



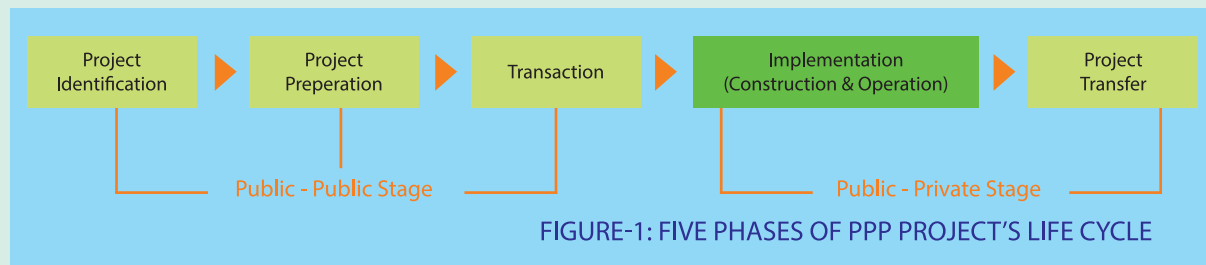
PPP NEWSLETTER

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PPP POLICY IMPLEMENTATION IN BANGLADESH: AN APPLIED PERSPECTIVE

The Government of Bangladesh has been employing PPP Policy tool since 1990s to facilitate interaction between the government and the private sector for improving public infrastructure and public service delivery. Since then, PPP Policy performance indicates a major policy implementation deficit as there are differing performances among different PPPs. Some are successful, some are moderately successful and some are unsuccessful. For explaining this policy

deficit, we need to focus on the interaction of actors (mainly among public and private partners) during implementation phase. Sharing goals, enhanced communication and information sharing, building mutual trust and relationship, joint decision making on complex issues with win-win situations, resolving dispute following proper escalation levels and sharing risks and resources among the partners throughout the implementation phase are some of the important processes during implementation phase which require special attention by implementing partners of a PPP project. Theoretically and practically, it has been established that higher cooperation based on these implementation processes is the key determinant for



performance, PPP experts and practitioners in Bangladesh mostly emphasize on the policy framework, regulatory environment, institutional arrangement, project development activities, technical expertise & due diligence and transparency in the procurement. However, if we consider the PPP life cycle with five phases i.e., PPP project identification, development, transaction, implementation and transfer phase—these above-mentioned factors mainly deal with the first three phases. Whereas, the factors during project implementation phase, which is the longest period of PPP project life cycle, are mostly overlooked.

policy performance. Thus, action of implementing agency officials and their capabilities in enhancing cooperation for addressing those processes require significant attention.

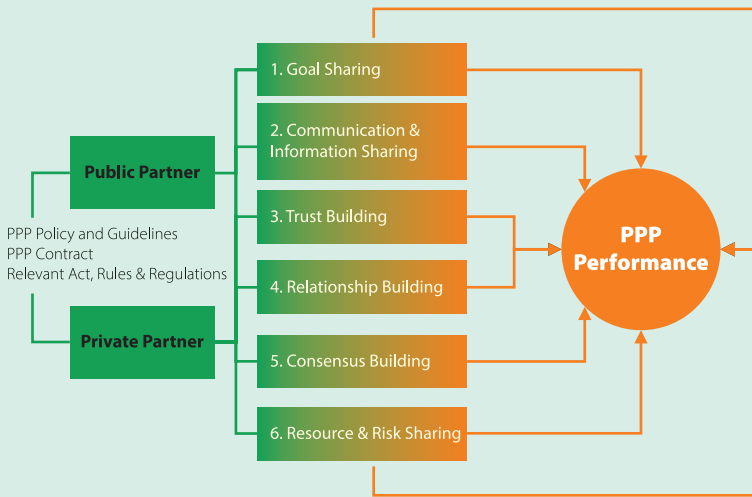
Indeed, policy implementation i.e., the transformation of policy goals into action depends upon the interaction of actors who have distinctive interests and strategies. Therefore, to overcome the PPP policy implementation

**THEREFORE, TO OVERCOME
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**In this Issue:
PPP & SUSTAINABILITY:
INTERNATIONAL THINKING**

In case of non-successful PPP policy performance in our country, lower level of cooperation and interaction among the public and private actors are evident. However, besides lower level of cooperation among the implementing agencies, there are some other important challenges of PPP policy implementation

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in the context of Bangladesh. Some of the major challenges are: a) While the most important roles are expected to be played by the business level officials than strategic level at the top of implementing agencies or policy level officials at the Ministry, the business level officials do not always play a proactive role, b) There is persistent incompetence on the part of the public partner in dealing with the issues connected with other governmental organizations, c) Political interference may occur sometime during implementation phase creating imbalance in the policy process, which, in turn, undermine the performance of the PPP policy implementation, d) Implementing agencies are not sufficiently equipped with required personnel, contract management

manual, sufficient fund during implementation phase and e) Decision making in addressing these emerging issues and disputes is not efficient and effective.

