



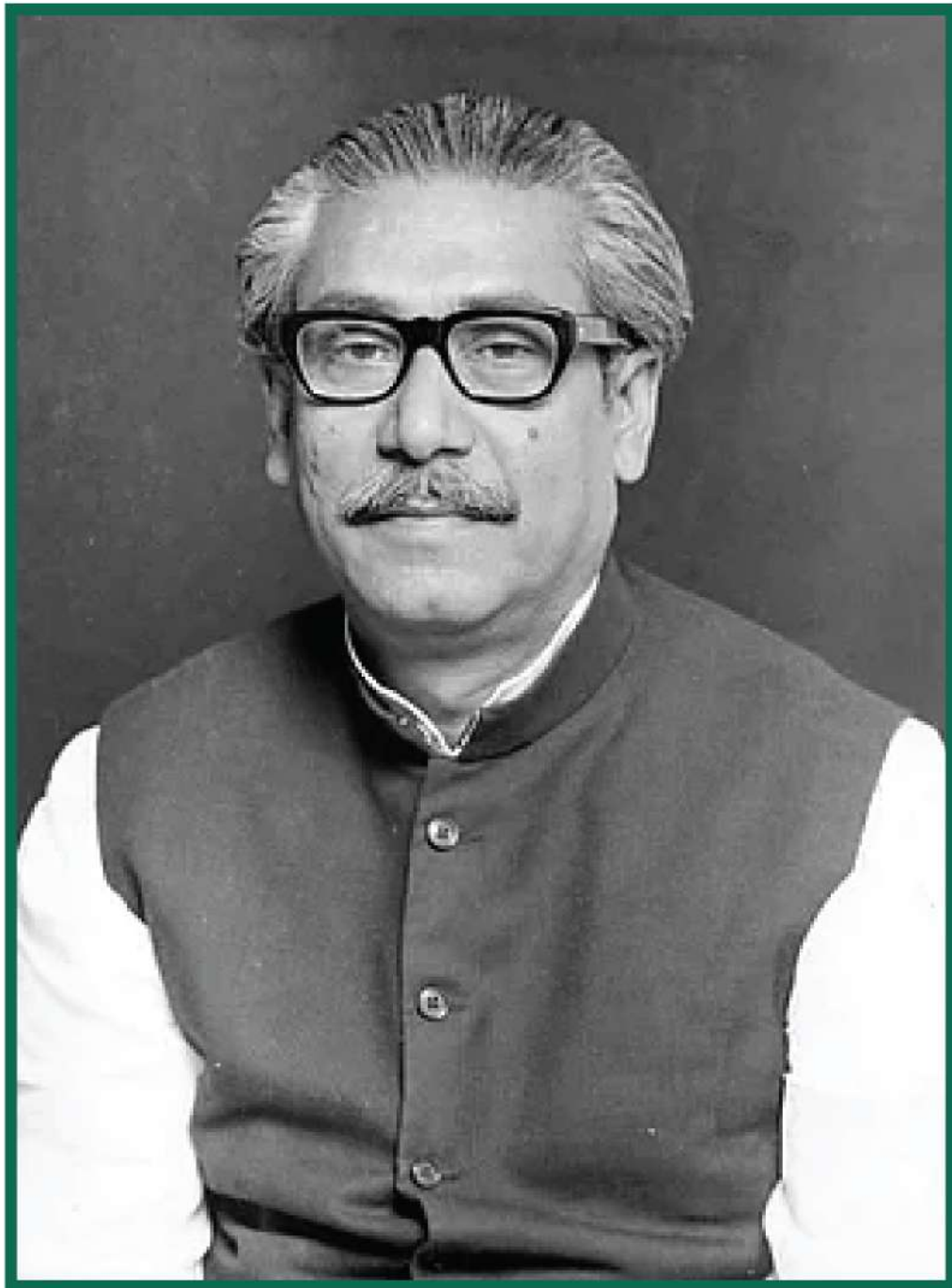
ANNUAL REPORT 2022-23



Public Private Partnership Authority
www.pppa.gov.bd







FATHER OF THE NATION
BANGABANDHU SHEIKH MUJIBUR RAHMAN



SHEIKH HASINA
HONORABLE PRIME MINISTER
GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH



Prime Minister's Office

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

ANNUAL REPORT 2022-23

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PRIME MINISTER'S MESSAGE

Sheikh Hasina

Honorable Prime Minister
Government of the People's Republic of Bangladesh



I am happy to learn that Public Private Partnership Authority (PPPA) is publishing its Annual Report 2022-2023.

We recognize the significant initiatives that the PPPA has taken in fostering collaboration between the public and private sectors. This dynamic partnership has been instrumental in driving our nation's socioeconomic growth and resilience.

The PPPA's steadfast commitment to mobilizing private finance and expertise for public infrastructure projects is a testament to its pivotal role in achieving sustainable development. This Annual Report serves as a compass, guiding us through the achievements, challenges, and opportunities that lie ahead.

We are living in a time of transformative change, where challenges and aspirations intertwine. Our commitment to the vision of 'Golden Bengal' as envisioned by the Greatest Bangalee of all time, Father of the Nation Bangabandhu Sheikh Mujibur Rahman is always unwavering and steady.

The PPPA's efforts have contributed to our aspirations. We have achieved remarkable milestones, one of which is Bangladesh's impending graduation from the LDC status.

This achievement signifies our determination to transcend boundaries and pave the way for comprehensive development, aligned with the Sustainable Development Goals and our vision of a developed nation by 2041.

The Awami League government has prioritized the Public Private Partnership (PPP) program as one of the key strives for increasing the investment in infrastructure. It is expected that PPPA will play a critical role for assuring adequate physical infrastructure projects. As Bangladesh moves forward, I believe that everyone working towards promoting PPP projects will continue to work hard to realize sustainable and inclusive growth for all in Bangladesh.

As we move forward, let us embrace the challenges with enthusiasm and the opportunities with confidence. Together, we will shape a brighter and more prosperous future for our beloved Bangladesh.

I hope, the information reported in the Annual Report will be beneficial to the concerned stakeholders, policy-makers, academia and practitioners. I thank all who were involved in the publication of the Annual Report.

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 happy to be informed that Public Private Partnership Authority (PPPA) is publishing their Annual Report 2022-2023. This report stands as a testament to our collective efforts and resolute spirit in navigating the complexities of this year. Despite the challenges that the world has faced, we have remained steadfast in our commitment to progress and growth.

Under the visionary leadership of our esteemed Honorable Prime Minister, Sheikh Hasina, Bangladesh has charted an inspiring path of development. Her unwavering dedication inherited from the legacy of our nation's founder, Father of the Nation, Bangabandhu Sheikh Mujibur Rahman, guided us through this transformative journey. This accomplishment is even more remarkable when viewed against the backdrop of the global contraction in GDP.

Our trajectory of growth is set to soar even higher with the monumental mega-projects that are currently underway. Projects such as Elevated Expressway, Dhaka Bypass and Rampura-Amulia-Demra Road, Patenga Container Terminal, Bay Terminal, Meghna Bridge, Purbachal Water Supply, Mongla Jetty and Info-Sarkar-3 promise to redefine our economic landscape and enhance our global competitiveness.

As we transition from a Lower Middle-Income country to a more developed economy, it is imperative that we prioritize the Public-Private Partnership (PPP) modality for infrastructure projects. Given the increased emphasis on

socio-economic sectors, our collaboration with the private sector to boost investment becomes even more critical for achieving our Vision of being developed country by 2041. Moreover, the PPP model's potential to bridge the financing gap for the attainment of Sustainable Development Goals cannot be understated. The PPP Unit within the Finance Division, Ministry of Finance, continues to play a pivotal role in ensuring the financial sustainability of PPP projects and facilitating their development and financing.

I extend my heartfelt congratulations to the entire team at the Public-Private Partnership Authority (PPPA) for their invariant dedication in making the Fiscal Year 2022-2023 a resounding success.

I am confident that under the vigilant guidance of the Prime Minister's Office, the PPP Authority will play a crucial role in developing country's infrastructure landscape in the days ahead. I thank all the officials who were engaged with publishing of the Annual Report.

