



ANNUAL REPORT 2019-20



“BANGLADESH IS GROWING, BE A PART OF IT”

Public Private
Partnership
Authority



Prime Minister's Office

Government of the People's Republic of Bangladesh

Construction of Dhaka Elevated Expressway.



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ANNUAL REPORT 2019-20

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



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

CHAIRMAN'S NOTE



Dr. Ahmad Kaikaus

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



While Bangladesh is about to celebrate the golden jubilee of Independence on March 26, 2021, this year marks the 100th Birth Anniversary of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman. His ideology guides us to think and act for the nation as a whole. One of the priorities of our government is rapid economic development and for that we need to improve the infrastructure of the country. Our goal of becoming a middle-income country by 2021 and a developed country by 2041 can only be realized if the investment in, and efficiency of, our core infrastructure is increased to meet the challenge. Towards this end, partnership and collaboration between the public sector, private sector and the business community has got much attention.

PPP Program, being the brainchild of the current government, has come a long way since its inception and has already emerged into an important institution in facilitating and regulating the implementation of the public-private partnership investment. A strong foundation for PPP has been established, the regulatory framework is in place, capacity building programs for the relevant government agencies have been undertaken, and a large multi-billion-dollar pipeline of projects have been prepared. Despite the sudden disruption and uncertainties caused by the pandemic, PPP Authority has intensified its efforts in engaging with the government line ministries, agencies, and private investors for resuming and developing projects

through prioritization of its resources, including time and financial commitment to projects that are bankable and viable for both the public and the private sector.

It is noteworthy to mention that as of 2020, a total of 76 projects are under the sectors of transport, urban, health, shipping, tourism, and industry. The estimated total investment is USD 27.8 billion.

Bangladesh economy is getting stronger under the able leadership of our honorable Prime Minister Sheikh Hasina. Through her remarkable initiatives in mobilizing the Bangladesh economy, the Public-Private Partnership (PPP) landscape in Bangladesh has been transformed. We warmly welcome the local and international investors to be a part of the infrastructure development of Bangladesh through participating in the PPP projects across the sectors. I also express my sincere thanks to colleagues in PPPA for their continuous efforts in strengthening and promoting projects under the public-private partnership modality. I take this opportunity to thank my colleagues from the Prime Minister's Office and from across the government, who provided extensive support for taking it through. I wish every success in PPPA's endeavors.

A handwritten signature in black ink, appearing to read "Dr. Ahmad Kaikaus".

Dr. Ahmad Kaikaus

CHIEF EXECUTIVE OFFICER'S NOTE



Sultana Afroz

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



This year Bangladesh celebrates the 100th birth anniversary of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman. It is the right time for extra effort and for going the extra mile to realise his dream of a 'Sonar Bangla'.

I joined PPPA as the Secretary to the Government of Bangladesh and CEO of PPPA in the midst of a global pandemic. The Covid 19 is not only claiming human lives but also having severe negative impact on the global economy. Bangladesh under the able leadership of the Honourable Prime Minister, Sheikh Hasina, has taken strategic steps in containing the virus while safeguarding the economy. PPPA has taken necessary measures to keep the office running, while protecting the health and safety of our partners and employees. However, these challenges only reinforced our commitment to work towards achieving our goals.

The socio-economic success story of Bangladesh has been widely acknowledged nationally and internationally. The government has identified public-private partnership (PPP) as a mechanism that will play a significant role in achieving the targets of the 7th Five Year Plan and the Vision 2021 goal of becoming a middle-income country by 2021 and a developed country by 2041. The Government of Bangladesh adopted a "Policy for Implementing PPP projects through Government to Government (G2G) partnership" in 2017. The policy aims to create a framework for developing mega PPP projects in partnership with other countries through their state

owned or private sector entities. PPPA has already signed Memorandum of Understanding (MOU) with Singapore, Japan, Republic of Korea and United Arab Emirates.