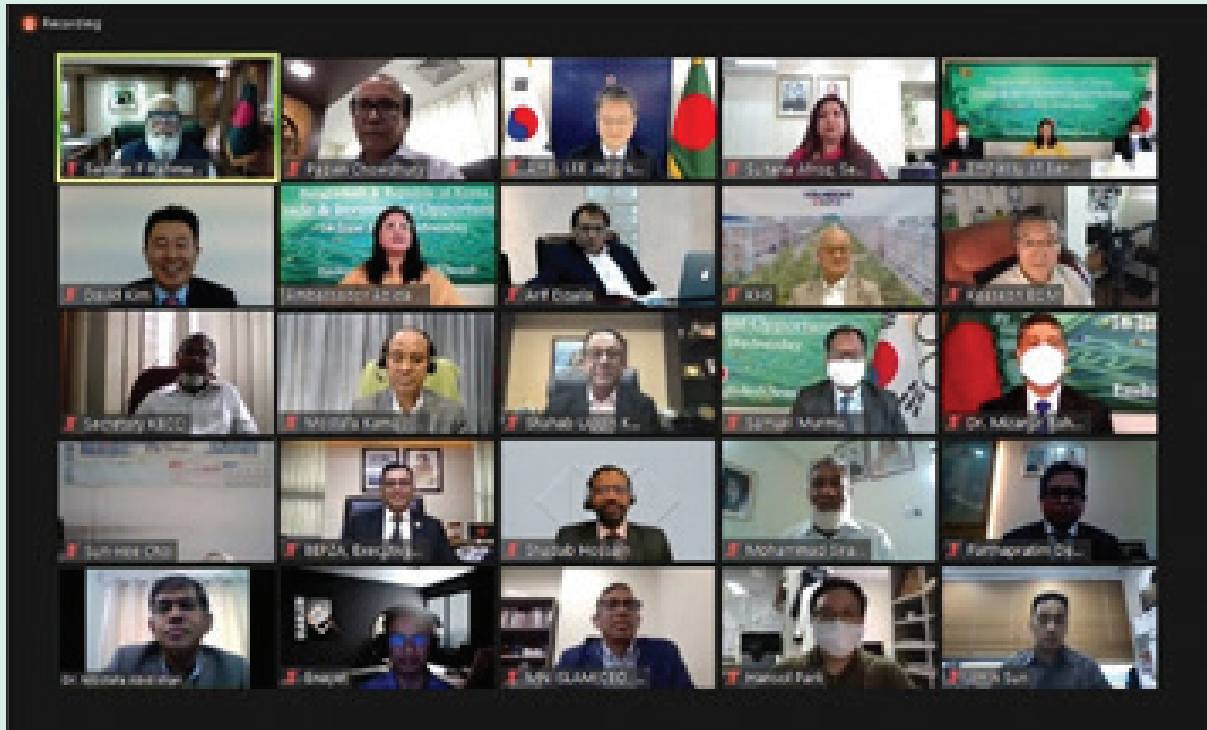
However, these challenges are not insurmountable because these are also connected with reinvigorating enhanced interaction among the implementing public and private partners. Though PPP Authority is a regulatory body, it aims to facilitate implementing agencies in relation to the mentioned issues through its capacity building initiatives among the Ministry and agency level officials, along with its assistance in all other phases of PPP life cycle. It is expected that through these initiatives, Bangladesh will experience successful PPP policy performances in the coming days.

PPP PROJECT REVIEW MEETING



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WEBINAR ON “BANGLADESH & ROK: TRADE & INVESTMENT OPPORTUNITIES”



A webinar on ‘Bangladesh and ROK: Trade and Investment Opportunities’ organized by the Embassy of Bangladesh in Seoul was held on June 16, 2021. The distinguished panelists of the webinar from the Bangladesh side included Sultana Afroz, secretary and CEO, Public Private Partnership Authority, Md Sirazul Islam, executive chairman of Bangladesh Investment Development Authority, Paban Chowdhury, executive chairman of Bangladesh Economic Zones Authority, Major General Md Nazrul Islam, executive chairman, Bangladesh Export Processing Zones Authority and others.

