

# PPP NEWSLETTER

October - December 2023 | Vol-9

*A Quarterly Publication of Public Private Partnership Authority*



## The Chittagong Port Authority signed a concession agreement with Red Sea Gateway Terminal International (RSGTI)

The Chittagong Port Authority signed a concession agreement with Red Sea Gateway Terminal International (RSGTI) for the PPP project named 'Equip, Operate and Maintain the Patenga Container Terminal' on December 6, 2023. The concession, signed by RSGTI CEO Jens Floe, and CPA Chairman Rear Admiral Mohammed Sohail in the presence of Her Excellency Prime Minister Sheikh Hasina of Bangladesh, and His Excellency Khalid A. Al-Falah, Saudi Minister of Investment. The Saudi investment for the project is USD 170 million. Honorable advisor for private industry and investment to the HPM, Mr. Salman Fazlur Rahman, Honorable State Minister, Mr. Khalid Mahmud Chowdhury, Ministry of Shipping of Bangladesh;

Ambassador of Saudi Arabia in Bangladesh, H.E. Essa bin Yousef Al Duhailan; Dr. Mushfiqur Rahman, CEO Of the PPP Authority, Chairman of the Chittagong Port Authority; delegates from Saudi Arabia; and representatives from IFC were present at the signing ceremony.

The historic signing of the first Public-Private Partnership (PPP) agreement in Bangladesh's port sector marks a momentous occasion in the enduring friendship between Bangladesh and Saudi Arabia. Today, amidst honoring our Nation's Victory, the collaboration between Bangladesh and the Kingdom of Saudi Arabia stands as a testament to shared commitment and progress.

This landmark agreement, involving the Patenga Container Terminal under the Chittagong Port Authority, reflects our dedication to enhancing maritime infrastructure. The partnership with Red Sea Gateway Terminal International (RSGTI) heralds increased efficiency and growth in our port services, vital for bolstering international trade and economic activities. The Patenga Container Terminal's development holds profound significance, ensuring smoother operations and elevating Bangladesh's global competitiveness. This collaboration signifies not just

economic ties but also strengthens the bond between our nations. It opens doors for further Saudi investment in various sectors of Bangladesh's burgeoning economy. As we embrace this new chapter, we anticipate a transformative era of prosperity and enduring cooperation between Bangladesh and Saudi Arabia. This concession agreement will be for 22 years to 'Equip, Operate, and Maintain the Patenga Container Terminal' under a PPP arrangement.

## EDITORIAL NOTE

It gives me immense pleasure that the PPP Authority (PPPA) under the Prime Minister's Office, Government of Bangladesh, is going to publish its Quarterly Newsletter covering the period from October to December 2023. I hope this initiative by the PPPA flourishes in achieving its envisioned objectives and consistently provides invaluable insights.

In the pursuit of national development and the well being of our citizens, quality public infrastructure and services play a pivotal role. Bangladesh is advancing towards achieving its vision 2041 and Delta Plan 2100. In a view to attain the visions, to keep sufficient pace with required high growth rate and demand, the country needs a 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 public assets. To achieve this, PPP Authority is working relentlessly.

This edition of our Quarterly Newsletter showcases the tireless efforts

undertaken throughout the entirety of 2023, with a specific focus on the achievements and activities from the last quarter. Highlighting remarkable milestones, celebrating successes, and documenting significant events, this publication serves as a comprehensive overview of our impactful endeavors. Moreover, it articulates our perspectives and philosophies, aimed at enhancing our collective understanding and strengthening our capacity to implement PPP projects more effectively.

I extend my sincere gratitude to all those directly involved in crafting this Quarterly Newsletter, as well as those who have provided invaluable support behind the scenes. I express my heartfelt appreciation for their contributions to the publication's success. I wish the persistent publication of the newsletter. Bangladesh is growing, let's everybody be a part of it.

**Dr. Md. Mushfiqur Rahman**  
*Secretary and Chief Executive Officer*

## Complex Decision Making in PPP



### Dr. Najmus Sayadat

Joint Secretary,  
Finance Division

#### A. Decision-Making Models in Public Policy Process

There are several models which explain the intricacies of decision-making in the public sector. Two traditional organizational decision models are the rational model and the incremental model. The rational model involves a systematic search for optimal solutions to complex problems, with decision makers gathering and assessing policy-relevant information in a sequential manner, often referred to as the Phase Model. On the other hand, incremental decision making is characterized by its political nature, emphasizing interactions and negotiations among key decision makers. In this model, decisions reflect political feasibility rather than desirability. According to Lindblom, decision makers gradually build on the current situation, resulting in decisions that are only marginally different from the existing ones, making changes incremental<sup>1</sup>.

