approved an updated resources framework for the PPP Authority. This included change in designation, pay of contractual and outsourcing employment and addition of some office equipment and transport.

Roles and Responsibilities of the PPP Authority

Responsibility for the delivery of PPP projects rests with the Line Ministries and Agencies that have been mandated this role under the Rules of Business of the Government. Line Ministry and Agency responsible to cover the identification of the project, development of the project, procurement process, selection of the final bidder and the signing of the PPP contract with the private partner.

The PPP Authority's role in relation to the PPP program extends to supporting the Line Ministries and Agencies to identify, develop, procure and finance PPP projects. For interested investors and lenders, the PPP Authority provides a professional, transparent, centralized portal for accessing high quality PPP Projects and is staffed by both private sector professionals and civil service resources, the PPP Authority facilitates project development, and builds capabilities, with the goal to enhancing the quality, attractiveness, and sustainability of PPP projects.

The roles and responsibilities of the PPP Authority as specified in Section 9 of the PPP Act, 2015 are set out below:

a	Promulgating, approving, publishing in the Gazettes and issuing PPP related policies, regulations, directions, and guidelines;
b	Providing decisions on the financial participation and provision of incentives for PPP Projects by Government;
c	Providing necessary direction to the Contracting Authority;
d	Resolving any constraints or difficulty in implementation of PPP Projects;
e	Providing opinion on matters relating to PPP Projects;
f	Framing technical and best practice requirements, pre-qualification and bid documents;
g	Development of model PPP Contracts and obtaining vetting;
h	Giving consent on PPP Project matters;
i	Establishing the process for selection of Private Partners;
j	Approving the selected bidder for PPP Projects;
k	Approving the termination of PPP Contracts where applicable;
l	Approving model PPP Contracts;
m	Assisting in PPP Project activities;
n	Executing and signing PPP Contracts from time to time, for projects assigned to the PPP Authority;
o	Determining and approving the organogram of the officers and employees;
p	Approving a separate salary structure for the officers and employees and making payments accordingly;
q	Fixing the terms of reference and appointment process, appointing and fixing the fees of advisors or specialists or both;

r	Arranging and approving study tours, training, seminars etc. on PPP matters at home and abroad;
s	Ensuring implementation of the PPP related rules, regulations and directions;
t	Reviewing and monitoring the PPP programme;
u	Supervising and coordinating the progress of PPP Projects;
v	Managing and monitoring the selection process of the Private Partner;
w	Forming panels of advisors or specialists or both for PPP Projects and processing the selection of advisors or specialists or both from the said panels in the prescribed manner;
x	And execution of any PPP related work.

The roles of the PPP Authority are wide ranging; these can be categorized into a number of core functional areas that underpin the bulk of the activities carried out by the Authority. These core functional areas are illustrated in the diagram below and are briefly described in the section that follows.

"The PPP Authority is committed to supporting public agencies deliver the critical public infrastructure services that are required to enhance the development of Bangladesh and to support and engage with private investors who are keen to participate and work in partnership with government for the successful delivery and implementation of PPP projects"

Fig 2: Core Roles of the PPP Authority



Screening and Approving Projects & Advisor Appointment

In a PPP project, the PPP Authority's remit starts with project screening and recommending for CCEA approval. Once a project has been proposed by a government Agency and Ministry, the PPP Authority conducts a project screening with due diligence. PPP Authority has in-house expertise to conduct some base line due diligence on the proposed project particularly focusing on commercial viability. PPP Authority has set out the principles and criteria for project screening and developed a screening manual along with a project screening committee for this purpose. If a proposed project passes through the screening assessment, the PPP Authority recommends that the project may be sent by the Ministry for CCEA approval.

After CCEA approval, the Contracting Authority may approach to PPP Authority for transaction advisory support in which case the PPP Authority can appoint a transaction advisor from its sector specific panel of world class advisors or conducts a new procurement process. Once appointed, the transaction advisor works closely with the Agency and the PPP Authority in developing the project, carrying out the feasibility study and supporting the marketing and procurement process.

Policy Development & Implementation

A key role of the PPP Authority is the development of policies and procedures for guiding Ministries, Agencies and private sector investors during the process of developing and implementing PPP projects. Effective policy development and its enforcement is the key to the establishment of an enabling environment to promote PPPs. The strategic approach taken by the PPP Authority has been the development of a comprehensive legal framework for PPPs, followed by the introduction of procedural guidance to give stakeholders a step-by-step process for delivering the projects. Supplementary rules, regulations and policies have since been introduced, focused on giving subject matter-based guidance on areas where more detailed clarity and guidance were required.

Drafting of the regulatory framework involves a substantive process of development including testing against known international benchmarks, review by PPP experts and practitioners, peer review through an inter-ministerial meeting and legal vetting (as applicable) prior to processing for final approval. This exhaustive development process ensures that documents are checked prior to application.

In order to ensure effective enforcement of PPP regulations it is important to carry out activities that help awareness creation and capacity enhancement. The PPP Authority has the responsibility to review and check that the relevant PPP requirements are being followed by the Agencies and Ministries, as well as ensuring that bidding documents and the proposed provisions in the PPP contracts are in line with market standards, bankable and can attract private sector investors. To facilitate this process the PPP Authority has been developing draft model documentation and templates on a sector specific basis and working closely with Agencies and Ministries.

Project Development Support

PPP Authority supports Contracting Authorities in developing the proposed PPP project by appointing transaction advisors. The PPP Authority through its Public Private Partnership Technical Assistance Financing (PPPTAF) facility appoints transaction advisors for conducting feasibility studies, carrying out market sounding exercises, preparing tender documentation and supporting the bid evaluation process for approved PPP Projects, after being requested by Contracting Authorities. The PPP Authority has already established a panel of international transaction advisors for the quick mobilization of advisory services for PPP projects. Leading and international reputed advisors including PricewaterhouseCoopers Private Limited, Ernst & Young LLP, KPMG Advisory Services Private Limited, Deloitte, MMM Group Ltd, Feedback Infra (P) Ltd. have been appointed by the PPP Authority to provide project development and transaction advisory services to the project executing agencies. So far, the PPP Authority through international competitive bidding has appointed transaction advisors for 53 PPP projects.

The PPP Authority also supports Contracting Authorities by conducting pre-feasibility studies and other due diligence that may be required on projects using in-house expertise of legal and commercial advisors.

A key role of the PPP Authority relates to the monitoring and overseeing of project activities and the identification of bottle-necks that may slow the progress of project development. Regular project coordination meetings are held with the Contracting Authorities, the Line Ministries and the transaction advisors to ensure that project development momentum is maintained and potential constraints are duly identified and addressed.

Expert Project Facilitation

The PPP Authority not only has a regulatory oversight role, it offers project development support, and provides expert project facilitation services to the Contracting Authorities and Line Ministries. With its in-house PPP expertise, PPP Authority engages closely with the Contracting Authorities and their advisors for various commercial and legal issues to ensure that the project becomes bankable and also government objectives are met.

The PPP Authority has external consultants and advisors to support the development, review and validation of project concepts, commercial fundamentals, legal considerations and finalization of transaction documentation.

The PPP Authority has supported Line Ministries and Contracting Authorities by being involved in project steering committee meetings and project progress meetings jointly with Contracting Authorities, Line Ministries, advisors, other government and private sector stakeholders. PPP Authority also assists Contracting Authorities in receiving in-principle approval on projects and final approval on the project from CCEA.

The PPP Authority also supports Contracting Authorities in conducting negotiations with the preferred bidder and provides contractual, financial and commercial advice to facilitate a successful negotiation process.

Promotion and Marketing

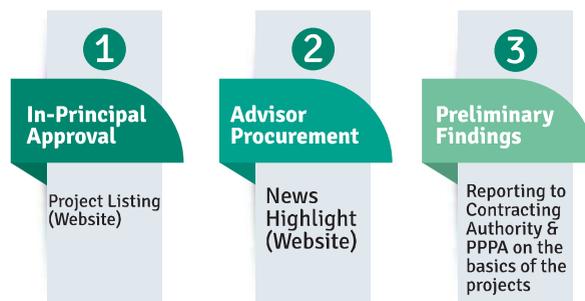
As PPP is comparatively a new concept in Bangladesh, effective promotion and marketing campaign is vital to develop broad consensus and support across relevant stakeholders including the Agencies, private sector and financial institutions. The PPP Authority provides significant emphasis on effective promotion and marketing of the PPP concept and practices to various stakeholders in order to generate market interest and attract the best bids for the projects.

The PPP Authority has developed a structured approach to project marketing, which includes a programme-based marketing initiative and a project-based approach. Under the program-based approach the PPP Authority has organized a number of PPP promotional activities and marketing campaigns for awareness creation and sensitization of target groups. This includes jointly promoting the program nationally and internationally with other investment promotion Agencies of Bangladesh through conferences, workshops and seminars. The PPP Authority also regularly updates details of PPP activities and

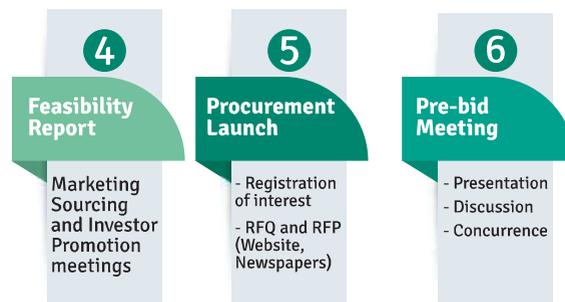
events in the PPP Authority website for information dissemination and large-scale awareness creation, promotion and marketing.

Individual project-based marketing follows a number of interventions designed to increase awareness of public knowledge of the project. This includes website listing of the projects which have in-principle approval from CCEA, detailing of project profile on the appointment of advisors, a market sounding like part of the feasibility study process and investor promotion activity prior to procurement being launched. On the commencement of the formal procurement process there is a requirement to publish the tender notices widely, followed by making documents available in on-line data rooms as well as an invitation to attend pre-bid meetings for registered bidders.

Project Information



Market Interaction



An illustration of the marketing activities carried out to promote PPP projects

Stakeholder Engagement

Being a complex arrangement, PPP involves various stakeholders in its inception, formulation and implementation. The success of PPP depends significantly on the engagement and management of its various stakeholders who play a vital role at different stages of PPP implementation. Unless all the stakeholders are involved in the development phase of a PPP project, the project processing will be constrained and implementation will be challenged.

Appreciating the need for stakeholder engagement and discussion for general and project-specific issues, PPP Authority has taken up and successfully conducted, a series of discussions and meetings with government agencies, business chambers, banks and other financial lenders, donor agencies, private investor community.



Stakeholders Consultation on Public Private Partnership Authority

Development Partners Engagement

Multilateral Agencies and development partners always play a catalytic role to promote PPP in emerging economies. In countries like India and Malaysia, development partners provided significant support during the initial development of the PPP concept through both lending and technical assistance.

In Bangladesh, the World Bank was actively involved in promoting PPP in the country, initially with the PSIDP program where IIFC and IDCOL was created under the Ministry of Finance. Later on, PSDSP and IPFF project was adopted for providing technical assistance and on lending support to the PPP project. The ADB provided significant support at the relaunch of the new PPP program through technical assistance grants, while the World Bank IPFF program has continued to support the PPP Authority activities since 2011. The PPP Authority took the initiative for large scale donor agency engagement, especially with the agencies which have PPP experience and interest.