A list of 76 projects from different sectors has been incorporated in the pipeline of PPP which are now at different stages of development and delivery over the last few years. One project is at the operational stage – the Kidney Dialysis Center in Dhaka and Chittagong. Six projects are under construction stage, ten projects are carrying out conditions precedent activities after contract signing, two projects are in approval phase from CCEA, 13 projects are at the procurement stage, feasibility studies of 27 projects are being carried out, 11 projects are in the process of appointing Advisors and 8 projects are in the pipeline after receiving CCEA in principle approval.

As the global economy weather this covid-19 crisis PPPA will continue to play a vital role both nationally and internationally owing to the firm support of the Honourable Prime Minister, Sheikh Hasina. With this, I would like to express my gratitude to the Principal Secretary to HPM, Dr. Ahmad Kaikaus, for his continued encouragement. I also wish to thank my colleagues from the Prime Minister's Office, PPPA and government ministries and agencies for their extensive support to the PPPA.


Sultana Afroz

GLOSSARY

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

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CHAPTER 1: AN OUTLINE OF PPP PROGRAM IN BANGLADESH

Understanding PPPs

PPPs (Public Private Partnerships) are arrangements whereby the public sector enters into an agreement with private sector in order to deliver services that meets clearly defined public demands over a mid-term or long-term horizon. The PPP arrangement is built on the expertise of each partner through 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 a public service, turnkey construction contracts, which are categorized as public procurement projects; or the privatization of utilities where there is limited on-going role for public sector.

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

In projects that require new infrastructure, the public partner may provide a capital subsidy to the project to make up the difference between the cost of the project and the present value of the income that can be received from it, so as 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 time 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

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.

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
<ul style="list-style-type: none"> • Early access to new public infrastructure service 	<ul style="list-style-type: none"> • Better value for money by optimized risk sharing 	<ul style="list-style-type: none"> • Access to new areas on investment opportunities
<ul style="list-style-type: none"> • Accelerated improvement of existing public infrastructure 	<ul style="list-style-type: none"> • Budgeting certainty through whole life costing 	<ul style="list-style-type: none"> • Generate of a stable and longer-term revenue stream
<ul style="list-style-type: none"> • Availability of well-maintained and quality services 	<ul style="list-style-type: none"> • Enhanced government asset utilisation and access to additional investment 	<ul style="list-style-type: none"> • Ability to apply innovative solutions and develop new financial/ technical products
<ul style="list-style-type: none"> • Consistent availability and access to essential services 	<ul style="list-style-type: none"> • Access to private sector expertise and innovation 	<ul style="list-style-type: none"> • Integration of various private sector capabilities

Stakeholder benefits under PPP

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 1970's and 1980's in the health sector partnership between the public and private sector such as BIRDEM and the National Institute of Cancer Research & Hospital. While in the early 1990's KAFCO was established as 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 Private Sector Infrastructure Guidelines in 2004 to widen private sector participation in other areas of infrastructure development.

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

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

Achieving Vision 2021

The socio-economic success story of Bangladesh has been widely acknowledged. On the social front Bangladesh has made significant strides in meeting several of the UN Millennium Development Goals such as reducing income disparity ratio, attaining gender parity in education, reduction in infant mortality etc. In addition, Bangladesh has made remarkable progress in reducing the prevalence of underweight children, increasing enrolment at primary schools, lowering the maternal mortality ratio and improving immunization coverage.

On the economic front it is one of the few countries to have demonstrated consistently strong GDP growth rate averaging well over 6% over the last five years despite the general global slowdown. Over the same period per capita income was \$1909 in 2019 and projected to be \$2064 in 2020.

The foundation to this path of socio-economic growth, success and prosperity for Bangladesh has been set out in the Vision 2021; the Vision that sees Bangladesh progress to a middle-income country by the year 2021. The strategy for implementing Vision 2021 and the 7th Five Year Plan identifies the need to increase investments in infrastructure from 2% to 6% of GDP as one of the key requirements to achievement of the Vision.

Given the size of the proposed increase in investment required, Government budgets alone were insufficient to deliver the infrastructure envisioned in the timescales necessary and it, therefore, identified and prioritized Public Private Partnerships as one of the key initiatives to bridge the gap between the identified investment need and the available Government resources and to accelerate delivery.