The evolving complexity of government decision-making, due to increased uncertainty and interdependency, as well as power-sharing among the actors, has led to the development of alternative models. The garbage can model and rounds model are these two models useful for such complexity. The garbage can model sees decision-making as an ambiguous and unpredictable process, which is distantly connected to goal

achievement. Actors in this model develop plausible and compelling problem definitions and solutions. They align them with prevailing political conditions, in which the problem, policy, and actors stay in a stream at the same time. In contrast, in large organizations, decisions on complex issues involve multiple participants across various offices. The rounds model of decision-making recognizes such involvement of numerous individuals in proposing, planning, advising, arguing, and deliberating. While seemingly small steps in the process, these actions over time limit alternative courses of action, indicating multiple arenas and rounds of decision-making.

Rational and incremental models represent distinct decision-making styles, while the garbage can and rounds models offer insights into the factors influencing the dominance of a particular style in specific circumstances. Howlett (2007) introduces a matrix based on the complexity of subsystems (actors and setting) and decision-making constraints (policy problem, information, and time resources). This matrix outlines four basic decision-making styles, providing a comprehensive understanding of decision-making dynamics in various contexts. The matrix shows what type of decision making takes place in which context (Figure-1).

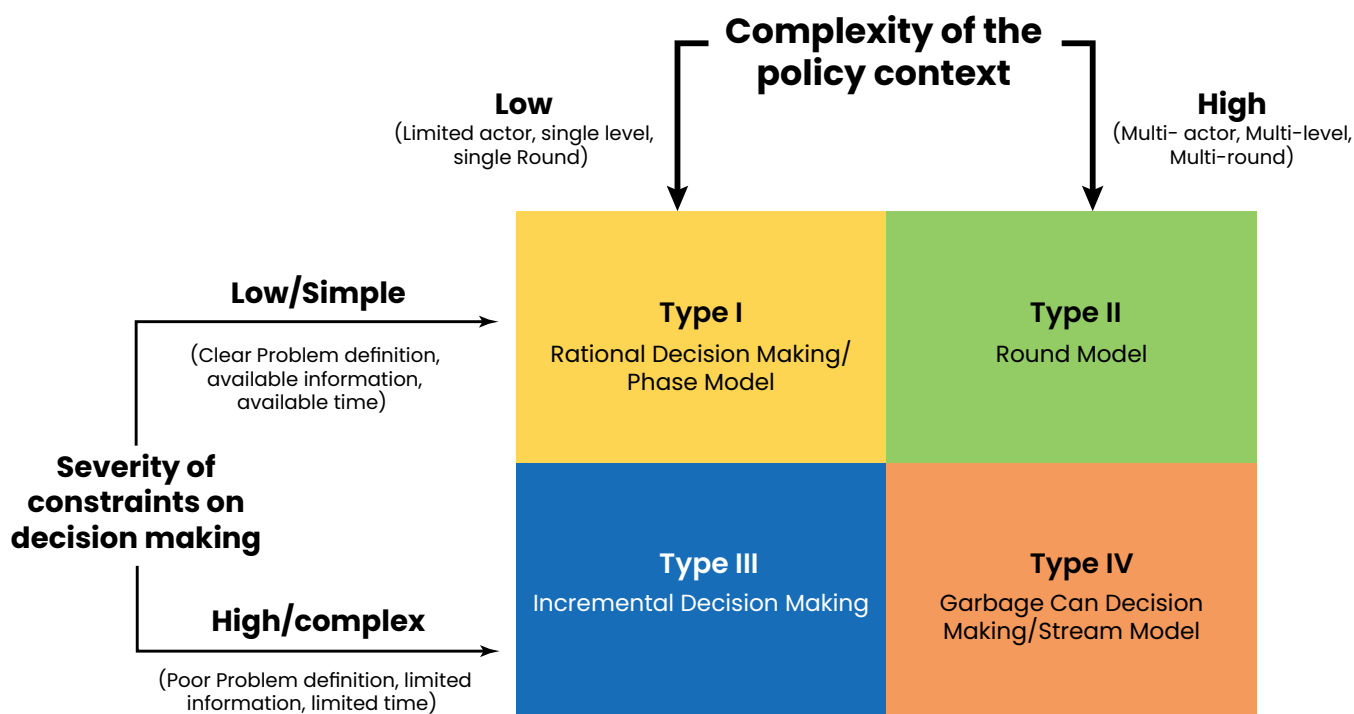


Figure-1: Matrix of decision making models <sup>ii</sup>

### B. Complex Decision-Making and Rounds Model

To enhance our understanding of decision-making in the complex landscape of contemporary societies characterized by network structures, Teisman (2000) delves into decision-making processes, emphasizing the significance of the rounds model<sup>iii</sup>. In the realm of complex decision-making amid uncertainty, especially within a network society without having a clear central authority, the rounds model, provides valuable insights for governance actors.