In order to create greater awareness of the developments in PPP and to show broader perspectives & strategy of the PPP Programme, the PPP Authority strengthened its relationship with Multilateral Agencies and development partners like World Bank Group, Asian Development Bank, Islamic Development Bank, The Commercial Law Development Program (CLDP) under U.S. Department of Commerce, United Nations Population Fund (UNFPA), UN Volunteer (UNV), The Asia Foundation, Trade Vision of UK towards the development and implementation of the PPP projects in Bangladesh and had fruitful dialogues for potential collaborations in the areas of capacity building, transaction advisory, standardization of documents and policy formulation.

Capacity Building

The capacity building being key to institutionalizing application of PPP to the delivery of infrastructure projects in Bangladesh. Over the long term, PPP Authority recognized; the effective capacity development is key to ensuring the sustainability of PPPs. With the aim of institutionalizing the PPP capacity building program in the country, the PPP Authority, has adopted a comprehensive nationwide capacity building program initially with the support from IPFF, and has been supported by Bangladesh Bank in adopting a PPP capacity building plan under the Investment Promotion and Financing Facility (IPFF) project.

The PPP Authority has championed the establishment of Ministerial focal points as well the creation of PPP Cells at selected executing Agencies that are working on multiple PPP projects. Capacity development of such focal points and cells is vitally important. Capacity development trainings are provided for officials working on PPP project. As well as on study tours and training events under the project development activities are also considered.

During the 2020-21, PPP Authority arranged 5 international PPP investment promotion activities and 18 local PPP investment promotion activities. About 850 stakeholders were engaged through different awareness and consultation sessions and about 480 public sector officials have received PPP training through a number of training events.



A three-day basic training course was held at PPP Authority on March 2021

Monitoring and Reporting

Monitoring and evaluation during project implementation are one of the most critical supports that the PPP Authority provides. Active monitoring and evaluation are especially done during the condition precedent period following contract award to make sure that both the private partner and government agencies perform their responsibilities in accordance with requirements.

The PPP Authority also gets involved significantly with the Independent Panel (the formal independent unit that is responsible for project monitoring and evaluation) to ensure that all the contract provisions are met during construction and operation period.

PPP PROGRAMME: KEY HIGHLIGHTS OF 2020-21

Policy Development

Amendment of Bangladesh Public-Private Partnership Act, 2021 for approval from Board of Governors:

The Bangladesh Public-Private Partnership Act was enacted in 2015. Since that time, there has been significant evolution of the PPP environment in Bangladesh, including the following:

- i. The Procurement Guidelines for PPP Projects, 2018, and Guidelines for Unsolicited Proposals, 2018 were introduced to govern the PPP identification, development, bidding, approval and award phases of the PPP process.
- ii. Significant experience has been gained from progress made on the Government's PPP projects.
- iii. International development organizations and agencies have become associated with the PPP program in Bangladesh.

In order to align the international best practices in PPP program, significant salient amendments are proposed as follows:

- i. The inclusion of G2G PPP in the original PPP Act, 2015
- ii. Necessity, formation, terms of reference of Executive Board in the PPP Act, 2015
- iii. Criteria for selection, appointment and responsibility of the Chief Executive Officer of PPP Authority

Project Development:

The PPP Authority has facilitated the line Ministries and Agencies in the development of a substantial pipeline of PPP projects. These PPP projects are at different stages of development and implementation. A summary of the key developments of the projects in the PPP Pipeline is presented below.

Project Screening:

Concerned Line Ministries and Line Agencies conceptualized and initiated new PPP projects for developments. Projects that were screened by the PPP Authority during 2020-21 are listed below:

Sl. No.	Project Name
1.	Construction of Composite Rice Mills along with Drying and Storage Facilities at different strategic locations across the country
2.	Dhaka East West Elevated Expressway
3.	Equip Operation and Maintenance of Patenga Container Terminal (PCT) on PPP Model
4.	Construction of Business Hub at Tejgaon Station Area of Bangladesh Railway
5.	300 Bed Occupational Diseases Hospital at Chowmuhony, Noakhali
6.	200 Bed Occupational Diseases Hospital at Ghorashal, Narsingdi
7.	Purbachal New Town Underground Electrical Distribution Network

CCEA In-Principle Approval :

Concerned Line Ministries and Line Agencies conceptualized and initiated new PPP projects for developments. Projects that received in Principle approval from CCEA during 2020-21 are listed below:

Sl. No.	Project Name
1.	Construction of Bridge on Bhulta-Araihazar-Bancharampur Road over the River Meghna
2.	Improvement of Dhaka-Joydevpur-Mymensingh Road into Expressway with Service Lane on Both Sides Through PPP
3.	Construction of Composite Rice Mills along with Drying and Storage Facilities at Different Strategic Locations across the Country
4.	Equip Operation and Maintenance of Patenga Container Terminal (PCT) on PPP Model

Project Development Stage :

Feasibility studies are carried out for all PPP projects in order to ensure the viability of the project in delivering successfully on PPP basis. The feasibility study considers a wide range of factors including technical, legal, environmental, social, commercial, economical and financial; the timeline for completion also varies depending on nature, size, complexity and interfaces in relation to the project.

Over the 2020-21 period, feasibility studies have been carried out for projects as listed below:

Sl. No.	Project Name
1.	Improvement of Chattogram to Cox's Bazar Highway through PPP
2.	Info Sarkar- Phase 3
3.	Development of BTMC Textile Mills: R R Textile Miles Limited
4.	Development of BTMC Textile Mills: Dost Textile Limited
5.	Development of BTMC Textile Mills: Magura Textile Miles Limited
6.	Development of BTMC Textile Mills: Rajshahi Textile Miles Limited
7.	Upgrading of Gabtoli -Savar-Nabinagar into 4 Lane Expressway on PPP Basis
8.	Waste Water Treatment in Gazipur City Corporation
9.	Central Effluent Treatment Plant-CETP at Mirersarai Economic Zone
10.	Medical College & Nursing Institute and Modernization Railway Hospital of Kamlapur

Procurement Stage: The procurement process for PPP projects is launched and driven by the Contracting Authorities. Concerned Contracting Authorities have been actively working on the procurement of PPP projects during the 2020-21 period. This includes the project listed below:

Sl. No.	Project Name
1.	Development of Shopping Complex cum Guest House at Bangladesh Railway Land in Khulna on PPP mode

Background

The concept of implementing PPP projects through bilateral collaboration with partner countries was first presented in the 1st meeting of the Board of Governors of PPP Authority (PPPA) on 3 March 2016. It was decided that PPPA will formulate a guideline in this regard. Accordingly, "Policy for Implementing PPP Projects through Government to Government (G2G) Partnership, 2017" was issued which allowed Government of Bangladesh represented by PPPA to enter into MoUs with suitable counterpart organizations of friendly countries.

Modality of Engagement: G2G PPP

The modality of engagement with a concern country may vary and is detailed out in the MoU. In general, once an MoU is signed, PPPA invites projects from various ministries and agencies which they would like to implement on PPP basis with companies/entities of a certain country. Once the list of projects is reviewed and projects are shortlisted, they are shared with the partner country through communication or joint meetings called Platform Meetings in which public entities as well as private companies participate. Similarly, the partner country can also propose projects in various sectors and usually in Joint Platform Meetings representatives of relevant government ministries and agencies of Bangladesh discuss their proposals for better understanding. Projects proposed by either side are then reviewed by each side. Government ministries and agencies from Bangladesh side review the projects proposed by the partner country and decide whether they would like to go ahead with implementing the project on a PPP basis with the companies from a given country considering their own development plan, sector policies, strategies, priorities etc. On the other hand, the partner country explores whether there is adequate interest from qualified companies in its country and takes a decision whether to move ahead with the project. Through such a process, the two countries formulate a list of projects which they then proceed to develop further.

The PPP projects require detailed feasibility study which includes technical, commercial, legal, environmental and social aspects. Such studies are then completed- the mode of studies vary according to the project and how much previous data/study is available. As a matter of necessity, even the technical and other aspects of the study are carried out jointly or by the company/ counterpart entity of the partner country, the financial modelling and commercial study are to be done separately by both the countries. Once the studies are completed and both the parties have their own commercial assessment of the prospects of the project, the two sides negotiate to arrive at a contract. It is to be noted that a given PPP project is developed in this mode with the company or consortium as nominated by the partner country. However, limited tendering among companies of a given country is within the scope of the engagement and it depends on the preference of the partner country and discussions with Bangladesh.

Key aspects for creating G2G PPP framework in Bangladesh

Bangladesh established the framework of G2G partnerships to achieve multiple objectives. It was observed in other PPP projects that given the country credit rating, investment climate and project scope and size, companies from a limited number of countries become interested in the projects. It was therefore essential to tap into expertise and resources of a wider range of countries to make the PPP program effective and successful. Companies of good reputation and capability are now showing interest in projects. Another key aspect for creating G2G partnerships framework was to facilitate financing of the projects. It is observed that after successful signing of projects, selected investors face difficulties in arranging finance (debt from lending institutions) for a multitude of reasons. In the G2G PPP mode, the bilateral development agencies of the partner country can participate in financing of the projects both in forms of equity and/or debt and can also support linked projects (projects which government needs to implement in relation to the project, e.g., access road, utility relocation, etc.). Participation of the bilateral development agency in the project is also expected to improve credit rating of the project and increase comfort of the commercial lenders. It is to be noted that despite the projects being taken up through G2G route with the company nominated by the partner country, full analysis of the commercial prospect of the project and thereafter, negotiation to ensure value for money for Bangladesh, is a core element of the process. It is also expected that monitoring, facilitation and trouble-shooting by the Bangladesh side as well as the partner country will provide stronger support to G2G PPP projects and thereby chances of success will increase.

G2G Partner Countries

As of now, Bangladesh have signed G2G MoU and MoC with the following countries:

Partner Country	Date of signing MoU/MoC
Japan	15 June 2017
Singapore	12 March 2018
United Arab Emirates	7 February 2019
Korea	1 April 2019
Denmark	30 June 2021

Final negotiation is also going on with the aim of signing G2G MoU with the Kingdom of Saudi Arabia. Besides, few other countries such as China, Turkey, India and Canada have also shown their interest in G2G PPP modality.

Active Portfolio

Bangladesh and Japan are working together on five projects in transport sector which are expected to generate investment of USD 8.4 Billion. A project in port sector is being developed with Singapore. One project has been shortlisted for further discussion towards implementation through G2G with UAE. Korea will be implementing three projects from the PPP pipeline.

Table below shows the projects that are being developed under G2G PPP scheme.

Sl. No.	Partner Country	Name of the Project
1	Japan	<ol style="list-style-type: none"> 1. Construction of Outer Ring Road 2. Improvement of Chattogram to Cox's Bazar Highway through PPP 3. Detailed Design, Construction, Operation and Maintenance of Mass Rapid Transit (MRT) Line-2 4. Construction of Multimodal Hub at Kamalapur Railway Station 5. Construction of Multimodal Hub at Biman Bandar Railway Station
2	Korea	<ol style="list-style-type: none"> 1. Circular Railway Line 2. Improvement of Dhaka-Joydevpur-Mymensingh Road into Expressway with Service Lane on Both Sides 3. Construction of Bridge on Bhulta-Araihazar-Bancharampur road over the river Meghna
3	Singapore	<ol style="list-style-type: none"> 1. Construction of Bay Terminal (One terminal)
4	United Arab Emirates	<ol style="list-style-type: none"> 1. Construction of Bay Terminal (One terminal)

Platform Meetings

According to the signed MoU/MoC with partner countries, regular platform meetings are organized to identify new projects as well as review ongoing activities. Usually, a meeting is held in Bangladesh and alternate meeting is arranged in partner countries. Due to Covid-19 pandemic, lock down and travel restrictions, platforms meetings could not be organized in a regular pace. Only two virtual meetings were held in FY 2020-21.