Re-invigorating the PPP program in Bangladesh

With the vision of becoming a Middle-Income Country by the year 2021 and the need to substantially increase the investment in infrastructure projects by unlocking private sector participation, there was a need to re-invigorate the PPP program in Bangladesh.

Previous policies and efforts could not to realize the volume and size of PPP pipeline that was necessary to meet our development targets. In 2009-10 there were only 3 active PPP projects in the pipeline although the targets set out under the 7th Five Year Plan was for thousands of crores taka of investment across multiple sectors. In updating the PPP program, the Government carried out a holistic review of PPP processes and the institutional framework that were introduced under the PSIG, in order to identify constraints that were holding back the development of a vibrant and expanding PPP program. Based on this review and international best practice in leading PPP practicing countries a number of changes for the PPP Program was proposed and implemented through the Policy and Strategy for Public-Private Partnership (PPP), 2010 which was gazetted in August 2010 (PPP Policy 2010).

The key contextual changes were related to focusing on the development 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 government to establish a sustainable platform for PPPs that would be applied across a number of 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.

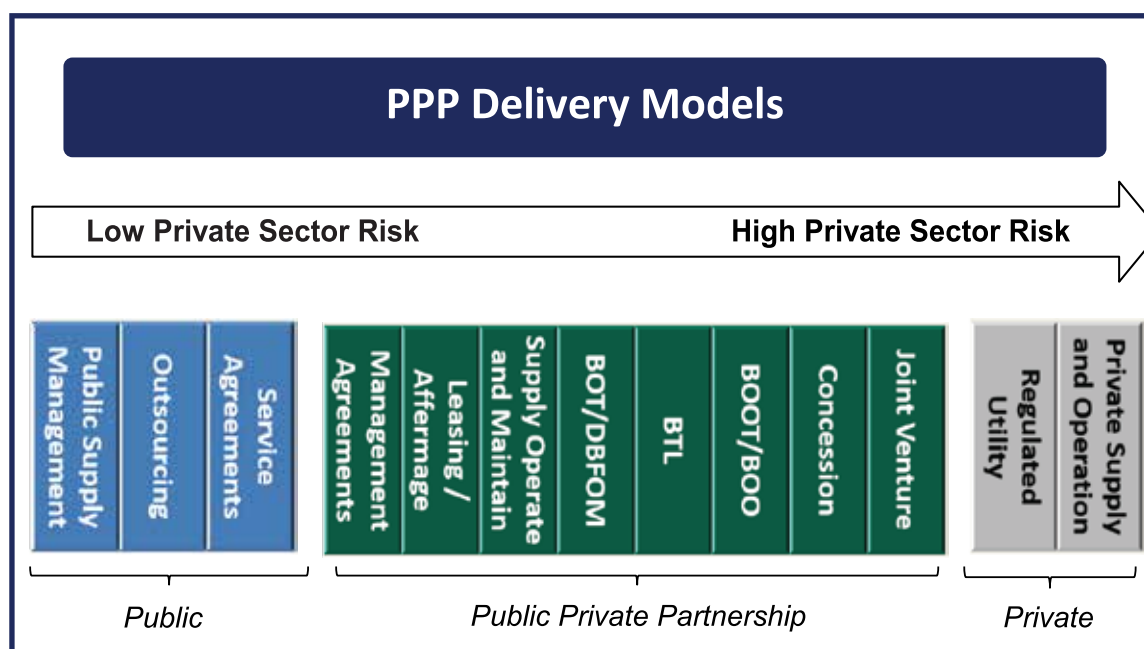
Different Contractual PPP Models applied in Bangladesh

