



Prime Minister's Office

PPP NEWSLETTER

January- March 2023 | Vol-6

A Quarterly Publication of Public Private Partnership Authority

It gives me immense pleasure to announce that PPP Authority under Prime Minister's Office, Government of Bangladesh (PPPA) is going to publish its Quarterly Newsletter for the period January to March 2023. I wish, this endeavor of PPPA will flourish the intended purpose and continue to enrich. Quality public infrastructure and services are pre-requisite for well being of the people, ease of life, sustainable development of the country as well as inclusive Value for Money for the government's effort. Bangladesh is advancing so fast towards achieving its vision 2041 and Delta Plan 2100. To keep sufficient pace with this growth rate and demand, the country needs huge amount of investment in public infrastructure and services. It is impossible for the government alone to provide this amount, so it requires the participation of private sector investments towards the public assets. To achieve this, PPP Authority is working relentlessly. This periodical shows the activities that we have performed during the first quarter of 2023. All remarkable achievements, our success and other important events are covered in this volume. It also depicts our thoughts and ideas on how to improve our understanding and capacity to implement PPP projects in a better way.

Finally, I want to thank all those who have been directly associated with the publication of the Quarterly Newsletter and who were indirectly assisting them. I wish the continued publication of the letter.

“Bangladesh is growing, let's everybody be a part of it.”

Dr. Md. Mushfiqur Rahman
Secretary and Chief Executive Officer

Purbachal PPP project becomes a success story

The Public-Private Partnership (PPP) program in Bangladesh is making strides towards success, as more PPP projects come to fruition. While only a few operational PPP projects have been established thus far, such as the hemodialysis services at NIKDU and CMCH, the recent completion of the first phase of the water distribution PPP project in Purbachal New Town marks a significant milestone. On February 2, 2023, the Honorable Prime Minister Sheikh Hasina declared the project's Commercial Operations Date (COD) in a virtual ceremony. This project represents the first



instance of direct private sector participation in the water sector in Bangladesh, setting a new standard for future PPP initiatives in the country.

The Purbachal New Town Project (PNTTP), being developed by RAJUK, is set to become the largest planned township in Bangladesh. Spanning a massive 6,227 acres, the project is divided into 30 sectors and will offer a total of 25,016 residential plots ranging from 3 to 10 katha, as well as numerous commercial, administrative, institutional, and educational plots. With 8 high-rise apartment blocks, 8 blocks for

low-income groups, two government housing complexes, and five RAJUK office and residential complexes, PNTP will provide ample housing options for a diverse range of people. What's more, the project has been meticulously planned to ensure that all urban facilities and social infrastructure needs are met, making it a highly attractive destination for those seeking a modern and sustainable living experience in Bangladesh.

The Purbachal New Town Project (PNTP) has already handed over approximately 16,000 residential plots to their owners, with a significant demand for water supply facilities from the residents. The Regulatory Authority of Bangladesh (RAJUK) has been working tirelessly to construct and develop reliable water supply facilities in the area to ensure residents have access to potable water. This is because the successful development of any proposed township is largely dependent on the availability of adequate water supply facilities. These facilities provide the necessary foundation for developing residences and other public infrastructure. Recognizing the vital importance of water supply facilities, RAJUK has undertaken a PPP project to develop them in the PNTP area.

With an expected population of 1.6 million, the demand for water is projected to reach 340 MLD by 2050. The project will develop a water supply system along the 320 km road network of PNTP, with a design capacity of 340 MLD. The construction time for the project is four years, with an additional 11 years for operation and maintenance. The project will be implemented in four phases, and Chinese United Water Corporation and Delcot Water Limited will jointly implement it. This project marks the first PPP project in the water sector in Bangladesh, and its total cost is estimated at Tk 592.39 crore. Upon completion of all four phases, the Special Purpose Vehicle (SPV) will run the water supply for the next 11 years to recover their investment and make a profit. RAJUK will provide Tk 57 crore every year during this operational period. Once the project is completed, it will be handed over to RAJUK at no cost.