Details of platform meetings are provided in following table.

Sl. No.	Platform Meeting	Date
1	3rd Bangladesh-Korea Joint PPP Platform Meeting	12 November 2020
2	4th Bangladesh-Japan Joint PPP Platform Meeting	24 February 2021

**“BANGLADESH
IS GROWING,
BE A PART OF IT”**

CAPACITY DEVELOPMENT AND INVESTMENT PROMOTION

The PPP Authority has a very strong relationship with multilateral agencies and development partners collaborating towards the development and implementation of the PPP projects in Bangladesh. The PPP Authority has been receiving continuous support in the areas of capacity building, transaction advisory, standardization of documents and policy formulation. Even during the pandemic, PPPA has organized and co-organized several virtual conferences, webinars and physical meetings with World Bank Group, Asian Development Bank, Islamic Development Bank, United Nations Population Fund (UNFPA), World Association of PPP Unit & Professional (WAPPP), UN Volunteer (UNV), The Commercial Law Development Program (CLDP) under U.S. Department of Commerce. Ambassadors of various countries and G2G partner countries namely Japan, Singapore, Korea, UAE and prospective partner countries such as Kingdom of Saudi Arabia, Denmark, Turkey and some of the companies associated such as DP World from Dubai, Red Sea Gateway Terminal from Kingdom of Saudi Arabia, KAJIMA Corporation from Japan, GS E&C from Korea, SRBG from China and Sandor Dialysis Ltd from India visited PPP Authority and expressed their keen interest of working in partnership with PPP Authority.

In FY 2020-21, PPP Authority has arranged 5 international PPP investment promotion activities and 18 local PPP investment promotion activities. About 850 stakeholders were engaged through different awareness and consultation sessions. About 480 public sector officials have received PPP training through a number of training events. PPP Authority also participated in 22 international and local infrastructure related conferences. A few of the events are depicted in the following.

– A courtesy visit by Kazi Faisal Bin Seraj, Country Representative, The Asia Foundation Bangladesh Office on 27 August 2020. Sultana Afroz, the Secretary & CEO, PPP Authority hosted the meeting and had a very fruitful discussion regarding potential opportunities and collaborative initiatives. Headquartered in San Francisco, The Asia Foundation works through a network of offices in 18 Asian countries and in Washington, DC.



– The Global Steering Group for Impact Investment (GSG) organized a virtual global summit titled 'GSG Global Impact Summit 2020' on September 9th, 10th and 11th. Sultana Afroz, the Secretary & CEO, PPP Authority, shared her insights as one of the expert panelists in an engaging session on the last day of



the Summit. Bringing together stakeholders from across the world, this year's event showcased how the actions of us all, are putting impact at the heart of COVID-19 response and recovery. As the impact economy approaches tipping point, it brings solutions that the world needs and the Summit highlighted the incredible capacity to respond, re-build and rally.



– On 7th October 2020, Sultana Afroz, the Secretary & CEO, PPP Authority attended the webinar titled “Canada Bangladesh Bilateral Trade, Investment and Education and how to take it to the next level” as one of the panel speakers. High Govt Officials, Investors, Trade bodies, Companies and H.E High Commissioners of Bangladesh and Canada were present in the

meeting. The event was jointly arranged by Bangladesh Investment Development Authority (BIDA), Bangladesh High Commission, Ottawa, Canada, and Canada Bangladesh Chamber of Commerce and Industry (CanCham Bangladesh).

– Delegates from United Nations Population Fund (UNFPA) and UN Volunteers (UNV) met Sultana Afroz, the Secretary & CEO, PPP Authority and her team on 18th October, 2020 to discuss potential collaboration and partnership opportunities. Dr. Asa Torkelsson, UNFPA Representative, Ms. Eiko Narita (PhD), Deputy Representative, Ms. Humaira Farhanaz, Program Analyst, Gender, Adolescent & Youth and Mr. Md. Aktar Uddin, Country Coordinator, UNV Bangladesh were present from those two organizations. It can be mentioned here that UNFPA is a subsidiary organ of the United Nations General Assembly and plays a unique role within the United Nations system: to address population and development issues.



- Lee Jang-Keun, Ambassador-designate of the Republic of Korea paid a courtesy visit to Sultana Afroz, the Secretary & CEO, PPP Authority during November 2, 2020. Ambassador Lee highlighted his firm commitment to promote a stronger Korea-Bangladesh relationship through infrastructure development during his tenure. Also, he conveyed his sincere gratitude to the PPP Authority for a warm welcome. In addition,



Ambassador Lee expressed Korea's support for Bangladesh in overcoming the formidable challenges caused by COVID-19.



- Danish Ambassador to Bangladesh, H.E. Ms. Winnie Estrup Petersen had a courtesy meeting with Sultana Afroz, the Secretary & CEO, PPP Authority on 4 November 2020. She conveyed her intention of continuing Denmark's long-standing relationship with Bangladesh through public-private partnerships on development, foreign policy and trade. She adorned the G2G PPP program as transformation from aid to trade. Green growth and infrastructure collaboration options were also discussed as an area of mutual interest. In addition, the discussion highlighted a strong commitment to achieving the Sustainable Development Goals, and to support Bangladesh in its growth.



- The PPP Authority, Bangladesh and Korea Infrastructure and Urban Development Corporation (KIND) co-hosted the 3rd Bangladesh-Korea Joint PPP Platform Meeting on 12 November 2020. The webinar was attended, among others, by H.E. Ms. Kim Hyan-mee, Minister of the Ministry of Land, Infrastructure and Transport (MOLIT) and H.E. Mr. Salman F. Rahman, Private Industry and Investment

Adviser to the Honourable Prime Minister graced the meeting with their presence. Dr. Ahmad Kaikaus, Principal Secretary to the Prime Minister, Ms. Sultana Afroz, the Secretary & CEO, PPP Authority, Mr. Kyong-goo Hur, President and CEO of KIND, Mr. Lee Jang Keun, Ambassador of the Republic of Korea to Bangladesh, Ms. Abida Islam, Ambassador of the People's Republic of Bangladesh to the Republic of Korea, senior government officials, private investors, representatives of KIND and PPPA. Minister of MOLIT reiterated her commitment to support Bangladesh on her path to becoming a developed country.



In his welcome speech, the CEO of KIND said that Korea has been one of the largest investors in Bangladesh since the establishment of diplomatic ties between the two countries in 1973. The Ambassador of Korea to Bangladesh and the Ambassador of Bangladesh to Korea shared how deep is the bilateral relations between the countries. Private Industry and

Investment Adviser highlighted the commitment of the Honourable Prime Minister to promote the bilateral support program for infrastructure development through PPP. The Principal Secretary stressed the importance of widening lens and encouraged Korean private investors to build partnership with the government as well as with the Bangladeshi private investors. Ms. Sultana Afroz, the Secretary & CEO, PPP Authority emphasized that PPPA will work hard to facilitate the implementation of PPP Projects with Korea following proper process with focus on technical, commercial, legal, social and environmental aspects associated with the project so that the end result is sustainable and mutually beneficial. The meeting ended with the commitment from the participants in strengthening mutual cooperation and working together for implementing infrastructure projects in Bangladesh.

— Vikram K Doraiswami, High Commissioner of India to Bangladesh paid a courtesy call to the PPP Authority on November 16. Ms. Sultana Afroz, the Secretary & CEO, PPP Authority, noted that the new High Commissioner of India to Bangladesh had been



posted in Dhaka at a time when Bangladesh is celebrating the 100th birth anniversary of Bangabandhu Sheikh Mujibur Rahman. She outlined the potential of collaboration between the two countries in the infrastructure space given the historical, cultural and economic context of the bilateral relationship between the two countries. The envoy Doraiswami recognized the enormous opportunities that PPPA is offering to the developing partners as it does in moving bilateral relationship forward. He noted that according to the two Prime Ministers this was the golden era of India-Bangladesh relations. The two countries are connected through history, culture and the hearts of people. He expressed that the ties between India Bangladesh would grow further strong through partnership program of both the countries.

— H.E. Mr. Earl R. Miller, Ambassador of the United States to Bangladesh paid a courtesy call to Sultana Afroz, the Secretary & CEO, PPP Authority on 24 November 2020. He was accompanied by Mr. John Smith-Screen, Office Director, Economic Growth Office, USAID, American Embassy. Ms. Ferdousi Shahriar, Director



General of Americas, Ministry of Foreign Affairs also participated in the meeting. Sultana Afroz, the Secretary & CEO, PPP Authority, noted that Bangladesh could foresee much scope of collaboration between Bangladesh and USA. She acknowledged the outstanding contributions of the United States of America in Bangladesh's economic and social development, climate change, combating terrorism and trafficking in persons. The US Ambassador also played a key role during the Covid pandemic in Bangladesh. H.E. Mr. Earl Miller, U.S. Ambassador recognized the importance of public private partnership to leverage resources for undertaking mega projects. He also discussed the strong bilateral relations between the two countries.



- Excellency Benoit Préfontaine, High Commissioner of Canada in Bangladesh, accompanied by Ms. Corinne Petrisor, Counsellor and Senior Trade Commissioner of the High Commission, paid a courtesy call to Sultana Afroz, the Secretary & CEO, PPP Authority on 25

November 2020. Dr. Khalilur Rahman, Bangladesh High Commissioner-designate to Canada, also attended the meeting. Sultana Afroz, the Secretary & CEO, PPP Authority, noted the warm relationship between the two countries and also expressed her appreciation for standing by Bangladesh's development journey. She expressed her hope that the Bangladesh High Commissioner-designate to Canada will promote Bangladesh's interest and strengthen the collaboration between the countries in the PPP program. The Canadian High Commissioner showed interest in broadening the scope of the bilateral economic partnership with Bangladesh. He also recognized the importance of public private partnership to leverage resources for undertaking projects beneficial to both the Canadian private sector and Bangladesh. Dr. Khalilur Rahman highlighted the importance of PPP for accelerating Bangladesh's development and focused on possible areas of working together.



- On 2 December 2020, PPP Authority conducted a Workshop at Cox's Bazar on 'Implementation of Development Projects through PPP'. Sultana Afroz, the Secretary & CEO, PPP Authority was the Chief Guest of the event. The event was participated by the local business persons, representatives from the chambers and business communities and the other government and non-government officials.

– Ms. Sultana Afroz, the Secretary & CEO, PPP Authority addressed the 11th International Infrastructure Investment and Construction Forum (IIICF) Organising Committee meeting at Macao in China on 3 December 2020. IIICF Organizing Committee, China International Contractors Association and Macao Trade and Investment Promotion Institute organized the event. .



Highlighting Bangladesh's tremendous economic success amid COVID pandemic, she said Bangladesh has achieved a growth rate of 5.2 percent in the last fiscal year 2019-20 despite coronavirus pandemic. She also noted that Bangladesh's foreign exchange reserve has hit a record height of US\$37.18 billion last July. The Secretary and CEO of PPP reiterated that the incentives the Government of Bangladesh offers to the PPP projects included exemption from import duty of capital machinery, exemption for stamp duty and registration fee, Viability Gap Financing (VGF), etc.