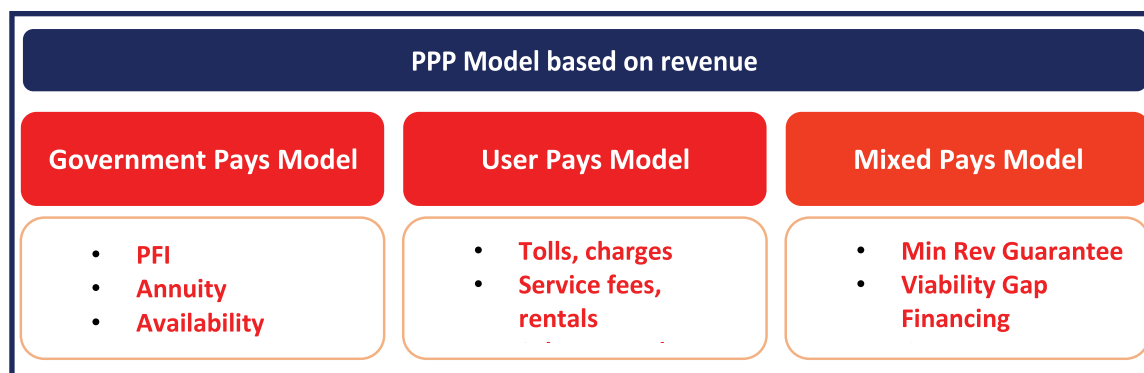
A number of different contractual models of PPPs have been developed globally and are widely applied in projects. Each PPP model represents a different allocation of risk and responsibility between the public and private sector. These can differ in relation to size of investment by the private sector, the basis of the revenue stream, the responsibilities undertaken in relation to construction, operation, maintenance and service performance, ownership of 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 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 delivery of PPP projects and revenue models that typically fall under the PPP framework is set out below. The optimal PPP model is determined on a case by case basis following the conclusion of the feasibility and market engagement study that will determine the optimum option to deliver the public sector objectives through a viable, bankable and sustainable project for the private sector.





Different Phases of PPP Projects in Bangladesh Context

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

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

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

Key Developments of the PPP Program since 2010

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

plans. These included institutional changes, regulatory reform, project development focus, capacity development and financial support mechanisms.

Institutional Changes

The PPP Policy 2010, paved the way for the establishment of the PPP Office, which was founded in 2011 by a gazette. The key impetus in the development of the program started from 2012. With the appointment of a Chief Executive Officer to the PPP Office for driving required initiatives to re-invigorate PPP's 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 with 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 request 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 in order to support the processing of PPP projects and started the process of establishing PPP cells at selected Agencies who were developing multiple PPP projects. A good number of PPP cells have been established in several ministries and agencies.

Regulatory Changes

Specific guidelines were introduced for the first time 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 assessment. 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 on the basis of key milestones consisting of a combination of inception overview, preliminary findings, draft feasibility outputs and final report. During this period feasibility assessments were either on-going or had been completed on around 27 projects and the process was on-going for the appointment of advisors to conduct feasibility studies on another 8 projects.

Capacity Development

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

To support this initiative, the PPP Authority has been conducting a capacity development and awareness program for public sector officials, private sector stakeholders, local and international investors, and financial institutions through seminars, workshops, conferences and marketing events. Over the 2019-20 period altogether including 17 training and capacity building, 29 events have been organized where over 1500 public officials and private sector executives were engaged.

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 program in Bangladesh.

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

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

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

The initial period was 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 where new institutions, frameworks, processes and systems were being developed, international 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 2018 period which has now been taken further forward by the activities carried out over the 2019-2020 period as set out in this report.



CHAPTER 2: CORE VALUES OF THE PPP AUTHORITY

■ Vision

Development of sustainable public service infrastructure.

■ Mission

Creating an enabling environment for government institutions through public private partnerships in the delivery of sustainable public service infrastructure.

■ Strategic Objectives

- Facilitating development of sustainable public service infrastructure project under PPP policy.
- Raising the profile of the PPP program and promoting increased flow of private investment in public service delivery.
- Creating a legal and regulatory framework for building confidence among private investors.

■ Mandatory Objectives

- Improve service delivery.
- Improve governance.
- Improve financial management.
- Efficient functioning of the Annual Performance Agreement (APA) System.

■ Major Functions

- To initiate, develop, formulate PPP projects.
- To actively promote PPP to various potential investors.
- To conduct pre-feasibility, feasibility studies and prepare relevant bidding documents, when necessary.
- To propose for approval of various laws, rules, regulations, model documents, guidelines, procedures for general use and use for specific types of PPP projects.
- To support Line Ministries and Agencies in tendering and selection of investors.
- To undertake awareness creation activities and build capacities in Line Ministries and Agencies.
- To maintain an up-to-date internet portal with public access to laws, rules, regulations, model documents and short description and scope of negotiated PPP projects and secure access to private participants for tracking progress of processing of specific PPP projects.