In the context of decision-making within complex organizations, the process often unfolds in multiple locations or venues, each with distinct actors, procedural rules, and the capacity to influence decision outcomes. In these arenas, actors strive to advocate their definitions of problems or

solutions, accumulating points in each round. The outcomes from these rounds are then circulated to other arenas, fostering ongoing discussions and debates. This iterative process introduces new actors, involves additional arenas, and results in emerging or modified decisions (Howlett et al., 2009; Teisman, 2000).

In essence, the rounds model envisions decision-making as comprising distinct rounds, where each round has the potential to alter the course of the decision-making "match." New players may enter the scene, and, in some instances, the rules of the game can be modified, culminating in a critical decision at the conclusion of a round (Figure-2). According to this model, what may be deemed a solution for one actor could pose a problem for another, intertwining the issues and solutions brought forth by different actors.

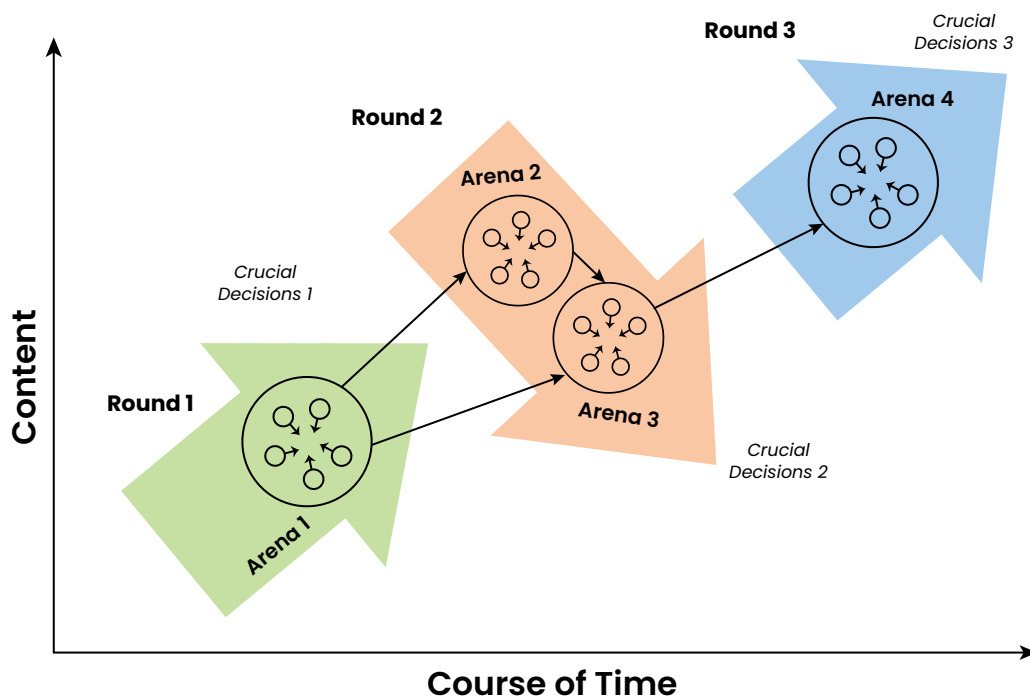


Figure-2: Rounds in the policy game: problem solving and arenas <sup>iv</sup>

### C. Rounds Model in the PPP Policy Process

Within the PPP policy process, the dynamics of decision-making deviate from the traditional approach of autonomous central actors. Instead, decisions emerge through interactive processes involving interdependent actors within a complex environment. The rounds model proves instrumental in shedding light on the sophisticated interactions among these actors, where mutual adjustment takes various forms such as cooperation, conflict, or avoidance, ultimately shaping policy outcomes. Therefore, the round decision-making model is aptly suitable in the PPP policy process.

The PPP policy process is inherently complex, encompassing stages such as project identification, analysis, bidding, implementation, and transfer. Considering each of these stages as a round reveals that they traverse multiple arenas. For instance, the project identification round involves arenas at the contracting authority for primary selection, the line ministry for policy concurrence, the PPP Authority for

PPP suitability concurrence, and finally, the approval arena of the Cabinet Committee on Economic Affairs (CCEA), marking the conclusion of the identification round by approval or not approval from the CCEA.