– The United Nations Resident Coordinator in Bangladesh, Ms. Mia Seppo made a courtesy visit to Sultana Afroz, the Secretary & CEO, PPP Authority, Prime Minister's Office on 22 December 2020. Ms. Mia Seppo reiterated United Nation's commitment to supporting the development aspirations of the Bangladeshi people and discussed the importance of public private partnerships in advancing the 2030 Agenda. In particular she referred to the potential of PPPs to contribute to clean, green recovery, to building back better from the COVID19 crisis, mitigating the effects of climate change, gender and youth development and discovering partnerships which have substantial impact on development. Ms. Sultana Afroz emphasized importance of small sized social and economic infrastructure project to meet the SDG target and particularly focused on projects in food and agriculture sector.



– The Islamic Development Bank (IsDB) expressed its interest to collaborate with Public Private Partnership Authority (PPPA) in developing and implementing PPP projects in Bangladesh at a virtual meeting with the PPPA on January 13, 2021. The bank is keen to increase its portfolio in Bangladesh by financially supporting infrastructure projects.

Sultana Afroz, the Secretary & CEO, PPP Authority under the Prime Minister’s Office, stated that besides financing PPP infrastructures, the bank can play a vital role as transaction advisor for PPP projects in Bangladesh and can also work with PPPA for both upstream and downstream collaboration including capacity building for Ministries, Government Agencies and PPPA officials, developing effective tools like formulating model contracts for specific sectors, introducing ICT based tools for project management, and drafting guidelines and procedures for the Authority. Mr. Sulaiman Nassir, Regional Manager, Regional Hub of Dhaka, Bangladesh of the bank, conveyed that IsDB is actively engaged with sponsors and development partners in a number of its member countries to support various infrastructure projects that are in various stages of readiness for procurement under the public private partnership modality.

– Turkish investors are keen to invest in liquified petroleum gas (LPG) in Bangladesh and a modern hospital, among other projects. Ambassador of Turkey to Bangladesh Mustafa Osman Turan made the remark while paying a courtesy visit to Secretary to Bangladesh government and CEO of PPP Authority Sultana Afroz on 21 January 2021. He was accompanied by Kenan Kalayci, the deputy commercial counsellor



of the Embassy of the Republic of Turkey in Dhaka. “The investment will indeed be a great opportunity for developing PPP project with Turkish investors,” the envoy said, adding that there has been a growing interest in Bangladesh and Turkey to strengthen the economic partnership between the two countries. During the meeting, Sultana Afroz, the Secretary & CEO, PPP Authority, acknowledged the development assistance of the Turkish government, especially to the Rohingya refugees in Bangladesh who were forced to flee from ethnic and religious persecution in Myanmar. Sultana Afroz further added that Bangladesh will continue to grow under the able leadership of Prime Minister Sheikh Hasina, especially in the PPP Program.

– The PPP Authority of the Prime Minister's Office organized a workshop titled 'PPP Financing Partnership' with the participation of government and non-government financial institutions at the conference room of Bangladesh Parjatan Corporation on 27 January 2021. The objective of the event was to create awareness within the banking, finance industry, and encourage the banks and financial institutions to positively consider PPP projects as prospective financing opportunities. Financial Institutions Division Senior



Secretary Md Ashadul Islam attended the workshop as the chief guest while Sultana Afroz, the Secretary & CEO, PPP Authority presided over the workshop. Sultana Afroz mentioned the significance of implementation of PPP projects for the socio-economic development of the nation.



She also acknowledged the importance of timely finance to the projects by the banks and non-banking financial institutions. At the same time, she thanked all the participants in the workshop and asked for lending in the upcoming projects. The activities of PPP Authority, PPP project procurement process, existing PPP financing partnership MoU's and suitable PPP projects for financing was discussed in detail. The

workshop ended with commitment from all concerned participants to work together for improving financing landscape for PPP projects through improving the present system.

– A workshop on Textile Sector PPP was organized for the Stakeholders at Pan Pacific Sonargaon, Dhaka on 27th January 2021. Mr. Golam Dastagir Gazi, Bir Pratik, MP, honorable Minister of Textiles and Jute was invited in this auspicious event as the Chief Guest while Mr. Lokman Hossain Miah, Secretary, Ministry of Textiles and Jute and Sultana Afroz, the Secretary & CEO, PPP Authority were invited as Special Guests. The event



was presided over by Brigadier General Md. Zakir Hossain, ndc, psc, Chairman, Bangladesh Textile Mills Corporation. Distinguished guests from government agencies, business organizations were present in the event and provided with their valuable inputs on the detailed presentation on the upcoming Textile Sector projects through PPP.



– H.E. Mr. ITO Naoki, Ambassador of Japan to Bangladesh paid a courtesy visit to Sultana Afroz, the Secretary & CEO, PPP Authority on 15 February, 2021. He was accompanied by Mr. Takashi Shirai, Second Secretary, the Embassy of Japan in Dhaka. H.E. ITO Naoki appreciated the team spirit at PPPA as they are all motivated to work for PPPA. He was also

impressed with the inclusion of interns and consultants outside the regular system as well as maintaining near gender parity in the office, thereby making it the most promising organization in the government structure in Bangladesh. The Ambassador expressed his interest for the Japanese Embassy work more closely with the PPP Authority. Ambassador Naoki affirmed that Kajima Corporation is very enthusiastic about undertaking the Multimodal Transport Hub at Kamalapur and Mitsubishi Corporation is keen to invest in concession, operation and maintenance of the Airport terminals in Dhaka. The Japanese Ambassador appreciated the hospitality extended to him by PPP Authority. He reiterated that he is here to strengthen the cooperation between Government of Bangladesh & Japan.



– Public Private Partnership Authority (PPPA) and the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) of Japan jointly organised a web conference on “The 4th Bangladesh-Japan Joint PPP Platform Meeting” on 24 February, 2021. Mr. Salman F. Rahman, Private Industry and Investment Adviser to the Honourable Prime Minister and Mr. NOMURA Masafumi, Vice-Minister, MLIT, Japan, graced the meeting with their presence. Dr. Ahmad Kaikus, Principal Secretary to the Prime Minister, Mr Tofazzel Hossain Miah, Secretary of the Prime Minister’s Office, H.E. Mr. ITO Naoki, Ambassador Extraordinary and Plenipotentiary, Embassy of Japan, H.E. Mr. Shahabuddin Ahmed, Ambassador of Bangladesh to Japan, also, Secretaries of concerned ministries, senior government officials, private investors, representatives of financial institutions, MLIT and PPPA participated in the meeting.

– H.E. Mr. ITO Naoki, Ambassador of Japan in Bangladesh delivered a welcome speech and said that Bangladesh and Japan will celebrate the 50th Anniversary of the Diplomatic Relations between both countries. The Ambassador of Bangladesh to Japan emphasized the importance of PPP with Japan where Bangladesh will benefit from the transfer of technical knowledge,



reduced risk exposure and availability of capital. Mr. Tofazzel Miah, Secretary, PMO, was impressed to see how MLIT and PPPA are working together and emphasize to select and implement large scale infrastructure projects in Bangladesh which will be a win win situation for both countries. Dr. Ahmad Kaikaus, the Principal Secretary to Honorable Prime Minister, highlighted the historical ties between Bangladesh and Japan, that goes back to the early 20th century when Rabindranath Tagore spent significant time with Japanese artists in Japan. He also mentioned that one of the best documentaries of Father of the Nation Bangabandhu Sheikh Mujibur Rahman was made by a Japanese journalist. He also appreciated Japan's support for PPP projects in Bangladesh as a trusted development partner.



– Mr. NOMURA Masafumi, Vice-Minister, MLIT, Japan appreciated the support of PPPA and the government of Bangladesh not only for organizing the event but also for strengthening the partnership between Japanese investors and the Bangladesh government agencies. Mr. Salman F. Rahman, Private Industry and Investment Adviser opined that PPP under the G2G modality is the best comfortable way to meet the much-needed infrastructure in Bangladesh. He also encouraged MLIT and the Japanese private sector to partner with Bangladesh private investors to implement PPP projects.

Sultana Afroz, the Secretary & CEO, PPP Authority in her welcome speech highlighted the “Policy for Implementing PPP Projects through Government to Government (G2G) Partnership 2017” approved by the Honourable Prime Minister, Sheikh Hasina, under which Japan and Bangladesh are in the process to implement large scale infrastructure projects. Mr. AMAKAWA Hirofumi, Assistant Vice Minister, MLIT, Japan expressed his gratitude to the Bangladesh Government, PPPA, private investors for their efforts to reach a higher level of development towards the proposed projects. He hoped that the decision making could be a little faster. In the platform meeting, four projects were presented by Japanese side. Construction of Multimodal Transport Hub (MmTH) Kamalapur Railway Station Project was presented by Kajima Corporation. Chattogram-Cox’s Bazar Highway Project to be developed into a four-lane expressway was shown by Marubeni Corporation. BUET has already submitted their findings and the progress of their work to Road and Highways Department. Progress of the project Dhaka Outer Ring Road was also presented by RHD.



Detailed Design, Construction, Operation and Maintenance of Mass Rapid Transit MRT Line-2 project presentation was delivered by DMTCL.

Along with the previous projects, two new projects were discussed for implementing under this platform. These two projects are i) ‘Upgrading of Nabinagar-Manikgong-Paturia Road (N5) into Expressway Project’ presented by Roads and Highways Department (RHD); and (ii) ‘Concession for Hazrat Shahjalal International Airport and Developments of Surrounding Area’ presented by Mitsubishi Corporation. Sultana Afroz, the Secretary & CEO, PPP Authority in her closing speech, thanked the distinguished participants for their active participation. She also expressed her confidence that with the support of the Governments of Bangladesh and Japan and the participating Sub Working Groups they would be able to successfully accelerate the implementation of the PPP projects under G2G modality. Mr. NOMURA Masa-fumi, Vice-Minister, MLIT thanked everyone for constructive discussion and assured their commitment to continue to work with Government of Bangladesh to implement PPP projects.



A three-day basic training course was held at PPP Authority from 22-24 September 2020.



A three-day basic training course was held at PPP Authority from 27-29 October 2020. Ministries and agencies of the Road Sector projects participated in the training.



- A three-day basic training course was held at PPP Authority from 22-24 March 2021. Ministries and agencies of the Port Sector projects participated in the training.