Joy Bangla, Joy Bangabandhu
May Bangladesh Live Forever.

A H M Mustafa Kamal, FCA, MP



PRINCIPAL SECRETARY TO THE PRIME MINISTER'S MESSAGE

M. Tofazzel Hossain Miah

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



I congratulate the PPP Authority for publishing its annual report for 2022-23.

Bangladesh is endowed with enormous potential. The Honorable Prime Minister Sheikh Hasina is securing unprecedented socio-economic development in Bangladesh. The country has been among the fastest-growing economies globally over the past decade. Despite the global economic slowdown due to the pandemic and war, Bangladesh succeeded in maintaining economic stability and progress. One of the leading priorities of our government is rapid economic development, and for that, we need to improve the infrastructure of our country. Our goal of becoming a developed, 'Smart Bangladesh' by 2041 can only be realized if our investment in core infrastructure is enhanced.

The PPP Program, being the brainchild of the present government, has come a long way since its inception and the PPP Authority (PPPA) has already emerged as an important institution in facilitating and regulating the implementation of public-private partnership investment. Since starting its journey in 2010, the then-PPP Office has now established a strong foundation. A robust regulatory framework has been put in place and capacity-building programs for the relevant government agencies have been undertaken. The PPP Authority has now intensified its efforts to engage with ministries, agencies, and private investors to develop projects that are bankable and

viable for both the public and private sectors.

It is noteworthy to mention that as of June 2023, a total of 78 projects are under the sectors of transport, urban, health, shipping, tourism and industry. The estimated total investment is USD 38.16 billion.

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

I express my sincere thanks to my colleagues in the PPP Authority for their continuous efforts in strengthening and promoting projects under the public-private partnership modality. I wish every success in the PPP Authority's endeavors for further development of the PPP program in Bangladesh.

Joy Bangla
Joy Bangabandhu
May Bangladesh Live Forever

M. Tofazzel Hossain Miah



CHIEF EXECUTIVE OFFICER'S MESSAGE

Dr. Md. Mushfiqur Rahman

Chief Executive Officer (Secretary)

Public Private Partnership Authority

Prime Minister's Office

Government of the People's Republic of Bangladesh



I am pleased to announce that the forthcoming Annual Report covering the period 2022-2023, published by the PPP Authority (PPPA), will be available soon. Adequate public infrastructure and services are crucial for the prosperity of individuals, convenience in daily routines, and fostering the long-term progress of a nation. Additionally, these facilities and services ensure that the government's endeavors yield the best possible outcomes for all segments of society.

Bangladesh is demonstrating remarkable progress in its journey towards achieving the objectives of Vision 2041 at a rapid pace. To keep the pace of expansion and meet substantial demand, significant investment in public infrastructure and services is required in the country. Private sector investments are vital to supplement government funds to adequately finance public assets, as the latter alone cannot cover such a large amount. The PPP Authority is vigorously pursuing its efforts to accomplish this. The PPPA boasts an impressive portfolio of 78 projects at various stages of development, with a collective investment valuation amounting to USD 38.16 billion.

It is noteworthy that as of the year 2023, two more PPP contracts have been signed, raising the total count of agreements from 17 to 19 amounting to USD 5.2 billion. Presently, two projects are operational, while nine are actively under construction. In the upcoming fiscal year, we are gearing up to execute substantial initiatives focused on enhancing our infrastructure, including areas such as roads, ports, and water systems. Our robust regulations for public-private partnerships have strategically positioned us to drive forward sustainable and enduring development. This report presents an account of our endeavors and accomplishments throughout the period of 2022-2023. The content also demonstrates our reflections and recommendations for improving our understanding and capacity to carry out PPP initiatives with greater efficiency.

In conclusion, I express my gratitude to all those directly involved in producing the Annual Report and to those indirectly supporting its publication. Finally, I reiterate our slogan once again.

'Bangladesh is growing, be a part of it'

Dr. Md. Mushfiqur Rahman

Abbreviations & Acronyms

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
PSDSP	Private-Sector-Development-Support-Project

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BANGLADESH
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CHAPTER 01

AN OUTLINE OF PPP PROGRAM IN BANGLADESH

Understanding PPPs

PPPs (Public-Private Partnerships) 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.



Participation of Private Sector

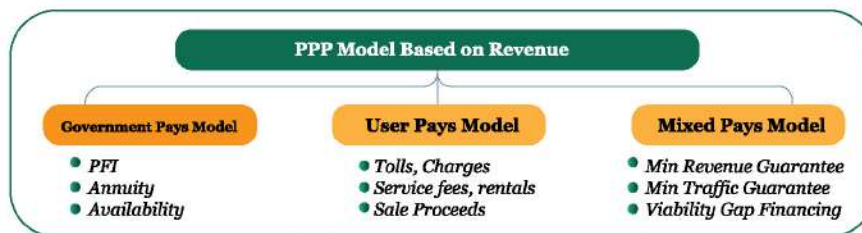
Adopting such a methodology means that significant risks are transferred from the public to the private sector and this transfer is one of the reasons that has led projects procured as PPPs to be delivered on time and on budget with the quality of public services delivered being maintained in a much



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 Pays Model) or combination of both (Mixed Pays Model).



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 stakeholders who are involved in PPP arrangements:

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

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, there had 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.

A Vision for Bangladesh's Future: Perspective Plan 2041 and the Role of PPP

Bangladesh, often cited as one of the world's remarkable economic success stories, is poised to become one of the Top-5 most resilient economies in the

face of pandemic adversities. With a consistent annual GDP growth rate of 7% over the past decades, the country achieved an impressive GDP growth of 7.10% in 2022-23, even in the post-pandemic era. This remarkable journey towards socio-economic growth, success, and prosperity has been guided by Vision 2021 which Bangladesh already achieved a strategic plan aiming to elevate Bangladesh to middle-income status by 2021, and a vision that still holds strong as they strive to become a developed nation by 2041.

However, the path to realizing these ambitious goals is not without its challenges. As outlined in the Sustainable Development Goals (SDGs) Financing Strategy, Bangladesh faces a significant funding gap, with an additional 928.48 billion US Dollars required to achieve the 17 SDGs by 2030. To address this financing challenge, the government has identified five potential sources, with a significant emphasis on Public-Private Partnerships (PPP). The Perspective Plan 2041 (PP2041) further reinforces the importance of PPP in driving the country's development agenda.

PP2041 positions itself as the blueprint for transforming Bangladesh into a developed nation by 2041. Its objectives include raising per capita income to at least \$12,500 and reducing the poverty level to less than 3%. To achieve these goals, the plan emphasizes PPP as a top priority, aiming for approximately 37% of GDP to come from PPP and private investment, with a particular focus on sectors like transport, water, and ICT.

This emphasis on PPP is not without reason. The volume of funding required to achieve the objectives of PP2041 is substantial, averaging around 5% of GDP per year from FY2021 to FY2041. Given the magnitude of this funding requirement, it is clear that government budget allocations alone cannot suffice. With a current pipeline of projects worth USD 38.01 billion, the need for additional private sector investment is evident—approximately USD 137 billion to be precise. This translates to an average annual investment of USD 7.5 billion through PPP in the coming years until 2041, with a significant portion expected from the transport sector, possibly accounting for 60-70% of the total requirement.

In urban transport, a priority is establishing efficient mass transit systems, possibly surface high-speed urban rails or underground rail systems. These capital-intensive projects are expected to be funded through the Annual Development Program (ADP) or PPP options, with interest already being shown by international partners, such as Korea, in projects like the Chittagong Mass Rapid Transit (MRT).

The plan also recognizes the importance of water resources, with a commitment to increasing public spending in this sector. Moreover, it

encourages public-private partnerships in various areas, including water supply, water transport, river dredging, and sanitation.

PP2041's comprehensive approach extends beyond domestic policies. It emphasizes regional cooperation and dialogues with neighbouring countries like India to ensure equitable sharing of upstream water resources and mutual projects that bring benefits to all parties involved.