The WASH sector in Bangladesh has several public-private partnership (PPP) projects in the pipeline. The demand for clean water and sanitation services in the country has led to the development of more projects to meet the needs of the growing population. Among these projects, Central Effluent Treatment Plant in Bangabandhu Sheikh Mujib Shilpa Nagari, Integrated Wastewater Management Project

under Gazipur City Corporation, and Water Treatment and Supply from Meghna River by the Chattogram WASA for Mirsarai Bangabandhu Industrial Park. Additionally, the Chattogram Metropolitan Sewerage Project for Patenga Catchment-6 by Chittagong WASA is also being considered for development under the PPP model. These projects have been approved in principle by the Cabinet Committee on Economic Affairs (CCEA) and are expected to be implemented under different PPP models. The Purbachal New Town project has set a precedence for these PPP projects. Currently, the PPP Pipeline in Bangladesh has 78 projects worth more than USD 38 billion. The Mongla Port Jetties, Dhaka First Elevated Expressway, and part of Dhaka Bypass Toll Road projects are expected to be operational in 2023.

In conclusion, the recent completion of the Purbachal New Town water distribution PPP project in Bangladesh marks a significant milestone for the



country's public-private partnership program. This project has set a new standard for future initiatives in the country and provides a vital foundation for the successful development of the largest planned township in Bangladesh. With the growing demand for clean water and sanitation services, several other PPP projects in the WASH sector are in the pipeline, indicating the continued success of the program. The country's commitment to partnering with the private sector to drive development will undoubtedly have a positive impact on the economy and the lives of its citizens.

M Murshed Haider
PPP Expert, CP3P (Certified)
and
A.M. Al-Amin
PPP Specialist

Comprehensive Five-Day Training Programme For PPP Practitioners of Bangladesh

PPP Authority has launched 'Comprehensive Training Service on PPP' – an Initiative to Celebrate the Birth Centenary of the father of the nation- Bangabandhu Sheikh Mujibur Rahman.

The joint venture of SREI Infrastructure Finance Limited (India), Administrative Staff College of India (ASCI) & Grant Thornton Consulting Bangladesh Ltd. has been selected as the Training Service Provider. This comprehensive training



program consists of four components that short term and long-term training, exposure visit and a detailed training need assessment.

The main objective of the designated Consortium is to train the staff of PPP Authority and executing ministries/divisions / agencies so that PPP Authority can undertake bankable projects through developing and monitoring financing and bidding structure, contractual framework and legal documentation. How to conduct & analyse detailed feasibility study and project scheduling will also be taught in this training program.

PPP ecosystem in Bangladesh is now ready to enter into the next level. However, understanding the basic principles of PPP, social and economic objectives, expectation of stakeholders and empowering such thought process across various pillars of the Government is the first step towards formation of a vibrant PPP ecosystem.

The domain knowledge of the training providers across infra verticals and expertise in capacity building across the entire PPP value chain from concept to commissioning will be a great contribution towards empowerment and capacity building across the PPP initiatives.





CLDP Training

Commercial Law Development Program (CLDP) and PPP Authority has a very active partnership for the past four years. Even during the challenging Covid period, CLDP has provided PPP Authority and relevant line ministries and agencies online training. With more than 25 years of

experience working with developing and transitional countries to strengthen economic environments, CLDP has much to offer to the development of PPP enabling environment in Bangladesh.

From July 2019 to December 2022, CLDP has organized several training events in-person and through different platforms such as online or hybrid. These training sessions have been very helpful for the officials from different Ministries / Divisions and Agencies in Bangladesh Government. PPPA also had extensive study tours organized by CLDP.



MANAGEMENT STRATEGIES AND ORGANIZATIONAL FORMS OF PPP



Dr. Najmus Sayadat
Joint Secretary, Finance Division

There are two major types of management strategies employed in Public-Private Partnership (PPP) i.e., process management strategies and project management strategies. Process management strategies relate to enhanced cooperation among the partners, put major focus on activating actors, creating support, building relationship, removing institutional & cultural difference between organizations and exploring opportunities. This is indeed managing relations and can be termed as soft approach of management. On the other hand, project management strategies relate to central steering by the government,

put major focus on control, specifying goals, keeping the budget, monitoring performance and enforcement of the contract provision. This is indeed administering the contract and can be termed as hard approach of management. PPP is viewed as a specific type of organization based on employment of these management strategies.

Placing these two management strategies at two quadrants and based on location of the government, four organizational forms of PPP can be identified: ‘arm’s length PPP’ in which there is weak employment of process and project management strategies, ‘contractual PPP’ in which government acts as central actor and put more focus on project management strategies, ‘collaborative PPP’ in which all participants play equal role and perform based on trust and social value system without having any legal underpinning, where process management strategies prevail. Finally, ‘hybrid PPP’ in which employment of project management strategies and process management strategies both are high (Figure-1).