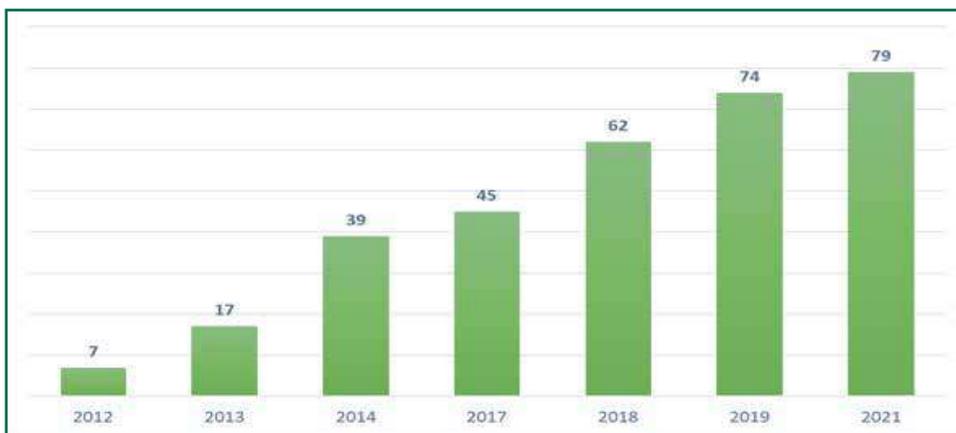
**“BANGLADESH
IS GROWING,
BE A PART OF IT”**

PPP PROJECTS IN BANGLADESH

PPP Project Information

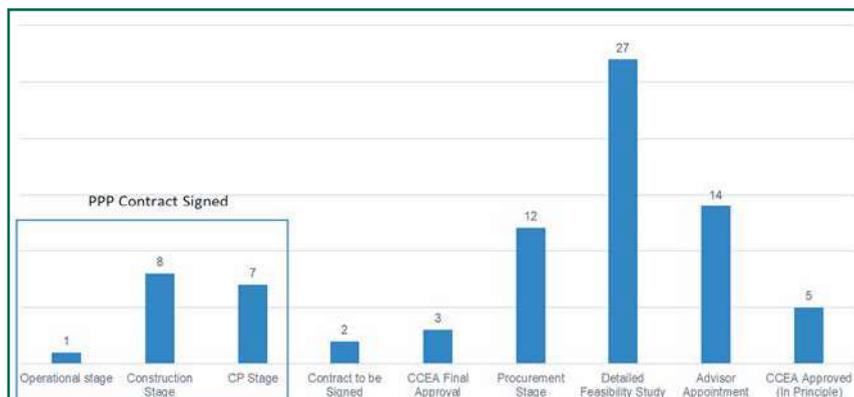
The PPP Authority is facilitating Line Ministries and Contracting Authorities to develop and implement PPP projects. There are 79 projects under implementation in the PPP pipeline, with total estimated investment of USD 29.23 billion.

Figure: Number of PPP Projects over the years

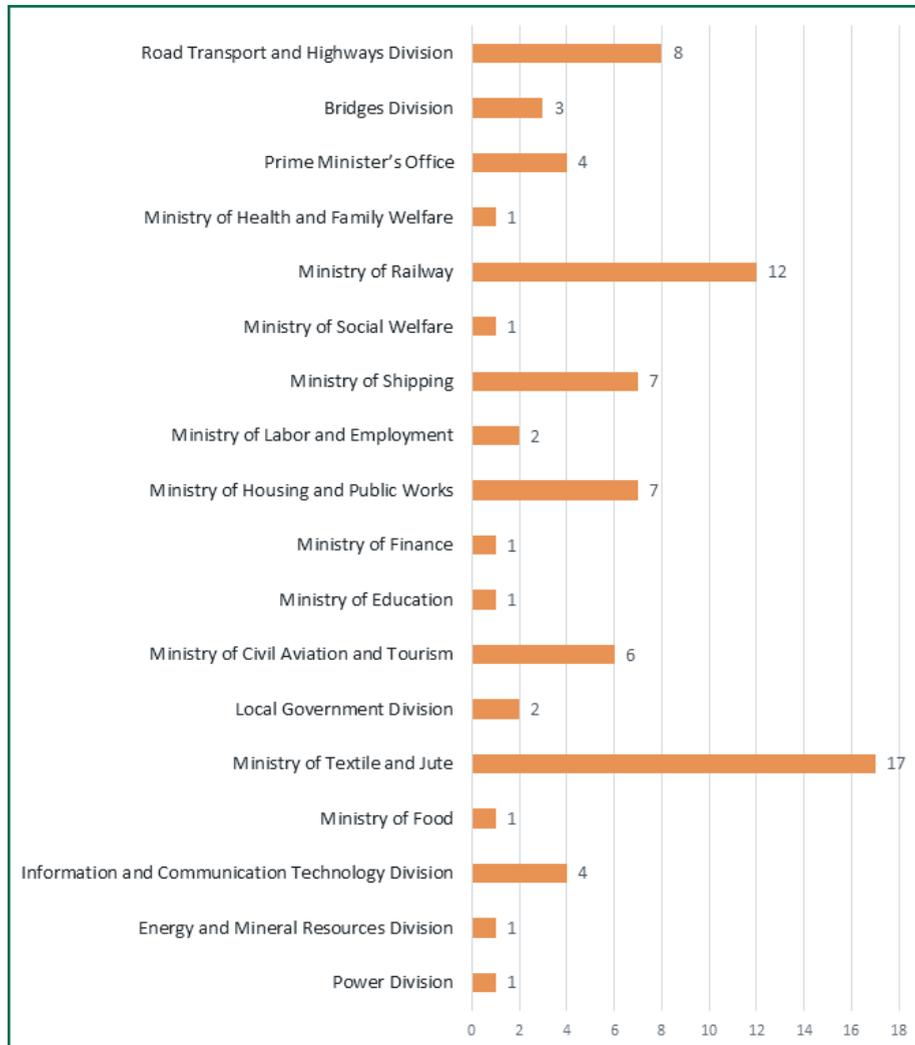


Contract signing have been completed for 16 PPPs with an expected investment of USD 4 billion. Among them 1 project is operational and 8 projects are under construction. There are 12 projects under procurement stage and 27 projects are under the detailed feasibility study stage.

Figure: Status of PPP Projects



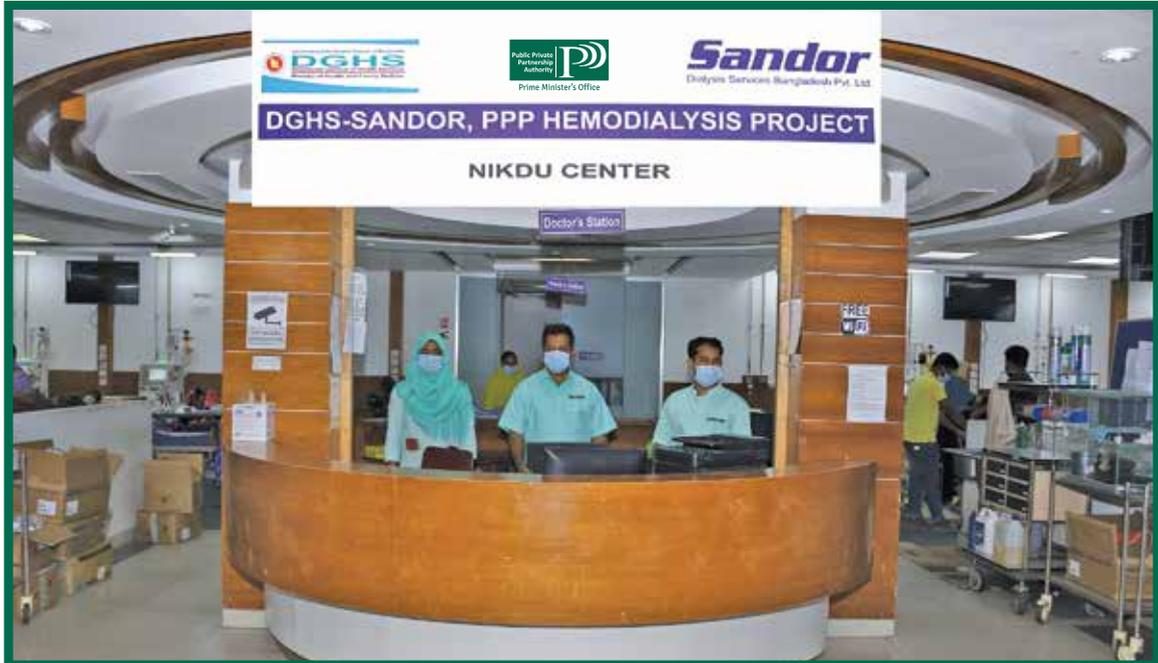
There are 18 ministries and 27 agencies involved in PPP projects. Following is a depiction of ministry-wise number of PPP projects.



Some of the Projects from PPP Pipeline

01(A)

Hemodialysis Center at National Institute of Kidney Diseases and Urology (NIKDU)



Sector	Health
Implementing Agency	DGHS (Directorate General of Health Services)
Line Ministry	Ministry of Health and Family Welfare

Objectives

To increase public access to dialysis and improve the quality of dialysis services on an affordable basis by upgrading and refreshing the facilities and treatment offered for dialysis.

Project Scope

Establishment of a 70 station Dialysis Center within a space of approximately 5000 sq feet that will be provided within the existing institutions. It is expected that the private operator will procure, install, operate and maintain the facilities and the equipment.

Private Partner

Sandor Dialysis Services Bangladesh Pvt. Ltd.

Project Status

Operational stage

01^(B)

Hemodialysis Center at Chattogram Medical College Hospital (CMCH)



Sector	Health
Implementing Authority	DGHS (Directorate General of Health Services),
Line Ministry	Ministry of Health and Family Welfare

Objectives

To increase public access to dialysis and improve the quality of dialysis services on an affordable basis by upgrading and refreshing the existing facilities and treatment.

Project Scope

Establishment of a 40 station Dialysis Center that will be provided within the existing or adjacent facilities. It is expected that the private operator will procure, install, operate and maintain the facilities and the equipment.

Private Partner

Sandor Dialysis Services Bangladesh Pvt. Ltd.

Project Status

Operational stage

02

Construction of Dhaka Elevated Expressway.



Sector	Transport
Implementing Agency	Bangladesh Bridge Authority
Line Ministry	Ministry of Road Transport and Bridges

Objectives

To increase traffic capacity within and around the city by improving connectivity between the Northern part of Dhaka city with the central, south and south-eastern part. In addition to providing a much-needed increase in traffic capacity, the expressway will be designed to relieve existing overloaded roads. Access and distribution to the expressway will be designed to avoid adding congestion to existing facilities.

Project Scope

Design, construction, operation and maintenance of the approximately 23 km elevated expressway including the construction of culverts, toll plazas, underpass and overpass, lay byes, wayside amenities; installation of computerized toll collection system, providing adequate lights and development of service areas with all required facilities.

Private Partner

Italian-Thai Development. (International)

Project Status

Construction stage

03

Construction of High-Rise Residential Apartment Buildings for Middle-Income Group of People at Jhilmil Residential Project through PPP.



Sector Civil Accommodation
Implementing Agency Rajdhani Unnayan
Kartipakkha (RAJUK)
Line Ministry Ministry of Housing and Public
Works

Objectives

To reduce population pressure in capital city, to improve civil facilities and to reduce growing traffic congestion, about 13,832 apartments (9120 flats having 1,400 square feet, 2,688 apartments of 1,600 sq ft and 2,112 apartments of 2,200 sq ft.) will be built under the project, which will also include mosque, gymnasium, community centers and other civic.

Project Scope

Design, build, maintenance of 85 high-rise buildings on about 160 acres of land. Of them, 60 buildings will be 20-storied and rest 25-storied.

Private Partner

BNG Global Holdings SDN BHD (International)

Project Status

Construction stage

04

Upgrading of Joydebpur-Debagram-Bhulta-Madanpur (Dhaka By-Pass) Road (N-105) into 4 lanes through PPP.



Sector Transport
Implementing Authority Roads and Highways Department
Line Ministry Road Transport and Highways Division

Objectives

To provide an alternate route for road users with a high level of travel time reliability and reduced vehicle operating costs in national highway N-105. The upgrading of the road will also enhance the connectivity of the road network to meet forecast economic and traffic growth targets.

Project Scope

Design, construct, operate, finance and maintain the extension of a 2-lane highway into a 4-lane access-controlled highway incorporating a service road for local traffic, embankment and bridge structures.

Private Partner

Sichuan Road and Bridge Group Consortium

Project Status

Construction Stage

05

Medical College and Modernization of Railway Hospital at CRB in Chittagong.