Bangladesh's journey towards becoming a developed nation by 2041 is guided by a robust strategy outlined in PP2041. The critical role of Public-Private Partnerships (PPP) is evident in this vision, with an ambitious target of nearly 37% of GDP to come from PPP and private investment. As the country continues to progress, PPP will play a pivotal role in attracting private sector investment and creating an environment conducive to fulfilling the nation's development aspirations.

Strengthening the PPP program in Bangladesh

With the development of an internationally acknowledged foundation for public-private partnerships (PPPs), Bangladesh has built a project pipeline of \$41+ 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 citizen's 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. 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 & UAE and with the new G2G partner country Denmark & Kingdom of Saudi Arabia.

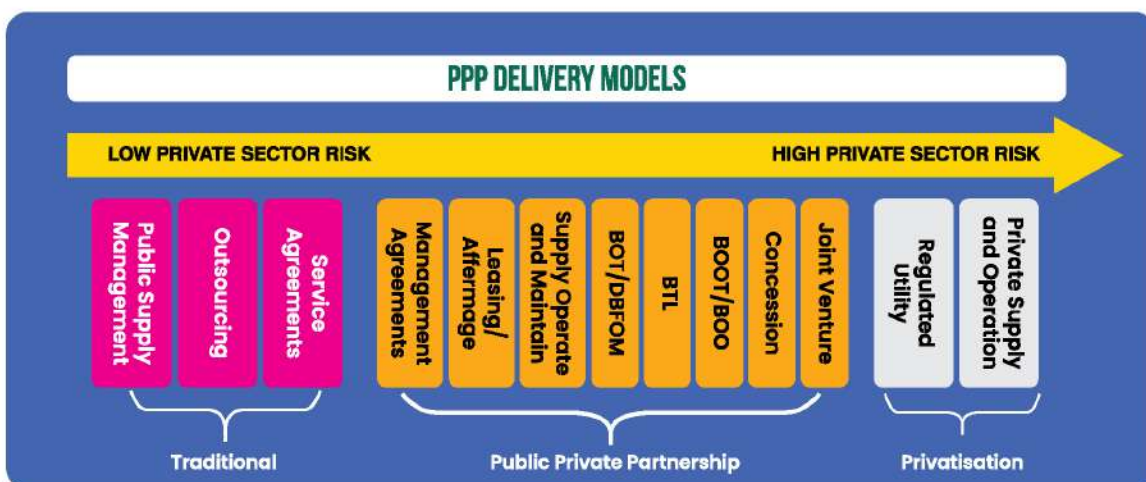
Different Contractual PPP Models applied in Bangladesh

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 5 (five) 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 or 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- Principle approval by the Cabinet Committee on 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. Procurement 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
4. Approval and Award Phase	<ul style="list-style-type: none"> - Negotiation of the PPP contract with the preferred bidder - 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
5. Implementation Phase	<ul style="list-style-type: none"> - Condition Precedence obligations met by Contracting Authority & Private Partner. - Construction begins. -Commercial Operation begins.

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, 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 program 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 for 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 at 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 member of PPP Cell has 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 was given the responsibility for providing initial and final approval on PPP projects and 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.

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, the 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.

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)

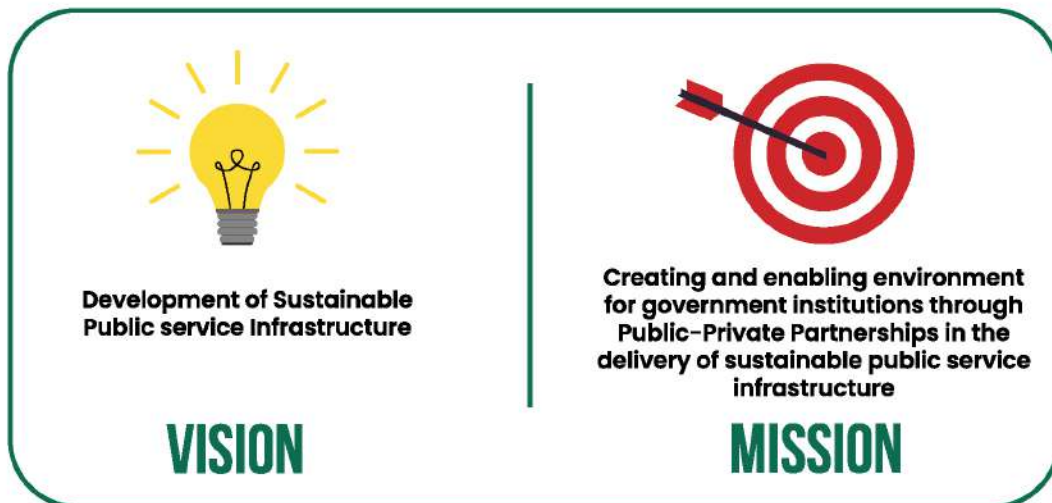
The initial period was critical in driving the systemic change management process required for introducing a new approach to delivering infrastructure projects in Bangladesh. It was a critical period during which new institutions, frameworks, processes and systems were being developed, internationally 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 forward by the activities carried out over the 2022-2023 period as set out in this report.

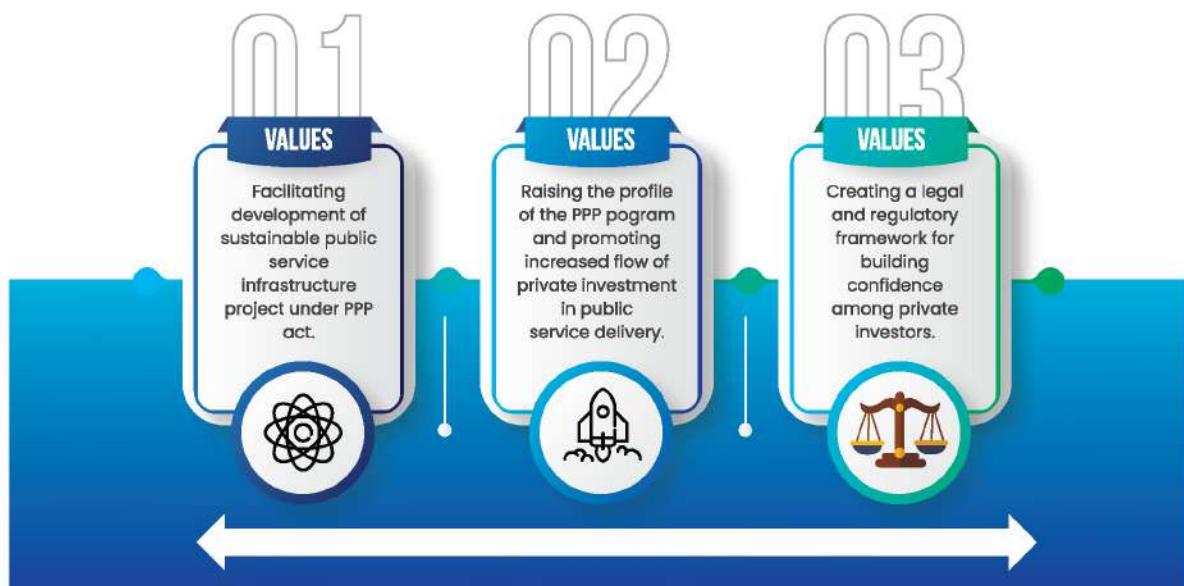
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CHAPTER 02