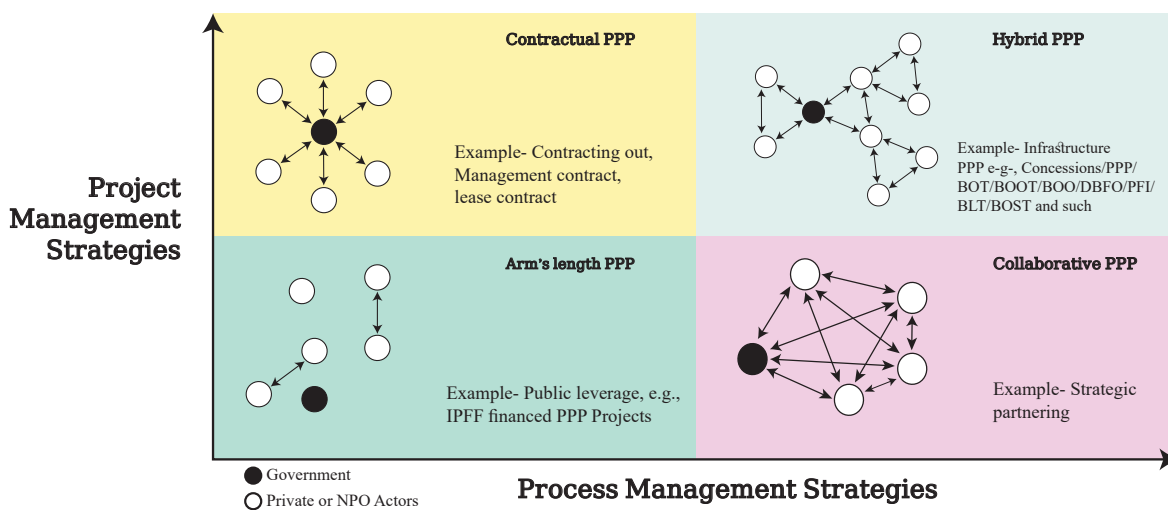


Figure-1: Forms of PPP organization

Form A: Arm's length PPP, example-public leverage Public leverage is a form of loose network between government and profit or nonprofit actors where government uses their legal and financial resources to create conditions that are conducive for economic and business growth. Here, government encourages and induces private sector decision makers to align with public policy goals. In Bangladesh, government and development partners promote entrepreneurship development in private sector through offering low

interest financing facility using commercial banking channel by Investment Promotion and Financing Facility (IPFF) project taken by the Bangladesh Bank. This arm's length leverage avoids the need for government's direct involvement in producing and managing services.

Form B: Contractual PPP, example-contracting out, management contract, lease contract. Contracting out separates the purchaser of a service from the provider.

After deciding what services are to be available and to what standard, government as purchaser of service, contract out the provision to a profit or not-for-profit organization through using competitive bidding method with the hope of efficiency gain and improvement of service quality. Market competition and government capacity as 'smart buyer' determine the performance of contracting out. Contracting out relates to hierarchical mode of governance, direct supervision and rigorous contract compliance. Theoretically, it is principal-agent based and tightly coupled relationship. The duration of the contract is usually one to three years.

In management contract, private entity enters into a contract with the public authority for management and service delivery of certain services. Private sector applies their know-how and experience in service creation, better service delivery, monitoring, workforce management and equipment procurement. Private sector is paid based on contractual provision. No investment is required by the private entity, but they need to employ know-how and experience in better service delivery. In management contract, public authority retains operational risk and pays the private partner a premium for management of services. It is also principal-agent based tightly coupled relationship usually with the contract of three to five years of duration.

In lease contract, public sector leaves the public sector's asset for the private operator to be managed and maintained. This private actor is responsible for functional and technological development of the asset. The private actor pays a specified amount of (lease) fee to the public authority which is being collected from the users of the facility. In this sense, government offers monopoly rights to a private entity through competitive tendering. In leases, operational risk is transferred to the private entity. Duration of lease contract usually varies from two to fifteen years. But these are often renewable. Engagement of hierarchy as governance mode is prevalent signifying monitoring and contract enforcement.

Form C: Collaborative PPP, example- strategic partnering. Strategic partnering is characterized with a translucent boundary between public and private organizations. This type of partnership is long-term, open ended, full sharing of risks and reward with evolving goal oriented. This partnership is mainly based on social capital, i.e., trust, and no formal

arrangement with legal underpinning is required. Proponents of this partnership argue with lower transaction cost involvement compared to transactional contract-based PPP. Strategic partnering is principal-principal type of relationship, in which, joint decision making is prevalent pattern for solving issue. It is highly decentralized and decision-making power is symmetrical.