Subsequent rounds, including analysis, bidding, construction, operation, and transfer phases, unfold in various arenas and completion of rounds, each contributing to the progression of the policy process. For example, the analysis round features arenas where detailed feasibility studies are conducted and approved, leading to the preparation, analysis, and approval of bid documents and PPP contract documents. While navigating these rounds, it's noteworthy that decision-making often occurs without individuals realizing it or in a manner where decisions are made without conscious awareness. The rounds model, by facilitating intentional decision-making, contributes to more rational and less contingent outcomes.

In essence, decision-making in the PPP



policy process aligns with the rounds model, involving multiple actors interacting in diverse arenas, addressing specific issues or problems. The completion of the policy process unfolds through multiple rounds, making the rounds model particularly valuable in comprehending joint decision-making between public and private actors and explaining the resulting PPP policy performance.

#### D. Implications of Decision Making Round In PPP Performance

In a PPP network, characterized by interdependent actors, there is no single dominant actor, making the decision-making process inherently complex. The implementation of PPP policies introduces a multitude of interconnected issues that require simultaneous resolution. The success or failure of PPP hinges on decision-making at different levels, where the interconnectedness of decisions and the roles played by actors become crucial factors. In successful cases, dynamic decision-making facilitates a smooth progression from one round to another. Conversely, in cases of non-success, decisions encounter obstacles and become stagnant at specific round, hindering progress.

It is noteworthy that decision-making within the same network is more straightforward for actors. However, when decisions are intertwined with different networks, the process becomes prolonged, leading to delays or, in some instances, a lack of resolution. When operational complexities extend into different networks, actors within the PPP network may find it challenging to find solutions. In such scenarios, actors often seek revisions to Acts, enforcement of laws, utilization of supervisory capacity within the PPP authority, and inter-departmental coordination from higher authorities. The expedited resolution of issues connected to different networks emerges as a critical challenge for the successful implementation of PPP in Bangladesh.

In summary, the implications of round decision-making in PPP underscore the intricate nature of interdependent actors and interconnected issues. Successful outcomes depend on the agility of decision-making processes and the ability to navigate challenges associated with different arena, rounds and networks, ensuring a seamless and efficient implementation of PPP initiatives in Bangladesh. Based on such complexity in the PPP policy process, public sector actors are expected to be more wide, open and agile in decision making.

## Reference

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## Scope of PPP for Sustainable Agriculture in Bangladesh



### Dr. Md. Mushfiqur Rahman

Chief Executive Officer (Secretary)  
Public Private Partnership Authority  
Prime Minister's Office

#### Introduction:

Agriculture is one of the driving forces of Bangladesh's economy. Agriculture is deeply involved in our overall development as well as livelihood. Agriculture is the largest source of employment in Bangladesh. The importance of the agriculture sector in building a hunger and poverty-free Bangladesh is undeniable. National Agriculture Policy, 8th Five Year Plan, Sustainable Development Goal 2030 and Delta Plan-2100 have been adopted in the light of Vision 2041. There are so many challenges in agriculture sector. In fact, challenges in agricultural sector cannot be solved by a single actor alone but requires a system innovation. Production, processing and marketing in agriculture are dynamic in nature due to continuous change in consumer's demand and expectation. An innovative approach is essential to meet the current challenges of agriculture. Now a days Public Private Partnerships (PPP) in agricultural provide opportunities for conducting advanced research, developing new technologies, and deploying new products for the benefit of small-scale, resource-poor farmers and other marginalized social groups in Bangladesh.

#### Importance of PPP in Agriculture in Bangladesh:

It is undeniable that there are notable amount of post-harvest losses of locally produced food items, including grains, spices, and fruits in Bangladesh. According to an article published in The Business Standard, dated 09 October, 2023, post-harvest losses amount to 20-25% for onions, 30-35% for mangoes, 25-30% for bananas, papayas, guavas, and lychees, 8-9% for rice, 6-7% for pulses, 10% for potatoes, and 5-7% for ginger. These losses collectively account for 5.13 million tonnes of crops annually out of a total production of 52.57 million tonnes of these 10 commodities. Another report published by Food and Agriculture Organization (FAO) 'The State of Food and Agriculture 2019,' stated that agriculture in Bangladesh has been dominated by smallholder farmers, and post-harvest losses in fruits and vegetables are high, ranging between 20 and 44 per cent. So, we can say that every year farmers are losing remarkable amount of money due to post harvest damage of the produced crops in Bangladesh.

Public-Private Partnerships (PPPs) play a crucial role in the development of the

agriculture sector in Bangladesh, as in many other countries. Here are some key points highlighting the importance of PPP in the agriculture sector of Bangladesh:

**Infrastructure Development:** PPPs can contribute to the development of essential infrastructure such as irrigation systems, storage facilities, and transportation networks. This, in turn, helps in reducing post-harvest losses and improving the overall efficiency of the agricultural supply chain.