CORE VALUES OF THE PPP AUTHORITY



STRATEGIC OBJECTIVES





STRATEGIC GOALS

MAJOR FUNCTIONS



CHAPTER 03

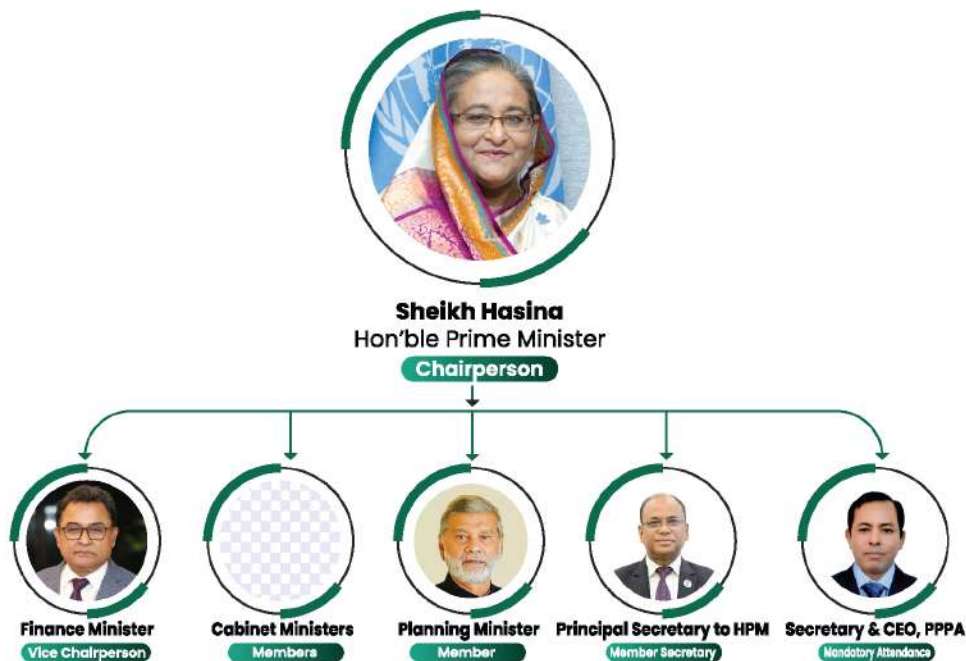
GOVERNING AND MANAGEMENT STRUCTURE OF PPP AUTHORITY

Governing and Management Structure of PPP Authority

The Policy and Strategy for Public-Private Partnership (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

Management Team of Public Private Partnership (PPP) Authority

A total of nineteen 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 4 (four) posts of Director General out of which three posts have been filled during the 2021-22 period. There are 4 (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 staffs have been discharging their duties through an outsourced appointment.

As per the power set out under clause 6 and clause 9 of the PPP Act, 2015 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.

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Management of PPP Authority



Dr. Md. Mushfiqur Rahman
Secretary to the Govt. of Bangladesh
and Chief Executive Officer



Pronob Kumar Ghosh
Director General
(Admin and Finance)
(Additional Secretary)



Md. Abul Bashar
Director General
(Programming and Investment Promotion)
(Additional Secretary)



Dr. Md. Jahedul Islam
Director General
(Engineering/Multi Sectoral Expert
Support and Legal)
(Joint Secretary)



Md. Anwarul Habib
Director (Engineering)
(Joint Secretary)



Md. Abdul Awal
Director (Investment Promotion)
(Deputy Secretary)



Sharifa Haque
Director (Finance)
(Deputy Secretary)



Akhtarunnahar
Director (Admin)
(Deputy Secretary)



Md. Ali Azam Al Azad
Director (PMF)
(Deputy Secretary)



Muhammad Muklesur Rahman
Ps to CEO
(Deputy Secretary)

THE TEAM



Roles and Responsibilities of 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 responsibility 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 capacities, with the goal to enhancing the quality, captivation 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 as follows:

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	Conducting 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. Roles of 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 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 has 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 building 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 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., Synergy Consulting 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 has appointed transaction advisors for 56 PPP projects. ADB and IFC are also providing transaction services for few 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 oversight 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

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.

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. These include 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. These include 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.

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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 critical 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 and so on.

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 were 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, 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 IPFF project.

PPP Authority has championed the establishment of Ministerial focal points as well as 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.

Monitoring, Evaluation 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 signing to make sure that both the private partner and government agencies perform their responsibilities in accordance with requirements.

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.

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CHAPTER 04

G2G PPP: AN OVERVIEW

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 03 March 2016. It was decided in the meeting that PPPA would 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 Memorandum of Understandings (MoU)/ Memorandum of Cooperation (MoC) with suitable counterpart organizations of friendly countries.

Modality of Engagement: G2G PPP Partnership

As far as the modality of engagement through G2G is concerned, detailed procedure is set forth in the MoU. In general, once an MoU is signed with partner country, PPPA invites projects from relevant ministries/divisions and agencies to be implemented on G2G PPP basis with private partners/ Sub Working Group (SWG) of a certain country. Following review and shortlisting, the project list is shared with the partner country through Platform Meeting in which public entities as well as private companies nominated by the partner country participate. Similarly, the partner country can also propose projects of various sectors usually in the Joint Platform Meetings; and representatives of relevant government ministries and agencies of Bangladesh discuss their proposals for a better understanding to consider the proposed projects whether viable or not and whether it ensures public interest. 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 go ahead in order to implement the projects on a G2G PPP basis with the private partners selected by the partner country taking into account country's 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. To conduct feasibility study, an international reputed Transaction Advisor (TA) is appointed through competitive bidding process to contemplate viability of the project both technical and financial as a G2G project and to develop RFQ/RFP and contracts to be signed between two countries after pragmatic negotiations and plausible standpoint of the contracting authority's public interest. Alongside, private partner/SWG group also conduct their own feasibility to analyze the bankability of the project and the revenue to be earned from the projects up to 20/25 years. 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 G2G PPP project is developed following the 'Policy for Implementing PPP Projects through Government to Government (G2G) Partnership,2017' with the private partner/SWG 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 a robust framework including 'Policy for Implementing PPP Projects through Government to Government (G2G) Partnership,2017' 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 wider range of countries to make the PPP program effective and successful. As a result, companies of good reputation and capability are now showing interest in the projects. Another key aspect for creating G2G partnerships framework is to facilitate financing for the projects. In the G2G mode, bilateral development agencies of the partner country can participate in financing of the projects both in the 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 financial modelling of the projects should be thoroughly analyzed to ensure value for money for Bangladesh which is a core element of the process.

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	05 October 2022 (First MoC signed on 15 June 2017)
Singapore	12 March 2018
United Arab Emirates	07 February 2019
Korea	01 April 2019
Denmark	30 June 2021
Kingdom of Soudi Arabia	28 October 2021

There are other countries such as China, Turkey, India and Canada have also shown interest in G2G PPP Modality.

Active Portfolio

Bangladesh and Japan are working together on six projects in transport; and water and sanitation sector. A project in port sector is being developed with Singapore and TA has been appointed for conducting feasibility study. Another project of port sector has been developed through G2G modality with UAE and TA has been appointed by the PPPA for conducting feasibility study. Patenga Container Terminal (PCT) project has been proposed by the Kingdom of Saudi Arabia (KSA) and IFC has been doing feasibility study on it. Korea will be implementing five projects as G2G basis 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. Construction of Multimodal Hub at Kamalapur Railway Station 4. Upgrading of Nabinagar-Manikganj-Paturia Road (N5) into Expressway

	Japan	<ol style="list-style-type: none"> 5. Operation and maintenance of 3rd Terminal at Hazrat Shahjalal International Airport (HSIA) 6. Chattogram Metropolitan Sewerage Project Patenga Catchment
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 Bhulta-Araihasar-Bancharampur road over the river Meghna 4. Bangabandhu Sheikh Mujib Shilpa Nagari (BSMSN) Water Supply Project 5. Expansion and strengthening of Electrical Distribution System through Underground Network in Purbachal New Town
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)
5	Kingdom of Saudi Arabia (KSA)	<ol style="list-style-type: none"> 1. Patenga Container Terminal (PCT)

Platform Meetings:

According to the signed MoU/MoC with partner countries, regular platform meeting is organized to identify new projects as well as review ongoing activities. Generally, a meeting held in Bangladesh and alternate meeting is arranged in partner countries. Two platform meetings were held in FY 2022-2023.