Form D: Hybrid PPP, example- infrastructure PPP, i.e., DBFOT, BOT, Concession, PFI

Long-term infrastructure contract (LTIC) type PPP (or 'infrastructure PPP') generally involves the design, construction, financing and operation & maintenance of public infrastructure or public facility by the private sector under a long-term contract. These PPPs are characterized with multi-stakeholder's involvement, multiple interest, complex technology and with an open contract that considers future uncertainty. Indeed, PPPs that operate on long-term complex infrastructure contracts which accommodate future uncertainty requires high level integration with the features of both contractual and collaborative forms. Therefore, these are characterized as hybrid organizational form.

In infrastructure PPP, private entity is awarded by the government for financing, building, managing, operating and maintaining public facilities (e.g., infrastructure, superstructures and equipment). In practice, infrastructure PPPs relates to market testing, contractual arrangement with project management style, as well as relates to large and complex infrastructure development with open contract type arrangement, risk and benefits sharing, joint decision making on specific issues, and trust building. Therefore, infrastructure PPP requires employment of both project management strategies and process management strategies to be successful. PPP Authority works for creating an enabling environment for PPP in the delivery of sustainable public service infrastructure. However, legal frameworks of PPP developed so far, mostly emphasize on project management strategies. Whereas deployment of process management strategies has robust theoretical foundation and profound practical implication. Hence, PPP Authority needs to take initiative in guiding the contracting authorities for adopting process management strategies in managing PPP.

BULLETIN BOARD



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





Meeting with the delegates of Milkvita held on 01 February 2023



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"

06 February 2023



Project Screening Meeting on "New Mooring Container Terminal" held on 06 February, 2023





Director General Mr. Pronab Kumar Ghosh Visited “Improvement of Hatirjheel (Rampura Bridge)-Shekherjaiga-Amulia-Demra Road” site

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 . He was accompanied by Mr. Pronab Kumar Ghosh, Director General (Admin & Finance), PPP Authority, Mr. Md. Anwarul Habib ,Director (Engineering) , PPP Authority and Muhammad Muklesur Rahman PS to CEO (Deputy Secretary) .



Training on Sanitation Techniques and work environment improvement

19 February 2023



Workshop on Recruiting Transaction Advisor using PPPTAF

20 February 2023



Meeting with Bangladesh Textile Mills Corporation

22 February 2023

PPP PIPELINE DEVELOPMENT WORKSHOP

World Bank with IFC, ADB, CLDP, IsDB, they are continuously providing guidance and assistance to Bangladesh's PPP program. As part of that initiative, World Bank has taken a support program for PPP Authority in 2022. The key objectives of today's workshop however shall be to:

- » Identify and prepare a short list of potential PPP projects
- » Provide a PPP handbook and Operations Manual
- » Meet selected ministries, divisions or agencies that have not already submitted PPP projects but may have good PPP projects for future



PPPs FOR VISION 2041: PRIVATE SECTOR ROLE AND INVESTMENT OPPORTUNITIES



The session " PPPs for Vision 2041: Private Sector Role and Investment Opportunities" was held at the Bangabandhu International Conference Center in Dhaka on March 13, 2023, under the chair of Dr. Md. Mushfiqur Rahman, CEO of the PPP Authority. It was a parallel session of the three-day-long Bangladesh Business Summit 2023, which is organized by the FBCCI in collaboration with the foreign, and commerce ministries and BIDA.

In the opening remark Dr. Rahman said, If we compare our economy today with the economy of 2005, we see that our GDP has grown almost six and a half times. The per capita income of our country is now about 2,824 US dollars and our foreign exports have also increased to over 3 trillion over the period. These are our success stories, which would not have been possible if the private institutions had not worked together with the government. The contribution of private companies in all sectors including agriculture, banking, communication, health, industry, infrastructure, tourism of the country is undeniable. He also noted that Bangladesh needs huge investment in infrastructure sector every year to achieve the Vision 2041 and SDG targets. According to an estimate by the Asian Development Bank (ADB) , total Infrastructure Investment required during the period 2015 to 2030 is 384 billion, an average investment of 20 billion dollars is required in the infrastructure sector in Bangladesh every year. Currently it is approximately 14 billion dollars per year. If we include the SDG plans the average