**Investment and Financing:** PPPs attract private sector investments into the agriculture sector, helping to bridge the financial gap. This infusion of funds can be utilized for upgrading infrastructure, modernizing farming techniques, and promoting research and development.

**Technology Transfer and Innovation:** Private companies often bring advanced technologies and innovations to the table. Collaborating with the private sector through PPPs can facilitate the transfer of modern agricultural technologies, leading to increased productivity and efficiency in the sector.

**Risk Sharing:** Agriculture is inherently risky due to factors such as weather conditions, pests, and market fluctuations. PPPs enable risk-sharing between the public and private sectors. Governments can share the burden of certain risks with private partners, making investments in agriculture more attractive.

**Capacity Building:** PPPs provide opportunities for skill development and capacity building. Through collaboration with private entities, farmers and other stakeholders in the agriculture value chain can access training programs, workshops, and technology transfer initiatives, enhancing their knowledge and skills.

**Market Access and Value Chains:** Private sector involvement can help create better market linkages for farmers. By integrating farmers into value chains and connecting them with markets, PPPs contribute to improving income levels and ensuring a more sustainable and competitive agricultural sector.

**Job Creation:** The agriculture sector is a significant source of employment in Bangladesh. PPPs can lead to the creation of more job opportunities, especially in agribusinesses and related industries. This can contribute to poverty reduction and economic development in rural areas.

**Environmental Sustainability:** Private sector participation in agriculture can bring in environmentally sustainable practices. Through technology adoption and adherence to best practices, PPPs can contribute to sustainable farming methods, minimizing the environmental impact of agricultural activities.

**Policy Support and Regulatory Framework:** PPPs can foster collaboration in developing and implementing policies and regulatory frameworks that are conducive to the growth of the agriculture sector. This collaboration ensures that the interests of both public and private stakeholders are considered.

**Food Security:** Enhancing the productivity and efficiency of the agriculture sector through PPPs contributes to food security. By promoting sustainable practices, improving supply chains, and ensuring market access, PPPs play a vital role in addressing the food security challenges faced by Bangladesh.

## Scope of PPPs in Agriculture Sector in Bangladesh

Evidence from the most of the developing



countries, there are four types of partnership in Agriculture sector are prevailing. These are i) partnerships that aim to develop agricultural value chains; ii) partnerships for joint agricultural research, innovation and technology transfer; iii) partnerships for building and upgrading market infrastructure; and iv) partnerships for the delivery of business development services to farmers and small and medium enterprises. Bangladesh has achieved

unprecedented success in agricultural production. But the agriculture sector is lagging behind in processing and exporting products. Bangladesh does not have sufficient technology and cold storages to store vegetables including onions, mangoes and tomatoes etc. So, there are plenty scopes for PPP in Agriculture sector in Bangladesh. Some potential areas are stated in Figure-1:



Figure-1: Scope of PPP in Agriculture Sector in Bangladesh

## Challenges in PPP Implementation in Agriculture sector in Bangladesh:

The path to successful PPP implementation in Bangladesh is not without its challenges. Challenges in PPP Implementation in Agriculture sector are same as other sector of the country. The main challenges are stated in Figure-2:



Figure-2: Challenges in PPP Implementation in Agriculture sector in Bangladesh

### The Way Forward

Creating a sustainable agro-base ecosystem through PPPs necessitates a multifaceted approach. Strengthening financing windows, fostering sector-specific PPP units, and enhancing stakeholder communication are pivotal steps. Furthermore, encouraging capacity through expert engagement and dispelling misconceptions surrounding PPPs are imperative for fostering investor confidence.

Harnessing PPPs in agriculture aligns with Bangladesh's developmental aspirations. It not only catalyzes economic growth but also ensures inclusive and sustainable

development, in line with the SDGs. By leveraging the agility and innovation of the private sector, these partnerships can revolutionize agriculture, driving Bangladesh towards a resilient and prosperous future.

In conclusion, sustainable agricultural ecosystems through PPPs hold the key to Bangladesh's transformative journey. Integrating these partnerships into the agricultural landscape not only addresses current challenges but also positions the sector for sustained growth and prosperity. Embracing these collaborations aligns with national goals, propelling the nation towards a sustainable and thriving future.

## Exploring PPP Frameworks for Infrastructure Development: A Transformative Learning Experience



### A. M. Al-Amin

National PPP Project Development Co-Ordinator  
ADB

In December 2023, I had the privilege of participating in a groundbreaking program titled 'PPP Frameworks for Infrastructure Development' organized by the prestigious Indian Institute of Management Ahmedabad. As the sole international participant, I immersed myself in an enriching campus training cum workshop set against the backdrop of the vibrant city of Ahmedabad in Gujarat.