SL No	Platform Meeting	Date
1	Bangladesh-Japan 5th Joint Platform Meeting	4th October 2022
2	Bangladesh- Dubai Joint Platform Meeting	12th June 2023

CHAPTER 05

PPP PROGRAMME: KEY HIGHLIGHTS OF 2022-23

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 development. Projects that were screened by the PPP Authority during 2022-23 are as follows:

SL.	Project Name	Contracting Authority	Screening Meeting Held on
1.	Chattogram Metropolitan Sewerage Project for Patenga Catchment	Chattogram WASA	17 July 2022
2.	Construction of High-rise Apartment at Purbachal New Town Project	Rajdhani Unnayan Kartirpakkha	25 October 2022
3.	Operation and Maintenance of Third Terminal at Hazrat Shahjalal International Airport	Civil Aviation Authority of Bangladesh	15 December 2022
4.	New Mooring Container Terminal	Chittagong Port Authority	12 February 2023
5.	Hi-Tech Park O&M Project	BHTPA	20 March 2023
6.	Construction, Operation and Maintenance of Water Treatment Plant at Purbachal New Town	Rajdhani Unnayan Kartirpakkha	16 May 2023
7.	Construction, Operation and Maintenance of Sewerage Network and Sewerage Treatment Plant at Purbachal New Town	Rajdhani Unnayan Kartirpakkha	16 May 2023
8.	Establishment of Service Laboratory in Dhaka Medical College	Directorate General of Medical Education	25 June 2023
9.	Establishment of Stem Cell Research Center, (BSMMU)	Directorate General of Medical Education	25 June 2023

CCEA In-Principle Approval:

The next stage of PPP project development is obtaining In-Principle Approval from Cabinet Committee of Economic Affairs (CCEA). In 2022-23, following projects received CCEA In-Principle Approval:

SL.	Project Name	Contracting Authority	CCEA Approval Date
1.	Bangabandhu Sheikh Mujib Shilpanagar Water Supply Project	Chattogram WASA	31 August 2022
2.	Sewerage Treatment Plant at Catchment 6, Patenga under Chattogram WASA	Chattogram WASA	19 October 2022
3.	Operation and Maintenance of Third Terminal at Hazrat Shahjalal International Airport	Civil Aviation Authority of Bangladesh	19 January 2023
4.	Operation and Maintenance of New Mooring Container Terminal at Chittagong Port	Chittagong Port Authority	23 March 2023
5.	Construction of High-rise Apartment at Purbachal New Town Project	Rajdhani Unnayan Kartirpakkha	22 June 2023

Project Development Stage:

PPP Authority appoints Transaction Advisor to develop PPP Project. The Transaction Advisor carries out Feasibility Study, prepares Bid Documents and draft PPP Contract. Project Assessment Committee (PAC) reviews these deliverables and recommends for approval to the Contracting Authority. In 2022-23, deliverables of following projects were reviewed by the PAC:

SL.	Project Name	Contracting Authority	Deliverables Reviewed	PAC Meeting Date
1.	Wastewater Management Project of GCC	Chattogram WASA	Transaction Structure Report	13 December 2022
2.	Patenga Container Terminal	Chattogram Port Authority	Transaction Structure Report, Key Terms of Concession Agreement, Request for Proposal	1 June 2023

Implementation Stage:

Two PPP Contracts were signed in 2022-23 for Info Sarkar 3 project, Component 1 (1307 union) and Component 2 (1293 union). The contracts were signed on 22 May 2023 between Bangladesh Computer Council and Summit Communications (Component 1) and Fiber@Home (Component 2) respectively.

In 2022-23, construction of Phase 1 of "Installation of Water Supply, Sewerage, Drainage System & Solid Waste Management at Purbachal New Town" project was completed on 2 February 2023. Through Phase 1, sectors 1, 2, 3, 4 will be supplied with potable water through 2 deep tube wells and 40 km distribution lines. Rajdhani Unnayan Kartripakkha (RAJUK) is the Contracting Authority of this project. United Delcot Water Limited is the private partner of this project.

PPP Project Information

The PPP Authority is facilitating Line Ministries and Contracting Authorities to develop and implement PPP projects. There are 80 projects in the PPP pipeline at different stages of project development. The total estimated investment amount is USD 41.6 billion.

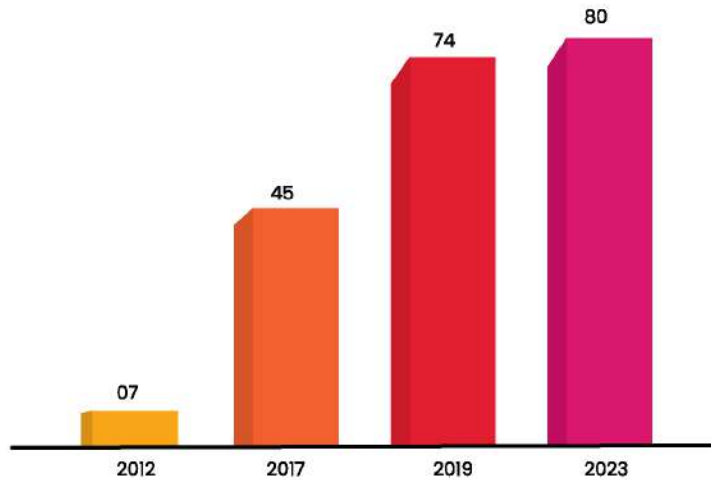
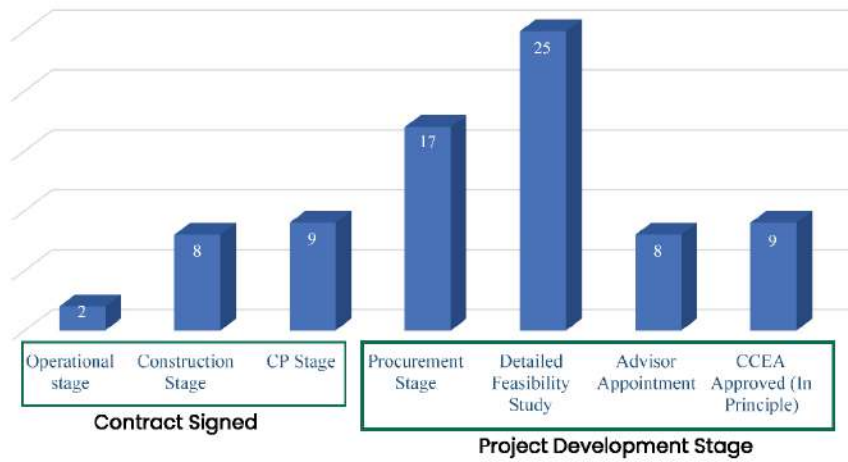


Figure: Number of PPP Projects over the years

Total number of signed PPP contract is 19 with an expected investment of USD 5.2 billion. Among them 2 projects are operational and 9 projects are under construction. There are 17 projects in procurement stage and 42 projects are in different levels of project development stage.



Key Activities of the PPP Authority for the year of 2022-2023

Activities	Details
TA Appointment of 'Equip, Operate & Maintain' for the Patenga Container Terminal Project"	<p>On August 17, 2022, the PPP Authority appointed the International Finance Corporation (IFC) as the Transaction Advisor (TA) for the "Equip, Operate, and Maintain Patenga Container Terminal Project." Chittagong Port, Bangladesh's primary port, is responsible for over 92% of the country's sea-borne trade, encompassing container, dry bulk, and break bulk cargo. It operates under the Chittagong Port Authority (CPA), administratively controlled by the Ministry of Shipping (MOS).</p> <p>Over the past decade, Chittagong Port has witnessed consistent cargo volume growth, mirroring Bangladesh's broader economic expansion. It manages 92% of imports and exports and a staggering 98% of the nation's containerized trade. The port's overall throughput has grown at a rate exceeding 8%, with containerized traffic increasing at 11%. Forecasts indicate that container handling in Chittagong will surge from 2.7 million TEU in 2017-2018 to 10.7 million TEUs by 2043, necessitating substantial investments to enhance capacity and efficiency. Hence, Bangladesh has prioritized the Patenga Container Terminal Project to sustain this container growth.</p>