requirements per year becomes 26 billion. Government alone cannot meet these requirements. Government needs to harness the expertise, technology, supply chain and finance from around the world to minimize the investment requirements gap. Following the laws and regulations since 2010, several mega projects have been taken up, where the private sector partner will design, build, finance, operate and maintain the project for the long term. At present, 78

different projects under 17 ministries are included in the PPP pipeline. In the 8th five-year plan, it has been directed that- “before taking any project, it should be checked whether it can be done in PPP”. Therefore, we can say that the Government of Bangladesh has placed PPP in a special leading role. By 2041 government has the perspective plan to generate 36.36% of country’s total GDP through Private Sectors and Public-Private Partnership (PPPs).

Mr. Naser Ezaz Bijoy, Chief Executive Officer of the Standard



Chartered Bank, presented the keynote at the event and Dr. Md. Mushfiqur Rahman, CEO, PPP Authority made the opening remarks. While Md. Abul Bashar, Director General Public, Private Partnership Authority, Md Shafiqul Islam Akand, Chief Operating Officer of the Dhaka Bypass Expressway Development Company Limited, Mr. Mamun Rashid, Managing Partner of the PricewaterhouseCoopers, Takeo Koike, Director of the Asian Development Bank, Ms. Nihad Kabir, Former President of Metropolitan Chamber of Commerce and Industry, Dhaka and H.E. Lee Jang-keun, Ambassador to Bangladesh, the Republic of Korea spoke as the panelists.

Mr. Nafiuul Hasan Director General, Prime Minister’s Office, the Government of the People's Republic of Bangladesh conducted the session as Moderator.

INTERNATIONAL STAKEHOLDERS MEETINGS



Meeting with the representative of ADB.

24 January 2023



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

Meeting with the delegates of IFC
26 January 2023





Ambassador of Japan in Bangladesh H.E. Mr. IWAMA Kiminori visited Public Private Partnership Authority

30 January 2023

Meeting with the representative of ADB.

31 January 2023



Meeting with the representatives of Marubeni Corporation.

31 January 2023





Meeting with VDB Loi
01 February 2023

Bangladesh-Japan 1st Working
Level Meeting
08 February 2023



Meeting with the representative
of ESG and PSA
08 February 2023



Meeting with IFC

15 February 2023

IFC Airport Transaction
Advisory Service Discussion

20 February 2023



Ambassador of Japan in
Bangladesh H.E. Mr.
IWAMA Kiminori paid a
courtesy call to Dr. Md.
Mushfiqur Rahman, CEO
of the PPP Authority

9 March 2023





Meeting with sumitomo
Corporation
12 March 2023



Meeting with KAJIMA
13 March 2023



Meeting with BSRM Group
15 March 2023



Meeting with DP World

20 March 2023

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Dr. Md. Mushfiqur Rahman, CEO (Secretary) of the PPP Authority on 04 & 05 March, visited Chattogram and observed the following PPP projects



1. Chattogram Metropolitan Sewerage Project for Patenga Catchment (Catchment-6)
2. Construction of Bay Terminal”
3. Equip, Operate and Maintain Patenga Container Terminal”
4. “Bangabandhu Sheikh Mujib Shilpanagar Water Supply Project.”
5. Development of Shopping Mall with Hotel-cum-Guest House at Bangladesh Railway Land near Chittagong Railway Station, Chittagong.

At the time of visit Rear Admiral M Shahjahan, NPP, BCGMS, ndc, psc , Chairman , Chittagong Port Authority, Engineer AKM Fazlullah, Managing Director, Chattogram WASA, Mr Abul Basar Mohammad Fakruzzaman, Deputy Commissioner Chattogram and some other officers from relevant departments were present.





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.

He was accompanied by Mr .Pronab Kumar Ghosh Director General (Admin & Finance), Mr. Md. Abul Bashar, Director General (Programming & Investment Promotion) and Dr. Md. Jahedul Hasan, Director General (Engineering/Multi Sectoral Expert Support and Legal) along with other Officials of Roads and Highways Division and Officials of PPP Authority. The Public Private Partnership Authority (PPPA) has expressed satisfaction over the quality of construction of



the ongoing 48km-long Dhaka Bypass Expressway project

The project is expected to reduce traffic congestion inside Dhaka city and establish road connectivity with safe and modern facilities, which will play a significant role in increasing the overall trade and commerce of the country. The Consortium Dhaka Bypass Expressway Development Company Limited is carrying out relevant works including the construction works after overcoming the initial hurdles of the pandemic. The project, built entirely with private funding, will be managed and operated by a private partner under a 25-year contract. The project is expected to be completed by 2024

SDG Target 17.17 for Bangladesh: Role of PPP Authority



Mirazul Hasan Chowdhury
Junior Consultant, PPPA

Background:

The Sustainable Development Goals or Global Goals are a collection of seventeen interlinked objectives designed to serve as a "shared blueprint for peace and prosperity for people and the planet, now and into the future".