CHAPTER 3: GOVERNING AND MANAGEMENT STRUCTURE OF PPP AUTHORITY

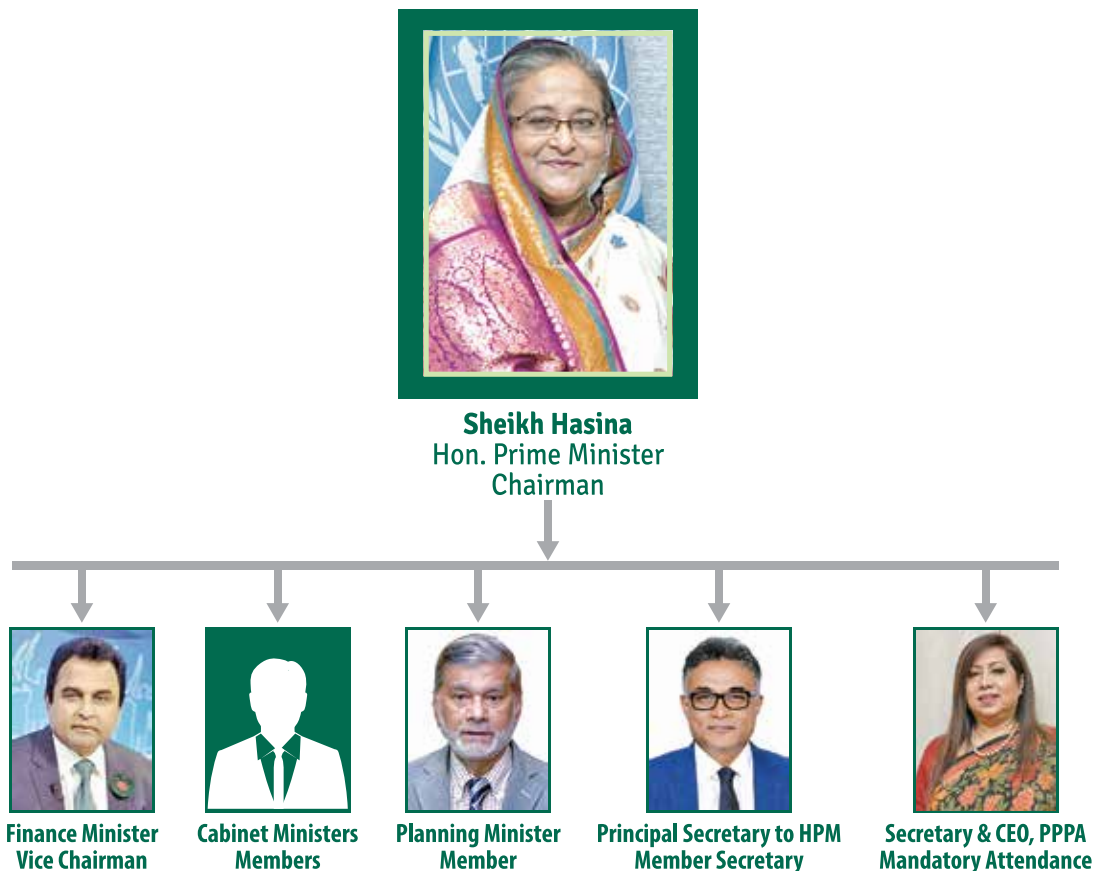
Governing and Management Structure of PPP Authority

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

The key issues covered in the meeting included:

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

Management Team of Public Private Partnership (PPP) Authority

A total of 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 two posts have been filled during the 2019-20 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 nine staff have been discharging their duties through an outsourced appointment.