	<p>The construction phase of the Patenga Container Terminal (PCT) has already been self-financed by Chittagong Port. The next step involves engaging a global operator through a Supply, Operate, and Transfer (50Ts) arrangement to ensure smooth terminal operation. Consultancy services are sought to determine the operational equipment requirements for PCT and develop a business case model to finalize the concession agreement with the global operator.</p>
<p>TA Appointment of "Dhaka Outer Ring Road"</p>	<p>The PPP Authority designated Deloitte Touche Tohmatsu India LLP as the lead firm and BETS Consulting Services Limited as the sub-consultant on July 4, 2022, to serve as Transaction Advisors (TAs) for the "Dhaka Outer Ring Road Project."</p> <p>Dhaka, a sprawling metropolis with a rapidly growing population, faces severe traffic congestion due to inadequate road infrastructure. The scarcity of north-south roads compared to the east-west ones exacerbates the issue. The current government has prioritized alleviating this congestion through projects such as Mayor Hanif Flyover, Kuril Flyover, Banani rail overpass, and others. Mega projects like the Metro rail, BRT, and Elevated Expressway are also underway, but they may not suffice given the city's relentless expansion.</p> <p>To address this, the government has initiated a project to construct an inner circular road around Dhaka, encompassed by the Turag, Buriganga, Sitalakkha, and Balu rivers, spanning 87.00 kilometers. The feasibility study and detailed design for this inner circular road are in progress.</p> <p>Studies indicate that Dhaka incurs an annual loss of approximately 53,000 crore Taka (7.05 billion USD) due to traffic congestion, hampering economic growth and mobility. To meet Vision-2041 and transform into a developed country by 2041, constructing an outer circular route around greater Dhaka is imperative. Additionally, a Middle Ring Road has been incorporated into the Revised Strategic Transport Plan (STP) to facilitate efficient travel across the city and reduce congestion, possibly by elevating it above existing roads.</p>

	<p>To address the southern part of the Middle Circular Route, three initial routes have been proposed to link Dhaka-Aricha (N-5) Highway with Dhaka-Mawa (N-8) Highway and Dhaka-Mawa (N-8) Highway with Dhaka-Chittagong Highway (N-1)</p>
<p>In -House Training</p>	<p>In the fiscal years 2022-2023, the PPP Authority conducted more than 10 in-house training sessions on topics such as D-Nothi, the 4th Industrial Revolution, E-Governance, GRS, and the National Integrity Strategy to enhance the capacity building of its employees.</p>
<p>Workshop</p>	<p>The PPP Authority conducted more than 12 workshops on different issues such as transparency and accountability, the concept of SPV and its relevance to Project Finance, understanding PPP Contracts, dispute resolution for PPP Projects, guarantees, bonds, and securities in PPP Projects, Sustainable Development Goals (SDGs), Infrastructure Financing, the Right to Information Act of 2009 Rules, and Project Development and Management of Hazrat Shahjalal International Airport 3rd Terminal Operation and Maintenance PPP Project to enhance awareness and capacity among key stakeholders during this fiscal year.</p>
<p>Stakeholder Consultations</p>	<p>The PPP Authority also organized stakeholder consultation sessions with different ministries and local offices, such as the Lakshipur district administration, involving Lakshipur district-level officials on Public-Private Partnership activities, and with Pabna district administration officials on PPP activities. Additionally, there were project review meetings with RHD and Department of Railway to review the progress and status of the PPP projects.</p>
<p>PPP Projects visit</p>	<p>In 2022-2023, Dr. Md. Mushfiqur Rahman, CEO of the PPP Authority, along with the PPP Authority's officials, visited the following projects: Dhaka Bypass PPP Project, Development of Water Supply and Distribution Facilities in Purbachal New Town through Public-Private Partnership, and the Construction and Operation of 2 (two) incomplete Jetties of MPA at Mongla to observe the construction progress.</p>

International Stakeholders Meet & Greet.

In the fiscal years 2022–2023, many international stakeholders visited the PPP Authority and met with Mr. Dr. Md. Mushfiqur Rahman, CEO of the PPP Authority. These stakeholders included Mr. Lee Kang-Hoon, CEO of KIND; Mr. Ian de Cruz, Global Director of Partnering for Green Growth and the Global Goals 2030 (P4G); Ambassador of Japan in Bangladesh, H.E. Mr. IWAMA Kiminori; Mr. SASAGAWA Kei, Assistant Vice Minister at MLIT, Japan; and Her Excellency Ms. Winnie Estrup Petersen, Ambassador of Denmark to Bangladesh. They discussed investment opportunities and the integration of innovation into Bangladesh through the PPP model.

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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 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

Partially Operation & Construction Stage

03 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

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 Development of 2 Jetties at Mongla port through PPP.



Sector Transport (Port)
Implementing Authority Mongla Port Authority ('MPA')
Line Ministry Ministry of Shipping

Objectives

To develop international standard port facilities for berthing of ships and cargo handling.

Project Scope

To deliver international standard port facilities and cargo handling services by constructing, operating and maintaining two jetties with ancillary backup facilities and terminal handling equipment.

Project Status

Construction Stage

06 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 Kartripakkha (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 sq ft, 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

06 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.

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.

Private Partner

United Group

Project Status

Contract Signed and CP ongoing.

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



Sector
Implementing Agency

Textile
Bangladesh Textile Mills
Corporation (BTMC)

Line Ministry

Ministry of Textile and Jute

Objectives

To established 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

09 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

10 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

Contract Singing & CP Stage

11 Development of integrated wastewater management System for Gazipur City Corporation



Sector Water and Sanitation
Implementing Authority Gazipur City Corporation (GCC)
Line Ministry Ministry of Local Government Division

Objectives

To assess the existing wastewater management context in GCC and establish a broad road map and/or strategy for safe collection, conveyance and disposal of municipal wastewater. Determine safe site(s) for collection, treatment and disposal of wastewater as well as discharge of fecal sludge in the proposed sites. Promote overall public infrastructures for wastewater management in the GCC.

Project Scope

To deliver international standard port facilities and cargo handling services by constructing, operating and maintaining two jetties with ancillary backup facilities and terminal handling equipment.

Project Status

TA/ Development stage (From Doc)

12 Improvement of Dhaka (Joydebpur)- Mymensingh Highway (N3) into Expressway.



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

Objectives

Ensure better connectivity between the capital and Mymensingh division, where 10 economic zones will be established.

Project Scope

Upgrading of existing 4-lane Joydebpur-Mymensingh road stretch on N3 into a controlled access highway with provision of minimum 4 traffic lanes (2x2) and 2 emergency lanes (or break-down lanes) in both directions; Improvement of road geometry (vertical and horizontal) for high design speeds, preferably 100 km per hour; Improvement of road pavement, where necessary, for longevity of pavement under increased traffic; Construction of service roads on both sides of expressway to segregate slow-moving and local vehicles from main carriageway;

Project Status

TA/ Development stage

13 Equip, Operate and Maintain Patenga Container Terminal.



Sector Transport
Implementing Authority Chittagong Port Authority (CPA)
Line Ministry Ministry of Shipping

Objectives

Modernizing and increasing port logistics capacity of the country's container terminals

Project Scope

A new terminal will be added to the country's premier sea port which has four jetties - three for container vessels and the remaining one for oil tankers.

Project Status

TA/ Development stage.

14 Medical College and Modernization of Railway Hospital at Saidpur in Nilphamary.



Sector Health
Implementing Authority Bangladesh Railway (BR)
Line Ministry Ministry of Railway

Objectives

To render medical services to common people as well as BR's employees
To increase revenue earning of Bangladesh Railway.
To create opportunities for quality Medical education and treatment.

Project Scope

Construction of medical College of seat capacity 50. Balancing, Modernization, Rehabilitation and Expansion (BMRE) of existing Railway Hospital from 82 beds to 250 beds like Apollo, United and Square Hospital. Enhancement of the Medical facility to the Railway employee & general peoples of the country.

Project Status

TA/ Development stage.

15 Medical College and Modernization of Railway Hospital at Paksey in Pabna.



Sector Health
Implementing Authority Bangladesh Railway (BR)
Line Ministry Ministry of Railway

Objectives

To render medical services to common people as well as BR's employees. To increase revenue earning of Bangladesh Railway. To introduce Public Private Partnership in Bangladesh Railway.