The program unfolded over five intensive days, blending theoretical insights with practical exposure through site visits to the Sabarmati Riverfront Development Project and the Ahmedabad Smart City Control and Command Centre. These excursions provided a firsthand look at the real-world applications of Public-Private Partnership (PPP) models in India's infrastructure development.

The program aimed to lay the foundation for interventions by central and state governments, emphasizing private sector participation while addressing barriers to effective PPP models. Through a series of engaging sessions, the training covered internal and external risks, contractual obligations, compliance measures, and financial and regulatory agreements across various sectors.



The central theme revolved around understanding the intricate dependencies between regulatory and enforcement clauses and the broader project scope. Notably, international PPP models were discussed, drawing parallels with Indian PPPs and fostering a global perspective. The program's objectives were comprehensive, delving into how governments prioritize projects, resource and risk management in PPPs, and the social and political dimensions of infrastructure development. Participants explored innovative developments, failures, negotiations, arbitration, and the role of startups in state infrastructure development.

Structured around the Harvard Case Study method, the course unfolded in three distinct parts: legal, financial, and policy-specific. Diverse case studies from India, Maldives, UK, Singapore, and other countries enriched the discussions,

providing a holistic view of PPP implementations globally. With participants hailing from both government and private sectors, the program attracted professionals primarily from the port and maritime sectors actively involved in developing PPP projects. Additionally, representatives from financial institutions added a valuable financial perspective to the discussions.



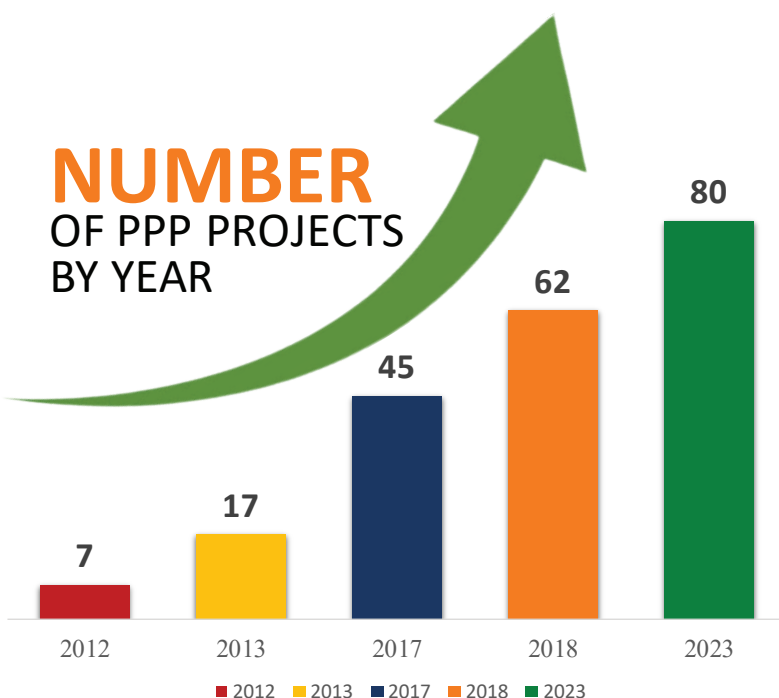
The collaborative atmosphere of the program fostered extensive networking opportunities, enabling participants to share insights and experiences. The knowledge gained proved invaluable, offering practical tools for navigating the complex landscape of PPPs in infrastructure development.

As I reflect on this transformative experience, I am grateful for the wealth of

knowledge gained, the insightful discussions, and the meaningful connections forged. The 'PPP Frameworks for Infrastructure Development' program not only broadened my understanding of PPP models but also equipped me with practical insights to contribute effectively to similar projects in the future. I look forward to applying these learnings in my professional journey, further enhancing my role in fostering successful collaborations between the public and private sectors.