Management of PPP Authority



Sultana Afroz
Secretary to the Government of Bangladesh
& Chief Executive Officer



Md. Faruque Ahmed
Director General (Admin & Finance)
(Additional Secretary)



Md. Abul Bashar
Director General (Joint Secretary)
(Programming & Investment Promotion)



Md. Anwar Hossain
Director (Admin)
(Deputy Secretary)



Dr. Najmus Sayadat
Director (Finance)
(Deputy Secretary)



Mirana Mahrukh
Director (Investment Promotion)
(Deputy Secretary)



Md. Robiul Alam
Director (Project Management
& Finance) (Deputy Secretary)



Md. Anwarul Habib
Director
(Deputy Secretary)



Md. Abdus Salam
PS to CEO (Secretary)
Senior Assistant Secretary

THE TEAM



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.

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 capabilities, with the goal to enhancing the quality, attractiveness, and sustainability of PPP projects.

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

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

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

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

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

Fig 2: Core Roles of the PPP Authority



Screening and Approving Projects & Transaction 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 creation and capacity enhancement. The PPP Authority has the responsibility to review and check that the relevant PPP requirements are being followed by the Agencies and Ministries, as well as ensuring that bidding documents and the proposed provisions in the PPP contracts are in line with market standards, bankable and can attract private sector investors. To facilitate this process the PPP Authority has been developing draft model documentation and templates on a sector specific basis and working closely with Agencies and Ministries.

Project Development Support

PPP Authority supports Contracting Authorities in developing the proposed PPP project by

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

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

A key role of the PPP Authority relates to the monitoring and 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

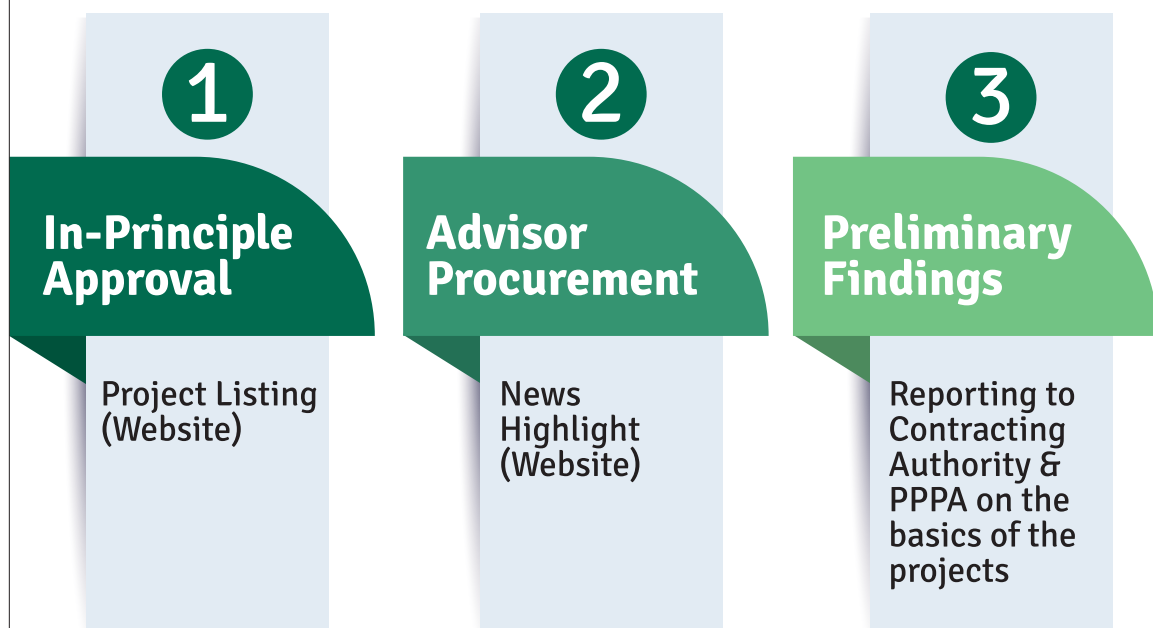
As PPP is comparatively a new concept in Bangladesh, effective promotion and marketing campaign is vital to develop broad consensus and support across relevant stakeholders including the Agencies, private sector and financial institutions.

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.