Project Scope

Construction of medical College of seat capacity 50. Balancing, Modernization, Rehabilitation and Expansion (BMRE) of existing Railway Hospital from 82 beds to 250 beds like Apollo, United and Square Hospital. Enhancement of the Medical facility to the Railway employee & general peoples of the country.

Project Status

TA/ Development stage.

16 Construction of Multimodal Hub (MmTH) at Kamalapur, Dhaka Railway Station



Sector Transport
Implementing Authority Bangladesh Railway (BR)
Line Ministry Ministry of Railway

Objectives

- To provide exchange between transport modes for passengers and cargos. Provide Information, ticketing, waiting area and security for passengers using the hub.
- To facilitate passenger utilizing their free time between transports by taking food and shopping in retailing areas.
- To provide Hotel and Office Spaces may with facilities for commercial and social interactions.
- To boost in local job growth and regional prosperity, growing the airport employment area while facilitating more fine-grained, interconnected transit service
- The proposed project will allow a private partner to develop a modern multi modal transport hub, which will:
 1. Reduce traffic congestion.
 2. Integrate different mode of transport.

Project Status

TA/ Development stage.

17 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

Detailed Feasibility study

18 Info-Sarker- Phase-3.



Sector	Information And Communication Technology (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. 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 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 the maintenance and operation of the existing network which is very critical to this project.

Project Status

Procurement Stage



19 Supply of Treated Water from Meghna River to Bangabandhu Sheikh Mujib Shilpa Nagar



Sector Water and Sanitation
Implementing Authority Chattogram WASA
Line Ministry Ministry of Local Government
Division

Objectives

Ensure smooth water supply for the investors. Provide the industrial units with safe water. Use surface water from Meghna-Dakatia estuary near Chandpur.

Project Scope

By 2040 reaching to a capacity of 90 crore litres of water treatment on the confluence Padma-Meghna-Dakatia at Chandpur

Project Status

TA/ Development stage.

20 Chattogram Metropolitan Sewerage Project for Patenga Catchment (Catchment-6)



Sector Water and Sanitation
Implementing Authority Chattogram WASA
Line Ministry Ministry of Local Government
Division

Objectives

Ensure smooth water supply for the investors. Provide the industrial units with safe water. Use surface water from Meghna-Dakatia estuary near Chandpur.

Project Scope

By 2040 reaching to a capacity of 90 crore litres of water treatment on the confluence Padma-Meghna-Dakatia at Chandpur

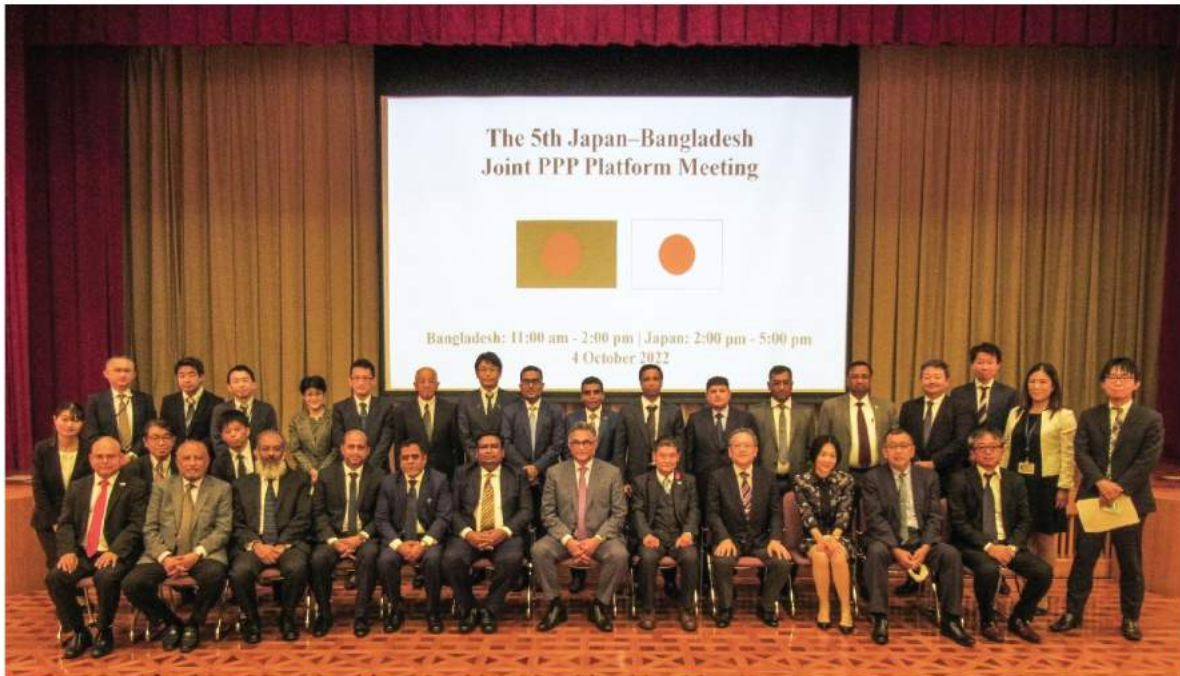
Project Status

TA/ Development stage.

CHAPTER 06

PHOTO GALLERY





The 5th Japan- Bangladesh Joint PPP Platform Meeting held on 04 October 2022



Dr. Md. Mushfiqur Rahman, CEO of the PPP Authority Bangladesh congratulated to the newly appointed Principal Secretary to the Honorable Prime Minister Mr. Md. Tofazzel Hossain Miah.



The US Department of Commercial Law Development Program (CLDP) under United States Department of Commerce organized two day long training programs on PPP Procurement Strategy & Value For Money in association with the PPP Authority, Prime Ministers Office on December 11-12, 2022.



PPP Project review meeting held to assess the implementation and progress of the projects of Roads and Highway Department on December 21, 2022 at PPP Authority.



The Public Private Partnership Authority convened a meeting on January 4, 2023, to review the progress and the status of the PPP projects. Mohammad Tofazzel Hossain Miah, the Principal Secretary to the Honorable Prime Minister and Chairman of the PPP Authority graced the meeting as Chief Guest.

The purpose of the meeting was to assess on what has been accomplished to date and compare them with the planned activities to identify the roadblocks and challenges that are augmented to implement the projects, to move forward, to work collectively towards resolving problems and provide solutions and to make decisions on the next steps to accelerate the process of project development and implementation.

Dr. Md. Mushfiqur Rahman, CEO of the PPP Authority, chaired the meeting and Mr. Nafiul Hasan, Director General -1, Prime Minister's office along with other Officials of Prime Minister's office and Officials of PPP Authority also attended the meeting. Hope this meeting shall meet the vision of

Honorable Prime Minister towards development of infrastructure through PPP





PPP Project review meeting held to assess the implementation and progress of the projects of Ministry of Railways on December 29,2022 at PPP Authority



A joint visit of Dhaka Bypass PPP Project took place on February 02, 2023 with Dr. Md. Mushfiqur Rahman, CEO of the PPP Authority and Roads and Highways Division



Meeting on "Dhaka Outer Ring Road through Public Private Partnership"



Director General Mr. Pronab Kumar Ghosh Visited "Improvement of Hatirjheel (Rampura Bridge)-Shekherjaiga-Amulia-Demra Road" site on 07 February 2023



Dr. Md. Mushfiqur Rahman , CEO of the PPP Authority visited the Project "Construction and operation of 2 (two) incomplete Jetties of MPA at Mongla" on February 17, 2023 .



Workshop on Recruiting Transaction Advisor using PPPTAF
20 February 2023



Meeting with Bangladesh Textile Mills Corporation held on 22th February 2023



Closing Ceremony of the Comprehensive Five Days Training program for the PPP Practitioners of Bangladesh.



PPP Project review meeting held to assess the implementation and progress of the projects of Roads & Highway Department on May 17 ,2023 at PPP Authority



A Workshop conducted by the Transaction Advisor (TA) of Bay Terminal Project on Project Procurement Options Report on May 18 ,2023.



The Public Private Partnership Authority convened a meeting on June 3, 2023, to review the progress and the status of the PPP projects. Mohammad Tofazzel Hossain Miah, the Principal Secretary to the Honorable Prime Minister and Chairman of the PPP Authority chaired the meeting.