This agenda has 92 paragraphs. Paragraph 59 outlines the 17 Sustainable Development Goals and the associated 169 targets and 232 indicators.

SDG Target 17.17 seeks to foster and advance productive public, public-private, and civil society partnerships by building on their resource allocation and experiences (www.unstats.un.org). The only indicator (17.17.1) under this target tracks the amount of funding in United States Dollars committed to public-private partnerships and civil society partnerships for a nation. In that way the Target 17.17 tries to apprehend the progress and effectiveness of partnerships toward achieving SDGs. It indicates areas for improvement and funding shortfalls in partnership development.

The indicator is crucial to the Public Private Partnership (PPP) Authority of Bangladesh because its mission is —“Creating an enabling environment for government institutions through public private partnerships in the delivery of sustainable public

service infrastructure”. The office supports line ministries to identify, develop, tender and finance PPP projects. PPP Authority is also the lead data reporter of SDG Indicator 17.17.1 for Bangladesh. The associate data reporters are the Bangladesh Bank (BB), the Finance Division, the General Economic Division (GED), the Internal Resources Division (IRD), the Ministry of Foreign Affairs (MoFA), and the Press Information Department (PID).

Limitation of the Indicator:

For reporting purposes, the World Bank Group limits the term ‘Infrastructure’ to – a) Energy: electricity (generation, transmission & distribution) and natural gas (transmission and distribution pipelines) b) Information & communications technology (ICT): ICT backbone infrastructures c) Transport: airports, railways, ports, and roads d) Water: potable water (treatment & distribution) and sewerage (collection and treatment).

The indicator 17.17.1 has a limitation that it only looks at infrastructure in certain areas. It doesn't include (as they are not captured by the database) other areas like education, housing, economic zones, hotels, and healthcare that have also helped Bangladesh with public-private partnerships programs to a great extent.

Future Research Needs:

Some overview of research needs and ways forward on SDG Indicator 17.17.1 in Bangladesh may be found in the following areas a) Assessment of the effects of PPP projects currently being implemented in the country. The evaluation can concentrate on how much the partnership projects have helped accomplish the SDGs and how well they delivered value for money. b) Methodical evaluation of the benefits and drawbacks of the existing PPP frameworks, rules, and guidelines in order to determine their applicability c) Identify obstacles and enablers for PPPs in Bangladesh and compile recommendations to improve them d) Evaluation of risk-sharing mechanisms to better allocate risks among public and private partners e) Assessment of the needs of the PPP Authority and other relevant stakeholders for capacity building for successful PPP implementation.



The research goal for public organizations can be creating an atmosphere that encourages innovation, draws in private funding, and leverages private sector expertise to achieve sustainable development goals by 2030.

Recommendations:

It is recommended to create a special research unit within the PPP Authority in Bangladesh that will focus on enhancing partnerships between the government, private sector, and civil society. The team can also work with other research organizations locally and internationally to ensure that the research results are shared widely. The following ideas can be among the most effective approaches to meet SDG target 17.17 in Bangladesh.

Capacity-building training programs, Seminars workshops, roundtable discussions and exhibit tours can be organized to allow government officials and key stakeholders to enhance skills and expertise in conducting related research. The use of up-to-date data, statistical tools and IT facilities can help

improve the efficiency, quality of services, and effectiveness of PPPs in Bangladesh. Expertise and knowledge of best practices for successful partnerships can be achieved through collaboration with international partners.

Community members, academics, government representatives, commercial groups, non-governmental organizations, development organizations, trade bodies, and brands who are consistently contributing towards the promotion & implementation of sustainable development goals in the country need to be recognized and celebrated through periodic recognition programs.

Duty waiver can attract both local and international private partners especially in a post COVID-19 crisis period. These waivers can be reserved for “complex infrastructure projects” where certain service depends on variables features that are commonly not available in market and/or very crucial to leverage much-needed infrastructure assets in Energy, Water, ICT & Transport sectors.



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