LAUNCHING OF BANGLADESH ACCELERATOR LAB



An extremely well-timed event by UNDP to address the complex and endlessly evolving challenges of development, with an aim to connect people, the government, and the private sector was held on April 28, 2021. Secretary to the Government and CEO of Public-Private Partnership Authority Bangladesh, Ms. Sultana Afroz attended the event as one of the esteemed panelists. June 16, 2021

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PPP & SUSTAINABILITY:

INTERNATIONAL THINKING

In November 2021, political and business leaders, activists and nonprofits from around the world gathered at COP26. During those two weeks, many important solutions were proposed and meaningful deals were struck. An important consensus reverberated through the conference halls and across the media headlines: Addressing the climate crisis will demand more collaboration between the public and private sectors.

There is no question: The time is now. Developed market countries have missed the mark on their pledge to provide \$100 billion per year of climate finance to emerging markets. Only a fraction (around 18 percent) that was provided has been tagged as “mobilized private” finance. Yet, over the last few decades, foreign direct investment by the private sector has eclipsed government aid (or overseas development assistance) into emerging markets. Economic transformation and the transition to low-carbon economies cannot happen without it. This private capital - along with capital catalyzed by increased net-zero pledges - needs to be harnessed to address society’s most pressing challenges.

Of course, the call for more public-private partnerships isn’t limited to the climate crisis. We can name almost any pressing societal challenge, and it’s a safe bet that a public-private partnership has been proposed to address it. They seem to be the go-to institutional answer to address a range of social challenges from sustainable growth to upskilling the workforce, advancing diversity and inclusion and more recently, addressing the pandemic. They have transformative potential - but only if we get them right.

Success will depend on whether business leaders can

think like policymakers, and policymakers can think like business leaders.

The private sector needs to think more like the public sector

With the important momentum stakeholder capitalism is experiencing, the business community is redefining how it creates value. By focusing on creating value for all stakeholders, business leaders are more likely to prioritize societal goals such as reducing carbon emissions, upskilling their workforce, and creating more diverse and equitable workplaces. Moreover, many are going beyond transforming their

organizations to focusing on systemic change, a goal that necessitates collaboration - with the public sector, peers and even competitors.

The reality is that we must think beyond what we can do alone and recast our ambitions to what we can do together.

This is the private sector thinking like the public sector - prioritizing societal change and mobilizing resources collectively to get there. Working together, the private sector can shift the

global economy in a more sustainable direction - once the domain only of policymakers.

The public sector needs to think more like the private sector

At the same time, governments can do more to harness the power of markets to incentivize change. When it comes to public-private partnerships, that means forging market-based programs that create demand, spur creativity and incentivize innovation to meet shared goals. It also means bringing in private sector expertise and those who understand market incentives into public sector jobs to manage private

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sector participation. This would go a long way to help the public sector communicate and collaborate with the private sector.

Time for cooperation and collaboration

We all know this is not the time for siloed thinking, but for collaborative problem-solving. It is time for the private sector to collaborate to promote social good and seek systemic change, and for the public sector to facilitate market incentives. The private sector

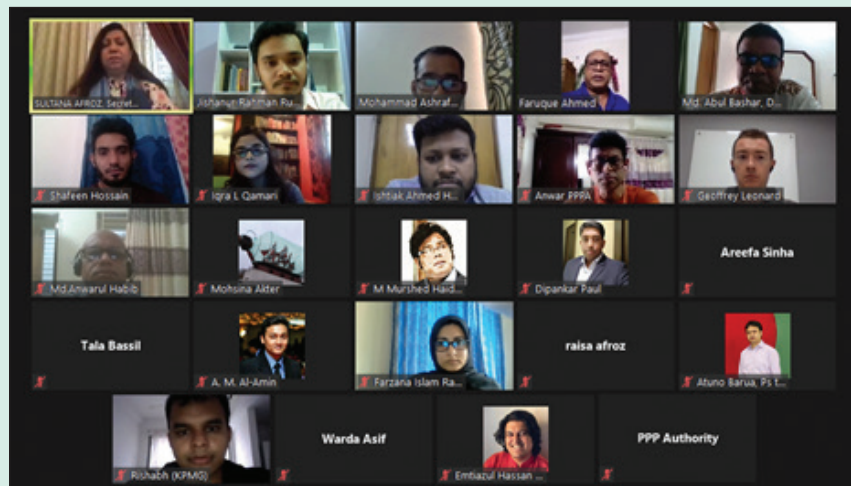
needs to speak the language of social change, and the public sector needs to create economic incentives to harness the private sector’s innovation and expertise to address society’s challenges.

With shared goals, targeted action and monitored impact, we can move beyond dialogue and aspiration to the co-creation of a more inclusive, prosperous and sustainable future.