The purpose of the meeting was to assess on what has been accomplished to date and compare them with the planned activities to identify the roadblocks and challenges that are augmented to implement the projects, to move forward, to collectively work towards resolving problems and provide solutions and to make decisions on the next steps to accelerate the process of project development and implementation. Hope this meeting shall meet the vision of Honorable Prime Minister towards development of infrastructure through PPP.



Rear Admiral Golam Sadeq, NGP, NDC, NCC, psc, BN ,Chairman Payra Port Authority paid a courtesy call to PPP Authority on May 22, 2023.



Workshop on Inception Report & PFR of Establishment of 50-seat Medical College and 250 bedded hospital at Paksey in Pabna on June 11, 2023.



A stakeholder consultation meeting on "Establishment of Medical College (Seat Capacity:50) on the unused land adjacent to Railway Hospital at Paksey in Pabna and up-gradation and modernization of Existing Railway Hospital into 250 beds", was jointly organized by the PPP Authority, the Prime Minister's Office, and the Bangladesh Railway, Ministry of Railway on June 18, 2023, at Paksey in Pabna.



A representative from potential lenders for the RAD Project, including AIB (Asian Infrastructure Investment Bank), DBS (Development Bank of Singapore), and BOC (Bank of China), met with Dr. Md. Mushfiqur Rahman, CEO (Secretary) of the PPP Authority on June 20, 2023 to discuss about project financing.



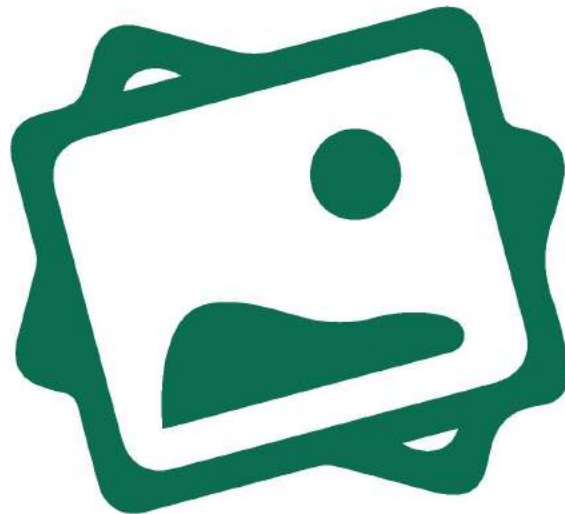
A workshop was convened on June 21, 2023 at the PPP Authority, with the participation of representatives from various ministries, agencies, and the PPP Authority itself, aiming to develop the PPP Handbook. The workshop was chaired by Dr. Md. Mushfiqur Rahman, the CEO (Secretary) of the PPP Authority.



Dr. Md. Mushfiqur Rahman, CEO of the PPP Authority Bangladesh inaugurated the three daylong workshops on "Public Private Partnership Concession Agreements" on May 7, 2023, facilitated by CLDP.

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PHOTO GALLERY



INTERNATIONAL STAKEHOLDER SECTION



Delegates from the International Monetary Fund (IMF) made a courtesy call to PPP Authority on November 3, 2022



Mr. Moazzam Mekan, Hub Leader, South Asia Transaction Advisory Services paid a courtesy visit to PPP Authority Bangladesh on 7th December 2022



Delegates from the SOJITZ Asia Pte. Ltd made a courtesy call to PPP Authority on December 13, 2022.



Meeting with the representative of ADB held on 24th January 2023



Meeting for the Collaboration between USAID- BADGE Project and PPP Authority for Sustainable Energy in Bangladesh



Meeting with the delegates of IFC held on 26th January 2023



Ambassador of Japan in Bangladesh H.E. Mr. IWAMA Kiminori visited Public Private Partnership Authority on 30th January 2023



Meeting with the representatives of Marubeni Corporation on 31st January 2023



Bangladesh-Japan 1st Working Level Meeting held on 08th February 2023



Meeting with the representative of ESG and PSA held on 08th February 2023



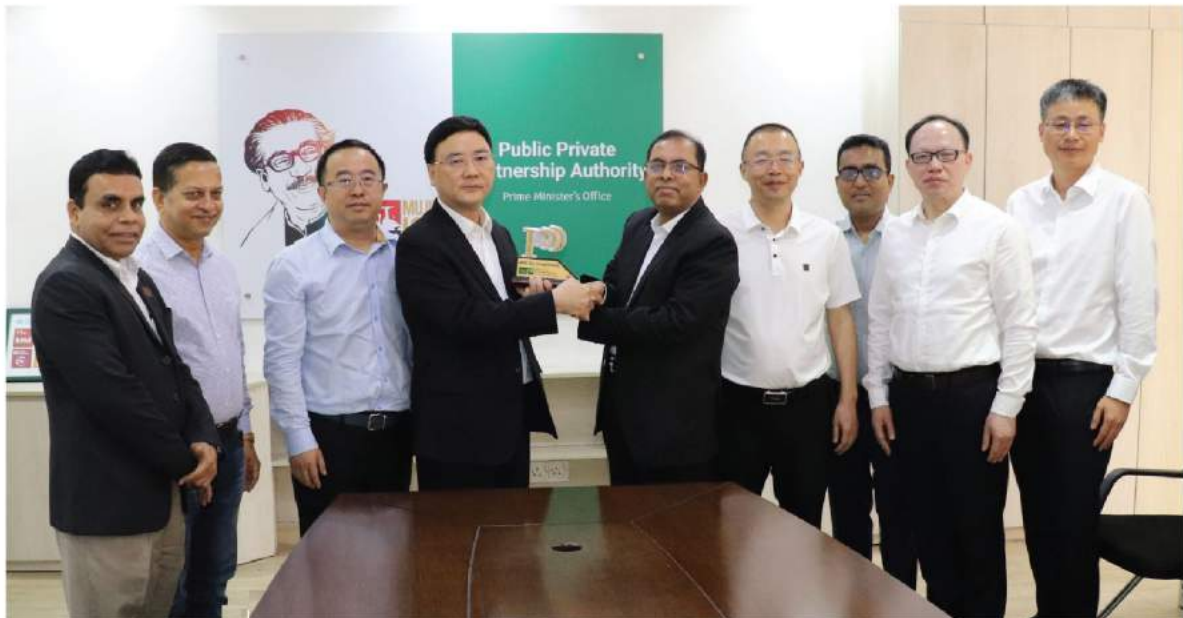
Meeting with the representative of ADB held on 31st January 2023



Meeting with sumitomo Corporation held on 20th February 2023



Meeting with KAJIMA corporation held on 13th March 2023



A Meeting with the Representatives of SRBG held on April 2, 2023 at PPP Authority.



Her Excellency Ms. Winnie Estrup Petersen, Ambassador of Denmark to Bangladesh visited Public Private Partnership Authority Office to discuss issues of mutual interest on May 17, 2023.



A delegation from the World Bank met Dr. Md. Mushfiqur Rahman, CEO of the PPP Authority Bangladesh on May 17, 2023.



A delegates from ADB Mission met Dr. Md Mushfiqur Rahman, CEO of the PPP Authority on May 25, 2023.



Meeting with the delegations from Japan including MLIT, SWG Companies, Civil Aviation Bureau, Embassy of Japan in Bangladesh , JBCCI on May 25, 2023 at PPP Authority



Representatives from SNV Global visited to Dr. Md. Mushfiqur Rahman, CEO of the PPP Authority on June 12, 2023.



The 3rd Bangladesh-Dubai Joint PPP Platform meeting took place on June 12, 2023, in Dhaka, Bangladesh.



A representative from Marubeni Corporation visited Dr. Md. Mushfiqur Rahman, CEO (Secretary) of the PPP Authority on June 19 , 2023.



A delegation from KAJIMA Corporation visited Dr. Md. Mushfiqur Rahman, CEO (Secretary) of the PPP Authority on June 22,2023.

DHAKA BYPASS PPP PROJECT



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Government of the People's Republic of Bangladesh

Public Private Partnership Authority

Prime Minister's Office

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