## PPP Projects in Bangladesh

### NUMBER OF PPP PROJECTS BY YEAR



### PROJECTS STATUS IN PPP PIPELINE

USD **42.36 Billion**  
Estimated Total Investment

Total **80 Units of**  
Completed & On going Projects

Working With **27 Agencies**  
Of 18 Ministries



# INTERNATIONAL STAKEHOLDERS MEETINGS



H.E. Christian Brix Møller, Ambassador of Denmark to Bangladesh, paid a courtesy visit to the PPP Authority in December 2023



A meeting was held with the representatives of DP World on October 4, 2023, at the Public Private Partnership Authority office in Bangladesh





Mr. Michael John Webster, the Global Head of WRG, paid a courtesy visit to the Public Private Partnership Authority Bangladesh on October 16, 2023



A meeting was held with the International Monetary Fund (IMF) team on October 16, 2023, at the Public Private Partnership Authority office in Bangladesh



A meeting was held with the representatives of ADB Mission on October 17, 2023, at the Public Private Partnership Authority office in Bangladesh



A meeting was held with the representatives of KAJIMA Corporation on October 18, 2023, at the Public Private Partnership Authority office in Bangladesh





A meeting was held with the representatives of CRBC on October 29, 2023, at the Public Private Partnership Authority office in Bangladesh

## TRAINING SESSIONS



The 70 trainees (Deputy Secretary to the Government of the People's Republic of Bangladesh), of the 29th "Development Administration and Management Training Course" visited the office of the PPP Authority on December 21, 2023



The PPP Authority conducted a day-long training session on Orientation in Public-Private Partnership in the Agriculture Sector on November 28, 2023, at the Conference Room, PPP Authority. It was an enriching training session on Public-Private Partnerships in Agriculture. Participants explored a comprehensive agenda covering fundamental concepts, benefits, and challenges of Public private partnerships (PPP). Our expert speakers included Dr. S. M. Bokhtiar, Executive Chairman ,BARC, shedding light on the importance of PPP. Dr. Md. Mushfiqur Rahman, CEO of the PPP Authority, explored prospects and challenges. Md. Abul Bashar, Director-General of the PPP Authority, and A. M. Al-Amin from ADB offered insights into project development and PPP dynamics in agriculture. Participants also learned through real-world case studies with Mohammad Abdul Awal, Director PPP Authority. This interactive session aimed to empower participants with practical skills and knowledge to identify PPP opportunities and drive agricultural innovation.

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## PPP Authority Trained 250 High-Ranking Government Officials for Shaping Future Leaders to Implement PPP Project in Bangladesh.



Under the visionary leadership of Honourable Prime Minister Sheikh Hasina and the fortitude of Bangabandhu, Bangladesh has achieved incredible strides in the social and economic spheres. PPP is a novel idea in Bangladesh and is crucial to the country's advancement. It is a cooperative strategy in which enterprises or organizations in the private and public sectors collaborate to build infrastructure projects or provide public services. As an initiative to celebrate the Birth Centenary of Bangabandhu Sheikh Mujibur Rahman, to create a sustainable impact on future infrastructure development in Bangladesh, Public-Private Partnership Authority (PPPA) has conceptualized a capacity building training program with the objective of identifying capacity gaps in PPP and provide comprehensive training towards development of efficient manpower for future infrastructure investment through PPP modalities. Through a competitive process, JV of Srei Infrastructure Finance Limited (India), Administrative Staff College of India (India), and Grant Thornton Consulting Bangladesh Ltd. were awarded to carry out the program.

As indicated in the Contract Agreement dated 30 November 2021, Component 1 will consist of the Training Needs Assessment upon which the training materials were based on and the formulation of a comprehensive 5-year Training Plan for the PPP Authority based on overall assessment and feedback. Component 2 will consist of Short Training with 250 trainees participating. In Component 3, an Advance Training Programme on PPP for PPP Practitioners will be conducted for 100 trainees. Finally, Component 4 contains two Exposure Visit Programs in India & Dubai for 10 days each with a total of twenty-four participants.

On November 30, 2021, the Consortium signed the Contract Agreement with PPP Authority and officially commenced the assignment. After having a





discussion with PPP Authority and submission of the TNA Report, the Three-day Training Programme started on November 1, 2022, and ended on November 3, 2022. After completing first two batches, it was decided jointly by PPP Authority and the Consultants that the training should be of five days rather than three days based upon participants' feedback and demand. The procedures of the Short Training Programme consisting of 10 batches having almost 25 participants in each batch ended on May 25, 2023.

250 participants had attended the training program from 23 ministries and departments under these ministries (Ministry of Agriculture, Ministry of Civil Aviation and Tourism, Ministry of Environment, Forest and Climate Change, Ministry of Finance, Ministry of Food, Ministry of Foreign Affairs, Ministry of Health & Family Welfare, Ministry of Home Affairs, Ministry of Housing and Public Works, Ministry of Industries, Ministry of Labour and Employment, Ministry of Law, Justice and Parliamentary Affairs, Ministry of Local Government, Rural Development and Co-operatives, Ministry of Planning, Ministry of Posts, Telecommunications and Information Technology, Ministry of Power, Energy and Mineral Resources, Ministry of Railways, Ministry of Road Transport and Bridges, Ministry of Shipping, Ministry of Social Welfare, Ministry of Textiles & Jute, Ministry of Water Resources, Ministry of Women and Children Affairs); 3 Companies (PetroBangla, IDCOL and BIFFL) and 4 Organizations under Prime minister's Office (BEZA, BEPZA, BIDA and PPP Authority). Out of these 250 participants, 103 participants were selected on basis of their performance, evaluation and attendance.