Sector	Health
Implementing Agency	Bangladesh Railway
Line Ministry	Ministry of Railway

Objectives

Bangladesh Railway operates a number of hospitals catering to railway employees across different parts of the country. Many of these hospitals need to be upgraded with the latest equipment and expanded to cater for the growing demand and need for health services. Chittagong railway hospital at Central Railway Building (CRB), Chittagong is one of such hospital. Bangladesh Railway intends to provide advanced medical services to BR employees as well as general public through this project.

Private Partner

United Group

Project Scope

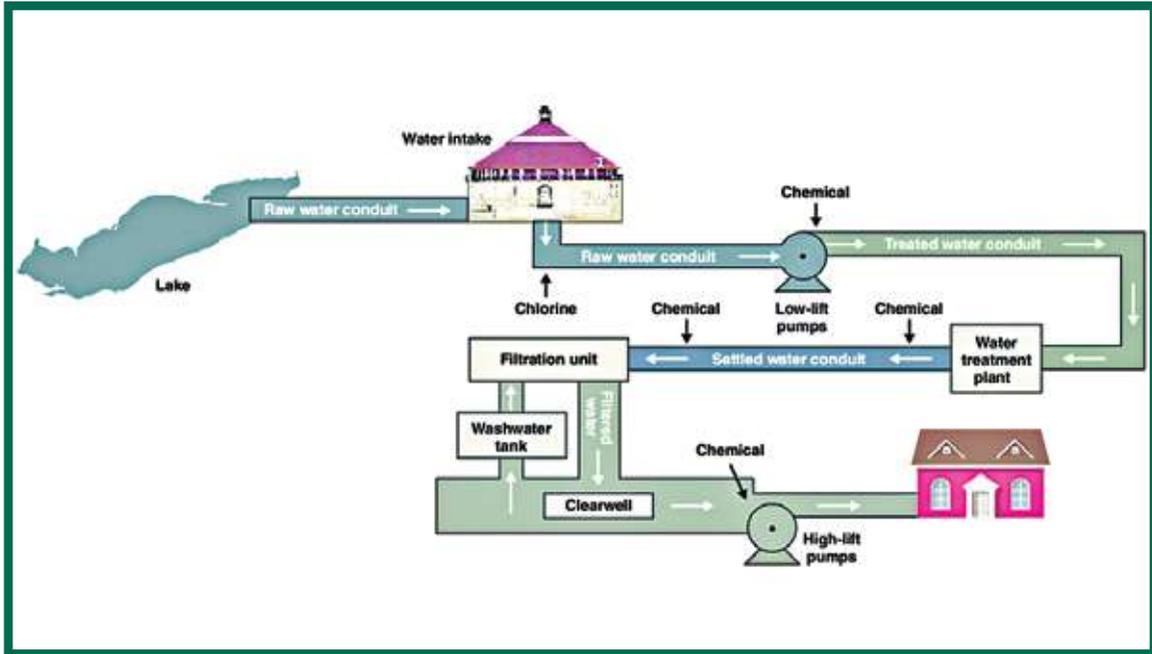
Bangladesh Railway intended to establish a 500-bed multi-specialty hospital and a 100-seat medical college along with nursing institute and/or paramedical Institute on 6 acres of Bangladesh Railway site located nearby the existing railway hospital. Under this PPP Agreement, the construction and operation of a 250-bed international standard hospital will be implemented in the first phase, with the addition of 250 beds in the second phase and 100 seat medical college will be established in the final phase.

Project Status

Contract Signed and CP ongoing.

06

Development of Water Distribution and Supply Facilities at Purbachal New Town through PPP.



Sector	Housing
Implementing Agency	Rajdhani Unnayan Kartripakkha (RAJUK)
Line Ministry	Ministry of Housing and Public Works

Objectives

To provide a quality water supply system to purbachal new town Project through the private sector initiative.

Project Scope

Development, operations, maintenance and transfer of water supply system.

Private Partner

United Water (China) and Delcot Water Limited, Bangladesh

Project Status

Contract Signed and CP ongoing

07

Oboshor: Senior Citizen Health Care and Hospitality Complex at Sreemangal, Sylhet Division.



Sector	Social Health and Welfare Service
Implementing Agency	Department of Social Services (DSS)
Line Ministry	Ministry of Social Welfare

Objectives

To provide the specialized care facilities for the elderly with the provision of health care services to address chronic illness and long-term conditions of the senior citizens of Bangladesh.

Project Scope

Design, construction, operation and maintenance of a long-term health care complex for senior citizens on a PPP basis. The project will include a long-term care facility, a secondary care facility dedicated to the general and geriatric care, ancillary services such as nursing at home, workshops and training for the elderly, alzheimer's care, ambulance services and other services.

Private Partner

Universal Medical College and Hospital Limited

Project Status

Contract Signed and CP ongoing.

08

Construction of Satellite Township with Multi-Storied Flat Building at Section 9, Mirpur, Dhaka.



Sector
Implementing Agency
Line Ministry

Housing
National Housing Authority
Ministry of Housing and Public Works

Objectives

To increase the availability of affordable housing in a planned and structured manner and reduce the acute housing problems for middle income families. To investigate the use of modern technologies and materials so as to reduce the cost and time for development and construction.

Project Scope

Design, construction, operate and maintenance of around 11 multistoried buildings providing residential accommodation and ancillary facilities (including internal roads, footpath, utility facilities, landscaping etc.).

Private Partner

Tropical Homes Ltd.

Project Status

Contract Signed and CP ongoing

09

Development of Textile Mill at Demra, Dhaka (Ahmed Bawany Textile Mills Ltd).



Sector	Textile
Implementing Agency	Bangladesh Textile Mills Corporation (BTMC)
Line Ministry	Ministry of Textile and Jute

Objectives

To establish a composite Green Textile with appeal and backward linkage. To facilitate greater industrialization and generate massive employment.

Project Scope

Design and construction of the Textile Mill operation and maintenance of the developed facilities for a specific period.

Private Partner

Consortium of Tanjina Fashion

Project Status

Contract Signed and CP ongoing

10

Development of Textile Mill at Tongi, Gazipur (Quaderia Textile Mills Ltd).



Sector Textile
Implementing Authority BTMC
Line Ministry Ministry of Textile and Jute

Objectives

To establish a composite Green Textile with appeal and backward linkage. To facilitate greater industrialization and generate massive employment.

Project Scope

Design and construction of the Textile Mill operation and maintenance of the developed facilities for a specific period.

Private Partner

Consortium of Orion

Project Status

Contract Signed and CP ongoing

11

Development of Shopping Complex-Cum -Guest House at Bangladesh Railway Land near Chattogram Railway Station, Chattogram.



Sector Property Development
Implementing Agency Bangladesh Railway
Line Ministry Ministry of Railway

Objectives

To render standard accommodation and shopping facilities to the general people of Chattogram as well as BR's employees. Increase revenue earning potential of Bangladesh Railway and ensure more efficient utilization of Bangladesh Railway assets.

Project Scope

Development of shopping complex-cum-guest house facilities within the station area will enhance the user experience of rail passengers by providing an integrated and enhanced range of railway station facilities and services. Integration of standard shopping and accommodation facilities as part of overall station complex will also ensure existing station assets (i.e. car parking, common spaces, restrooms etc.) are utilized more efficiently.

Private Partner

Epic Group

Project Status

Award stage - contract to be signed

12

Development of Integrated Tourism and Entertainment Village at Parjatan Holiday Complex, Bangladesh Parjatan Corporation, Cox's Bazar under PPP



Sector Hospitality and Tourism
Implementing Agency Bangladesh Parjatan Corporation (BPC)
Line Ministry Ministry of Civil Aviation and Tourism

Objectives

To promote tourism in Bangladesh and ensuring more efficient utilization of BPC land. To enhance the tourism potential of Cox's Bazar by developing an Integrated Tourism Entertainment Village at Parjatan Holiday Complex at BPC, Cox's Bazar under PPP.

Project Scope

Design and Construction of the proposed Integrated Tourism and Entertainment Village. Operation & Maintenance of the developed facilities for a specific period.

Private Partner

Orion Consortium

Project Status

Award stage - Contract to be signed

13

Improvement of the Hatirjhil-Rampura-Bonosree Ideal School & College-Sheikherjaiga-Amulia-Demra Highway into 4 Lanes through PPP.



Sector Transport
Implementing Authority Roads and Highways Department
Line Ministry Road Transport and Highways Division

Objectives

To improve Chattogram Road - Demra - Amulia - Shekherjaiga - Hatirjheel (Rampura Bridge) into 4-lane access controlled road, to create an alternate and congestion free new gateway of the Dhaka city, to provide better connectivity of Dhaka with Narayangonj, Chattogram, Sylhet and other eastern and south eastern districts of Bangladesh and to enhance the quality of life of the road users using the corridor.

Project Scope

Design, construct, operate and maintain the extension of a 2-lane road into a 4-lane access control tolled expressway.

Project Status

Awaiting CCEA (final) approval

14

Development of International Standard Hotel Cum Training Center at Muzgunni, Khulna.



Sector	Tourism
Implementing Agency	Bangladesh Parjatan Corporation (BPC)
Line Ministry	Ministry of Civil Aviation and Tourism

Objectives

To promote tourism in Bangladesh and to ensure more efficient utilization of BPC land. To render international standard hotel-cum training facilities for business travelers and visitors in Khulna.

Project Scope

Design and Construction of the proposed International Standard Hotel cum Training Centre. Operation and maintenance of the developed facilities for a specific period.

Project Status

Procurement stage - IFB to be issued.

15

Establishment of Intl. Standard Tourism Complex at Existing Motel Upal Compound of BPC at Cox's Bazar.



Sector
Implementing Agency

Tourism
Bangladesh Parjatan
Corporation (BPC)

Line Ministry

Ministry of Civil Aviation and
Tourism

Objectives

To build an international standard commercial space, where hotel facility, shopping mall, Cineplex, and food-everything will be under one roof. To ensure more efficient utilization of BPC assets and increase the revenue earning potential of BPC.

Project Scope

Design and Construction of the proposed International Standard Tourism Complex. Operation and maintenance of the developed facilities for a specific period.

Project Status

Procurement stage.

16

Build and Construct Khulna Khan Jahan Ali Airport and Special Tourism Zone (STZ) in Khulna under PPP Mode.



Sector	Tourism
Implementing Agency	Civil Aviation Authority of Bangladesh
Line Ministry	Ministry of Civil Aviation and Tourism

Objectives

To establish an efficient Airport for strengthening the existing transportation infrastructure which will encourage continued economic development consistent with local and regional growth plan.

Project Scope

Design and Construction of the proposed Airport. Operation and Maintenance of the developed facilities for a specific period.

Project Status

Project Development Stage.

17

Development of Shopping Complex-Cum-Guest House on PPP Basis at Bangladesh Railway Land in Khulna.



Sector	Property Development
Implementing Agency	Bangladesh Railway
Line Ministry	Ministry of Railway

Objectives

To render standard accommodation and shopping facilities to the general people of Khulna as well as BR's employees, for increasing revenue earning potential of Bangladesh Railway and to ensure more efficient utilization of Bangladesh Railway assets.

Project Scope

Construction of commercial shopping complex-cum-guest house facilities. Construction of residential building for the employees of Bangladesh Railway (BR).

Project Status

Project development stage

18

Establishment of a 50-Seats Medical College and Nursing Institute and Up-Gradation and Modernization of Existing Railway Hospital into 250 Beds at Kamalapur in Dhaka.



Sector	Health
Implementing Agency	Bangladesh Railway
Line Ministry	Ministry of Railway

Objectives

To provide medical services to common people as well as Bangladesh Railway's employees. Increase revenue earning potential of Bangladesh Railway and to ensure more efficient utilization of Bangladesh Railway assets.