PAC MEETING ON 13 TEXTILE MILLS



MEETING WITH USAID

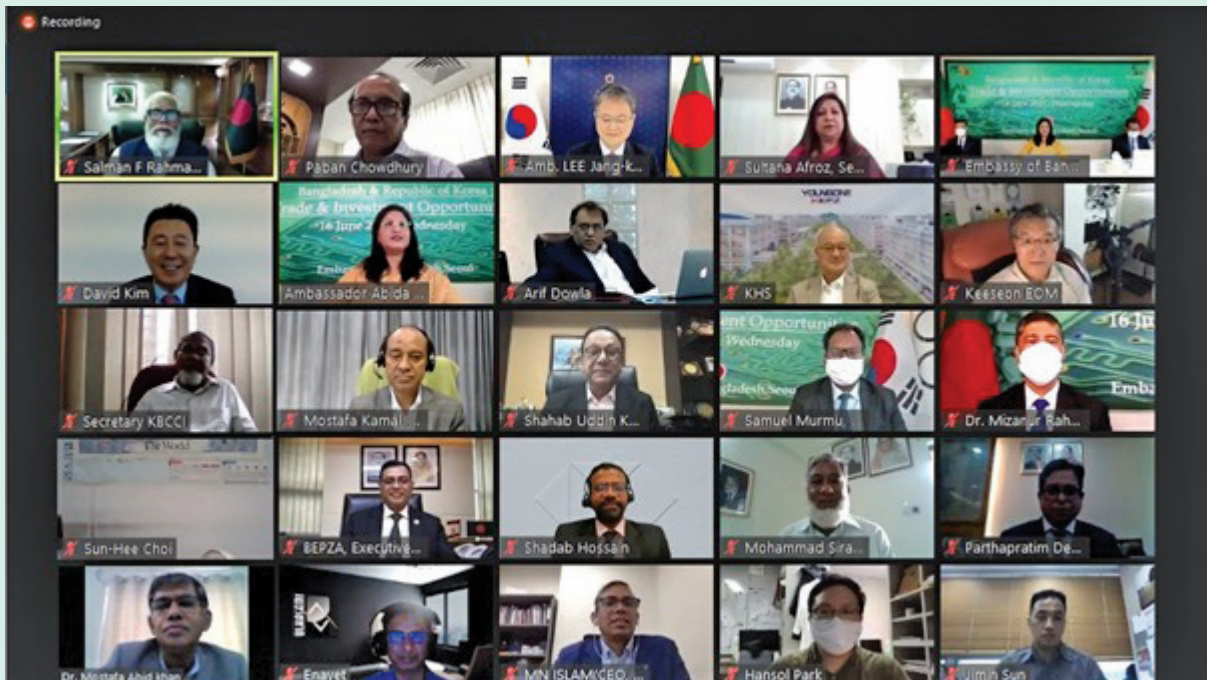


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MEETING WITH ASIA FOUNDATION



WEBINAR ON “BANGLADESH & ROK: TRADE & INVESTMENT OPPORTUNITIES”



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ONE YEAR ANNIVERSARY OF PPP CEO



PPP Authority congratulated Ms. Sultana Afroz, Honorable Secretary to the Government and CEO, on her first work Anniversary at the PPP Authority. It has been truly remarkable to watch this organization thrive under her tremendous leadership in running this important office, starting from ensuring gender balance in the office to creating such an international atmosphere that numerous Ambassadors, globally renowned private companies and international organizations such as UN, ADB, ISDB, World Bank, etc. are showing great eagerness to work with PPPA. The team is constantly amazed and moved seeing her representing Bangladesh with such dignity and honour, with her experience working as a diplomat abroad and as an alternate PR at the UN Headquarters.

The team is also humbled and proud to have a Harvard graduate leading them. With a friendly yet professional demeanor, she has not only lifted the team spirit but has also introduced significant change management at the PPP Authority. With her innovative thinking, she is also setting up social infrastructure initiatives which are garnering immense appreciation both home and abroad. We, the team members, strongly believe that the day is not far that PPP Authority will achieve its targets, even though we are facing challenges due to the global pandemic.

Her sheer will and commitment have been quite visible owing to the speedy progress rate of previous projects that had been dormant before her appointment. Her strong network in the public and private sector is also playing a factor towards the success of this organization. She is a truly exceptional leader and it is exciting to see the echelon she will take PPP Authority to. Team PPPA would like to thank her for this reviving resilience and all other positive values she has instilled in the office in the last one year, and we pray for many more blissful and successful work years under her dynamic leadership and guidance.

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WORKSHOP FOR THE PROJECT DIRECTORS AND FOCAL POINT OFFICIALS



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