To impart fruitful and effective training the shortlisted participants had been divided into 4 groups or batches for the advance training programme which comprises of two weeks. Advance Training programme for PPP practitioners of Bangladesh started on 29th October, 2023 and ended on 21st December, 2023.

There were eight training focal sectors which has been maintained throughout the training programme.



These are the topics under 4 thematic areas which were covered during the training programme:

Programme Themes			
PPP fundamentals, background & Frameworks	Financial & Commercial	Legal	Environment and Social
<ol style="list-style-type: none"> <li>1. Why and what is PPP?</li> <li>2. Background of PPP in Bangladesh Project identification and prioritization</li> <li>3. Feasibility studies</li> <li>4. Project structuring</li> <li>5. PPP characteristics in Bangladesh</li> <li>6. Global PPP initiatives</li> <li>7. Successful PPP projects</li> </ol>	<ol style="list-style-type: none"> <li>1. Understanding and applying financial terminologies (NPV, IRR, Vfm)</li> <li>2. Project financing</li> <li>3. Financial risk assessment</li> <li>4. Feasibility studies</li> <li>5. Demand forecast analysis</li> <li>6. Economic analysis</li> <li>7. Managing change in scope</li> <li>8. Performance incentives</li> <li>9. Payment mechanisms</li> <li>10. Procurement guidelines</li> <li>11. Understanding EOI, RFP, RFQ</li> </ol>	<ol style="list-style-type: none"> <li>1. Policies and regulations</li> <li>2. PPPA Act and rules</li> <li>3. Interpreting and applying rules</li> <li>4. Contract management</li> <li>5. Concession agreement</li> <li>6. Successful contract closure</li> <li>7. Dispute resolution</li> </ol>	<ol style="list-style-type: none"> <li>1. Social Aspects: Land &amp; land acquisition, Land acquisition Act 1894, Land acquisition framework &amp; process</li> <li>2. Social &amp; Environmental Aspect: Framework, WB Framework, Other Legislations</li> <li>3. Policy &amp; Laws: National Environment Policy 1992</li> <li>4. Environmental and social risks, green financing</li> </ol>

## Pictures from the Comprehensive Training



Batch-1



Batch-2



Batch-3



Batch-4







The PPP Authority, Prime Minister's Office, organized a day-long in-house training on "PPP Basic Training for PPPA Officials" on December 9, 2023, at the Public-Private Partnership Authority office in Bangladesh



The PPP Authority, Prime Minister's Office, organized a day-long in-house training for PPPA officials on December 18, 2023, at the Public-Private Partnership Authority office in Bangladesh

# INTERNATIONAL TOUR



From November 15 to November 22, 2023, a team composed of the PPP Authority, Ministry of Shipping, Chattagram Port Authority, Planning Commission, and ERD visited Bangkok, Thailand, to understand the operation and management system of Thailand's ports under PPP modalities. During the study tour, they had the opportunity to visit Laem Chabang Port, which serves as the nation's primary gateway for international trade in Thailand. The Port Authority Thailand (PAT) operates the ports in collaboration with public companies such as Hutchison Ports Thailand and PSA International. Throughout the visit, they also had the chance to discuss critical issues regarding PPP projects with high-ranking officials of PAT and other Thai authorities. The study tour was jointly organized by The World Bank Group, The Palladium Group, and Maritime and Transport Business Solution (MTBS). It was a part of the South Asia Regional Infrastructure Connectivity (SARIC) initiative, funded by the Australian Government through the Department of Foreign Affairs and Trade (DFAT).





## OTHERS



PPP Authority, Prime Minister's Office placed wreaths at the portrait of Sheikh Russel on the occasion of the "Sheikh Russel Day -2023" marking the 60th birthday of Father of the Nation Bangabandhu Sheikh Mujibur Rahman's youngest son Shaheed Sheikh Russel on October 18, 2023 at the office premise. PPP Authority also arranged a discussion and prayer session to observe the day.



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### Chief Advisor

**Dr. Md. Mushfiqur Rahman**  
Chief Executive Officer (Secretary)  
PPP Authority, Prime Minister's Office

### Publication

**Public Private Partnership Authority**  
Prime Minister's Office

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