Project Scope

Re-development of existing hospital facilities and development of a new medical college and nursing institute on existing land of BR beside Kamalapur Rail Station. The project would enable Bangladesh Railway to enter into a partnership with a private sector partner who would be involved in upgrading and enhancing the health service facilities, while delivering better quality health services at affordable rates to BR employees, while earning commercial return from offering services to the general people

Project Status

Project Development Stage.

19

Upgrading of Gabtoli-Savar-Nabinagar into 4-Lane Expressway on PPP Basis.



Sector	Transport
Implementing Agency	Roads and Highways Department
Line Ministry	Road Transport and Highways Division

Objectives

To upgrade the existing 2-lane Gabtoli-Savar-Nabinagar road into a 4-lane highway to reduce travel time, alleviate congestion, meet the demand of existing traffic and reduce the road accident.

Project Scope

Design, construct, operate and maintain the extension of a 2-lane highway into a 4-lane highway incorporating a footpath on either side of the road, embankment and bridge structures.

Project Status

Project development stage



Sector	ICT
Implementing Agency	Bangladesh Computer Council
Line Ministry	Information and Communication Technology Division

Objectives

To ensure better internet connectivity with rural areas of Bangladesh for improving the quality of life of the people using the service. Considering the urgency of the need, Bangladesh Computer Council (BCC) as the initiating and executing agency has proposed the project to be under taken as national priority project (NPP) as per the section 15 of the PPP law. NPP allows for a fast track project implementation process following the NPP rules 2018 as necessitated to accelerate the socio-economic development of the country or for mitigating the effects of any major adversity faced by the general public on an urgent basis.

Project Scope

The Government currently owns around 19500 km of optical fibre cable network between Upazilla to Union level under this project apart from development of new network infrastructure the private sector will also be responsible for maintenance and operation of existing network which is very critical part of this project.

Project Status

Project development stage

21

Improvement of Chattogram-Cox's Bazar Highway on PPP Basis.



Sector	Transport
Implementing Agency	Roads and Highways Department
Line Ministry	Road Transport and Highways Division

Objectives

To ensure better connectivity with South East part of Bangladesh, to achieve economic growth targets by providing a safe, reliable and access-controlled highway for improving the quality of life of the people using this corridor and to provide better comfort to the tourists and improvement of the tourism industry in the region.

Project Scope

Design, finance & build the 136 km project road (that is a part of Dhaka- Ctg- Teknaf road starts from 1.4 km south end of Shah Amanat Bridge and ends at Cox's Bazar. It will be improved into a 4-lane road along with two service lanes on both sides of the improved 4 lane highway.

Project Status

Project development stage

22

Bay Terminal



Sector	Shipping
Implementing Agency	Chittagong Port Authority
Line Ministry	Ministry of Shipping

Objectives

The Chittagong Port, the main seaport of Bangladesh, handles more than 92% of the total sea born trade of the country, covering container cargo, dry bulk and break bulk. As the main seaport for Bangladesh, Chittagong Port has experienced a continuous growth of cargo volume reflecting the wider economic growth of Bangladesh. It handles 92% of all imports and exports, and 98% of the container trade of Bangladesh. Given the role of Chittagong Port in the external trade of the country and its growth projections, significant investment is required in increasing its capacity and improving performance. In such a context, Government of Bangladesh decided to develop Bay Terminal Project of Chittagong Port Authority. The key objectives of the project are enhancing capacity at Chittagong Port to deal with additional cargo volumes, meet future demand, enhancing operational performance and reducing ship waiting time at Chittagong Port.

Project Scope

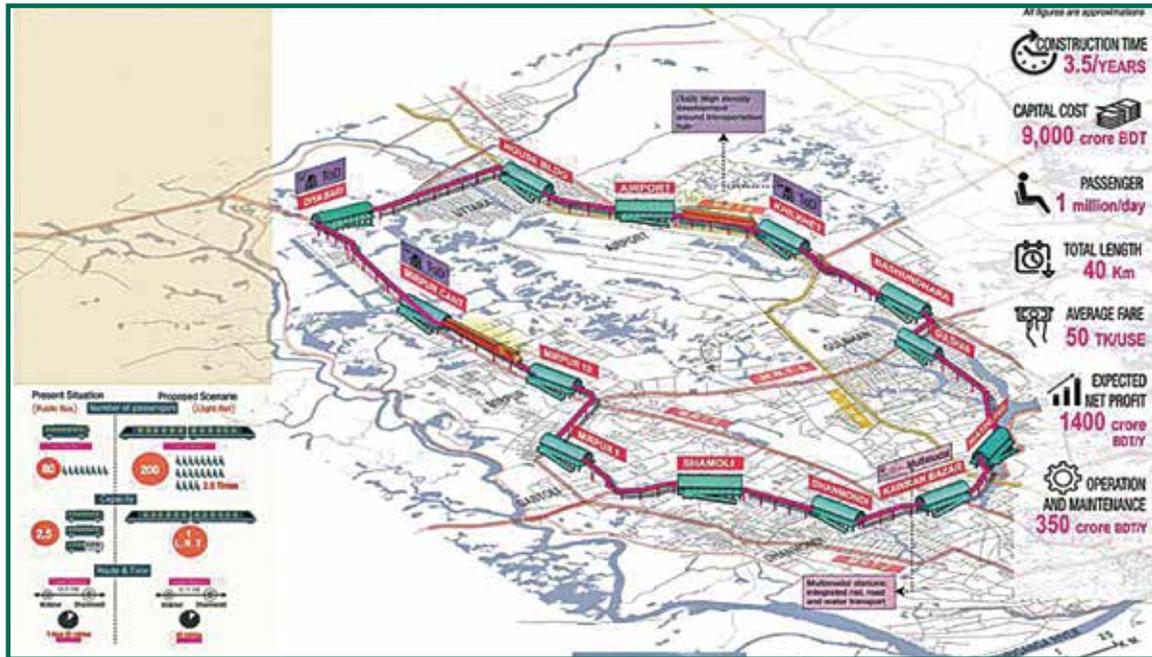
The scope of the project is to establish two container terminals and a multipurpose terminal. Chittagong Port Authority is carrying out a study to finalize the scope of the project. PPP Authority intends to implement one container terminal under G2G Partnership arrangement with Singapore.

Project Status

Project Development Stage.

23

Construction of Circular Railway Line around Dhaka City.



Sector	Railway
Implementing Agency	Bangladesh Railway
Line Ministry	Ministry of Railways

Objectives

To facilitate/ensure communication of daily Dhaka bound population of the peripheral district to eg. Gazipur, Manikganj, Munshiganj, Narayanganj, Narshingdi and Tangail to Dhaka mega city. To keep traffic congestion of Dhaka urban megacity in control and ensuring urbanization of newly developing areas like Gazipur, Savar, Babu Bazar, Shyampur, Jhilmil, Narayanganj, Demra and Purbachal. Also ensuring social equity and economic development of Dhaka and its nearest area.

Project Scope

The proposed project is basically laid along the planned Dhaka Circular Road. Starting from Dhour, the circular rail goes west along the outer side of the planned Dhaka circular road (existing N501 Highway), then goes south along the planned Dhaka Ashulia Elevated Express way ramp after crossing the circular road, after passing Birulia, it will arrive at Gabtoli. In Gabtoli Area, the circular rail devides from the circular road, goes directly through residential areas and crosses N5 Highway, then through Sanker and Nawab gonj arrives at Babubazar. The starting and ending points of the project are closed to form a loop with a total length of 81km and 24 stations.

Project Status

Project development stage

List of PPP Projects (Based on Stages)

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)
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Operational Stage (1 Project)

1	Health	Hemodialysis Centre at National Institute of Kidney Diseases and Urology (NIKDU) and Chittagong Medical College Hospital.	DGHS	3
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Construction Stage (6 Projects)

2	Transport	Dhaka-Elevated Expressway.	Bangladesh Bridge Authority	1,243
3	Transport	Upgrading of Dhaka Bypass to 4 Lane (Madanpur-Debogram-Bhulta-Joydebpur).	Roads and Highways Department	350
4	Civil Accommodation	Construction of High-rise Residential Apartment Building for Low- and Middle-Income Group of People at Jhilmil Residential Project Dhaka.	Rajdhani Unnayan Kartripakkha (RAJUK)	1,174
5	IT	Bangabandhu Hi-Tech City (Block 2&5)	Bangladesh Hi-tech Park Authority	210
6	IT	Bangabandhu Hi-Tech City (Block 3)	Bangladesh Hi-tech Park Authority	25
7	Shipping	2 Jetties at Mongla Port through PPP	Mongla Port Authority	53
8	Industry	Economic Zone 4: Mongla.	BEZA	12
9	Industry	Economic Zone 2: Mirsarai.	BEZA	735

Condition Precedent (CP) Stage (7 Projects)

10	Health	Oboshor: Senior Citizen Health Care and Hospitality Complex at Sreemangal, Sylhet Division.	Department of Social Services	10
11	Civil Accommodation	Construction of Satellite Township with Multi-storied Flat Building at Section 9, Mirpur, Dhaka.	National Housing Authority	44
12	Social Infrastructure	Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial Complexes at Chasara, Narayanganj, PPP Basis.	Department of Labor (DoL)	35
13	Industry	Development of Textile Mill at Demra, Dhaka.	BTMC	40
14	Industry	Development of Textile Mill at Tongi, Gazipur.	BTMC	50
15	Urban	Installation of Water Supply, Sewerage, Drainage System & Solid Waste Management System in Purbachal New Town.	Rajdhani Unnayan Kartripakkha (RAJUK)	80
16	Health	Medical College and Modernization of Railway Hospital at CRB in Chittagong.	Bangladesh Railway	30

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)
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Approval and Award Stage (5 Projects)

17	Urban	Development of Shopping Mall with Hotel-cum-Guest House at Bangladesh Railway Land near Chittagong Railway Station, Chittagong	Bangladesh Railway	6
18	Tourism	Development of Integrated Tourism & Entertainment Village at Cox's Bazar.	Bangladesh Parjatan Corporation (BPC)	100
19	Tourism	Establishment of 5 Star Hotel with other Facilities at Existing Parjatan Motel Sylhet Compound of BPC Sylhet.	Bangladesh Parjatan Corporation (BPC)	20
20	Civil Accommodation	Development of Market, Residential Apartments and Resort on the Land of "No-view Guesthouse" at Chittagong under BJMC through Public Private Partnership	BJMC	22
21	Transport	Improvement of Hatirjheel (Rampura Bridge)-Shekherjaiga-Amulia-Demra Road.	Roads and Highways Department	300

Procurement Stage (12 Projects)

22	Social Infrastructure	Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial Complexes at Tongi, Gazipur, PPP Basis.	Department of Labor (DoL)	35
23	Civil Accommodation	Construction of multistoried Commercial cum Residential Apartment complex with modern amenities at Nasirabad, Chittagong Under PPP.	National Housing Authority	200
24	Urban	Shopping Mall with Hotel-cum-Guest House on the unused Railway land in Khulna.	Bangladesh Railway	30
25	Shipping	Construction of Laldia Bulk Terminal.	Chittagong Port Authority (CPA)	300
26	Shipping	Payra Port Coal Terminal	Payra Port Authority	660
27	Tourism	Establishment of Three Star Standard Hotel and other Facilities of Existing Hotel Pashur Compound of BPC at Mongla Bagerhat.	Bangladesh Parjatan Corporation (BPC)	15
28	Transport	Flyover from Santinagar to Mawa Road via 4th (New) Bridge over Buriganga River.	Rajdhani Unnayan Kartripakkha (RAJUK)	300
29	Tourism	Establishment of Intl. Standard Tourism Complex at Existing Motel Upal Compound of BPC at Cox's Bazar.	Bangladesh Parjatan Corporation (BPC)	45
30	Tourism	Establishment of a Five Star Standard Hotel along with an Application Hotel and Training Centre on existing land of BPC at Muzgunni, Khulna.	Bangladesh Parjatan Corporation (BPC)	30

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)
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31	Tourism	Establishment of 5 Star Hotel at Zakir Hossain Road, Chittagong	Bangladesh Railway	50
32	Industry	Development of Cotton Mills project in Tangail	BTMC	150
33	Zone	Central Effluent Treatment Plant-CETP	BEZA	22

Project Development Stage (46 projects)

(a) Feasibility Study ongoing (27 Projects)

34	Transport	Construction of a New Inland Container Depot (ICD) near Dhirasram Railway Station.	Bangladesh Railway	70
35	Transport	Build and Construct Khulna Khan Jahan Ali airport	Civil Aviation Authority of Bangladesh	300
36	Transport	Construction & Operation of Inland Container Terminal (ICT) at Khanpur.	BIWTA	30
37	Zone	Development of Economic Zone (EZ) at Jamalpur with Private Sector participation.	BEZA	40
38	Transport	Dhaka-Chittagong Access Controlled Highway.	Roads and Highways Department	3,200
39	Health	Medical College & Nursing Institute and Modernization Railway Hospital of Kamalapur.	Bangladesh Railway	100
40	Transport	Comprehensive Non-Intrusive Inspection (NII) Project under PPP	National Board of Revenue	100
41	Transport	Gabtolli - Nabinagar PPP Road.	Roads and Highways Department	340
42	IT	Info Sarkar3	Bangladesh Computer Council	120
43	Transport	Circular Railway Line	Bangladesh Railway	1000
44	Transport	Improvement of Chattogram to Cox's Bazar Highway through PPP	Roads and Highways Department	1462
45	Urban	Development of Integrated Wastewater Management System for Gazipur City Corporation	Gazipur City Corporation	64
46	Transport	Detailed Design, Construction, Operation and Maintenance of Mass Rapid Transit (MRT) Line-2	DMTCL	3479
47	Transport	Construction of Bridge on Bhulta-Araihazar-Bancharampur road over the river Meghna	Bangladesh Bridge Authority	878
48	Industry	Development of BTMC Textile Mills: R R Textile Miles Limited	BTMC	50
49	Industry	Development of BTMC Textile Mills: Amin Textile Limited	BTMC	50
50	Industry	Development of BTMC Textile Mills: Dost Textile Limited	BTMC	50
51	Industry	Development of BTMC Textile Mills: Rangamati Textile Miles Limited	BTMC	50
52	Industry	Development of BTMC Textile Mills: The Asiatic Cotton Miles Limited	BTMC	50

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)
53	Industry	Development of BTMC Textile Mills: Jolil Textile Limited	BTMC	60
54	Industry	Development of BTMC Textile Mills: Bengal Textile Limited	BTMC	60
55	Industry	Development of BTMC Textile Mills: Sundarban Textile Mills Limited	BTMC	60
56	Industry	Development of BTMC Textile Mills: Magura Textile Mills Limited	BTMC	60
57	Industry	Development of BTMC Textile Mills: Rajshahi Textile Mills Limited	BTMC	60
58	Industry	Development of BTMC Textile Mills: Dinajpur Textile Mills Limited	BTMC	60
59	Industry	Development of BTMC Textile Mills: Daroyani Textile Limited	BTMC	60
60	Industry	Development of BTMC Textile Mills: Afsor Cotton Mills Limited	BTMC	60

(b) Advisor Appointment (19 Projects)

61	Shipping	Construction of Bay Terminal	Chittagong Port Authority (CPA)	2089
62	Health	Medical College and Modernization of Railway Hospital at Saidpur in Nilphamary.	Bangladesh Railway	75
63	Health	Medical College and Modernization of Railway Hospital at Paksey in Pabna.	Bangladesh Railway	75
64	Health	New Modern Medical College & Hospital of 250 beds on the unused land in Khulna.	Bangladesh Railway	100
65	Civil Accommodation	Construction of High-rise Apartment at Purbachal New Town Project	Rajdhani Unnayan Kartripakkha (RAJUK)	500
66	Civil Accommodation	Mirpur Integrated Township Development (Phase-II)	National Housing Authority	974
67	Transport	Multimodal Hub at Kamalapur Railway Station	Bangladesh Railway	2595
68	Transport	Construction of Outer Ring Road	Roads and Highways Department	1529
69	Energy	Construction of Matarbari-Banshkhali-Madhunaghat 400k Transmission Line	PGCB	183.02
70	Transport	Improvement of Dhaka (Joydebpur)-Mymensingh Highway (N3) into Expressway	Roads and Highways Department	394.5
71	Agriculture	Composite Rice Mills	Directorate General of Food	170
72	Transport	Equip, Operate and Maintain Patenga Container Terminal	Chittagong Port Authority (CPA)	58

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)
73	Transport	Multimodal Hub at Bimanbandar Raiway Station	Bangladesh Railway	200
74	Education	The Innovation & Innovator Cell (IIC) development under Public Private Partnership.	The IIC – Innovation & Innovator Cell, KUET	10
75	Transport	2nd Padma Multipurpose Bridge at Paturia-Goalundo.	Bangladesh Bridge Authority	1500
76	Transport	Light Rapid Transit system for Narayanganj City	Narayanganj City Corporation	200
77	Energy	Construction of LPG Import, Storage and Bottling Plant at Kurnira or any Suitable Place at Chittagong Including Import Facilities of LPG, Jetty, Pipeline and Storage Tanks under PPP.	Bangladesh Petroleum Corporation	50
78	Shipping	Payra Port Transshipment Container Terminal	Payra Port Authority	300
79	Zone	IT Village at Mohakhali.	Bangladesh Hi-tech Park Authority	20

CHAPTER 8 BUDGET HIGHLIGHTS

Public Private Partnership Authority Annual Budget (2011-12 to 2020-21)

(Thousands of Taka)

Fiscal Year	Budget	Revised Budget
2111-12	5,000.00	5,000.00
2012-13	12,800.00	12,800.00
2013-14	24,500.00	16,000.00
2014-15	18,000.00	16,000.00
2015-16	20,000.00	29,298.00
2016-17	50,000.00	61,250.00
2017-18	60,000.00	60,000.00
2018-19	65,000.00	60,000.00
2019-20	68,800.00	68,800.00
2020-21	62,100.00	62,100.00

Public Private Partnership Authority Annual Budget (2011-12 to 2020-21)

(Thousands of Taka)

Srl.	Economic code	Description	Budget (2020-21)	Revised Budget (2020-21)
1	3111101	Basic Pay (officer)	18,000.00	18,000.00
2	3111201	Basic Pay (Employee)	5,500.00	200.00
3	3111306	Education allowance	130.00	130.00
4	3111310	Housing rent allowance	3,000.00	2,800.00
5	3111311	Medical allowance	160.00	160.00
6	3111312	Mobile/Cellphone allowance	200.00	200.00
7	3111325	Festival allowance	1,300.00	1,219.66
8	3111328	Rest and recreation allowance	590.00	495.00
9	3111331	Refreshment allowance -	41.00	
10	3111335	Bangla new year allowance	150.00	150.00
11	3111336	Sumptuary allowance	30.00	-
12	3111338	Other allowance	100.00	164.34
13	3111339	Cook allowance -	200.00	
14	3111340	Security allowances -	200.00	
15	3211102	Cleaning and washing	300.00	300.00
16	3211106	Entertainment expenses	330.00	330.00
17	3211111	Seminar/Conference Expenses	550.00	550.00
18	3211113	Electricity	3,600.00	2,604.00
19	3211114	Utility service Charge	650.00	650.00
20	3211117	Internet/Fax/Telex	420.00	420.00
21	3211119	Postage	66.00	66.00

Srl.	Economic code	Description	Budget (2020-21)	Revised Budget (2020-21)
22	3211120	Telephone	500.00	500.00
23	3211125	Adverting expenses	850.00	850.00
24	3211127	Books and periodicals	230.00	230.00
25	3211129	Rent office building rental	2,400.00	2,400.00
26	3211131	Out sourcing	5,300.00	
27	3231301	Training	500.00	500.00
28	3243102	Gas and fuel	2,500.00	2,000.00
29	3244101	Travel Expenses	2,400.00	1,200.00
30	3255102	Printing and binding	560.00	560.00
31	3255104	Stamps and seals	400.00	400.00
32	3255105	Other Stationery	380.00	380.00
33	3257101	Consultancy	4,800.00	4,000.00
34	3257206	Honorarium/remuneration (Other than employee)	300.00	300.00
35	3258101	Motor Vehicle	300.00	300.00
36	3258104	Office Equipment expenses	1,000.00	1,000.00
37	3258107	Non-residential buildings	-	
38	3258140	Transport maintenance expenses/Motor Vehicle Allowance	3,500.00	3,800.00
39	3632103	Motor Vehicle grant	450.00	-
40	3632105	ICT grant	3,000.00	-
41	3632106	Other capital grant	2,954.00	-
42	4112202	Computer ang Accessories grant	3,000.00	
43	4112310	Office equipment grant	1,000.00	
44	4112314	Furniture grant	500.00	
			62,100.00	57,100.00

PHOTO GALLERY



AMBASSADOR OF TURKEY TO BANGLADESH H.E MR. MUSTAFA OSMAN TURAN PAID A COURTESY CALL TO THE PPP AUTHORITY



DELEGATES FROM UNITED NATIONS POPULATION FUND (UNFPA) AND UN VOLUNTEERS (UNV) MET MS. SULTANA AFROZ, SECRETARY & CEO, PPP AUTHORITY



Basic Training course on PPP: Identification, Development, Procurement & Management



AUSTRALIAN HIGH COMMISSIONER TO BANGLADESH H.E MR. JEREMY BRUER PAID A COURTESY CALL TO PPPA



HIGH COMMISSIONER OF INDIA TO BANGLADESH H.E MR. VIKRAM K DORAISWAMI PAID AN INTRODUCTORY VISIT TO THE PPP AUTHORITY



SECRETARY & CEO, PPP AUTHORITY VISITED DHAKA BYPASS PROJECT SITE



PPP FINANCING PARTNERSHIP WORKSHOP



STAKEHOLDERS WORKSHOP ON TEXTILE SECTOR PPP



THE 4TH BANGLADESH-JAPAN JOINT PPP PLATFORM MEETING



U.S. AMBASSADOR H.E MR. EARL R. MILLAR TO BANGLADESH PAID A COURTESY VISIT TO THE PPP AUTHORITY



UNITED NATIONS RESIDENT COORDINATOR IN BANGLADESH MIA SEPPÖ VISITED PPP AUTHORITY



DR. AHMAD KAIKAUS, PRINCIPAL SECRETARY TO THE HONOURABLE PRIME MINISTER CHAIRS A PROJECT REVIEW MEETING AT PPP AUTHORITY



Hemodialysis Center at National Institute of Kidney Diseases and Urology (NIKDU).





**“BANGLADESH IS GROWING,
BE A PART OF IT”**

Government of the People's Republic of Bangladesh
Public Private Partnership Authority
Prime Minister's Office

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