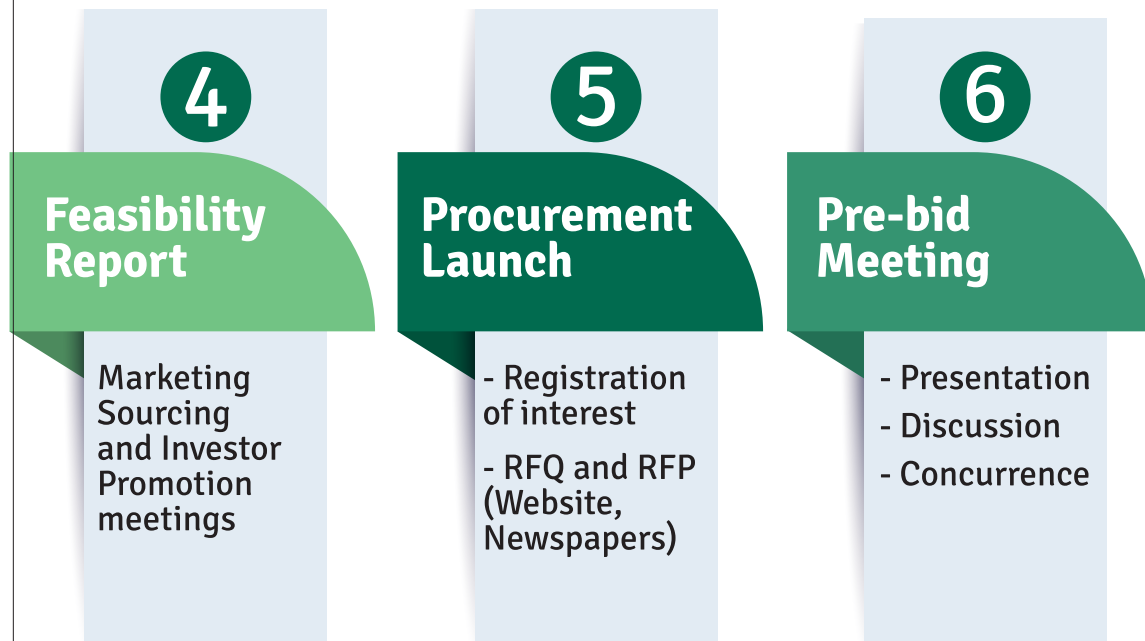
The PPP Authority has developed a structured approach to project marketing, which includes a program-based marketing initiative and a project-based approach. Under the program-based approach the PPP Authority has organized a number of PPP promotional activities and marketing campaigns for awareness creation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

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

Project Development



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.



Stakeholders Consultation on Public Private Partnership Authority

Development Partners Engagement

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

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

In order to create greater awareness of the developments in PPP and to show broader perspectives & strategy of the PPP Program. It is engaged with the WB, ADB, IFC, IsDB, UNCDF and some other agencies for their increased support and assistance and conducts regular update meetings and discussions with these and other donor and multilateral agencies. As a result, it has received significant commitment in terms of technical assistance for PPP advisory support and lending support.

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

During 2019-20, PPP Authority conducted and facilitated around 17 capacity building and sensitization events delivered to more than 500 public and private sector representatives. It also conducted over 100 meetings and focal point sessions with more than 35 Ministries and Agencies.

Monitoring and Reporting

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

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.

“THINKING THE WAY FORWARD ...”

CHAPTER 4: PPP PROGRAM: KEY HIGHLIGHTS OF 2019-20

Policy Development

Finalization of PPP Screening Manual, 2020 for approval from Board of Governors:
The PPP Screening Manual was prepared and released by the then Public-Private Partnerships Office in 2013. Since that time, there has been significant evolution of the PPP environment in Bangladesh, including the following:

- i. The Policy and Strategy for Public-Private Partnership, 2010, which was in force when the PPP Screening Manual 2013 was prepared, has been repealed by the Bangladesh Public-Private Partnership Act, 2015.
- ii. The Procurement Guidelines for PPP Projects, 2018, were introduced to govern the PPP identification, development, bidding, approval and award phases of the PPP process.
- iii. Significant experience has been gained from progress made on the Government's PPP projects.

In order to align the PPP screening process and the terminology used with the current PPP Regulatory Framework, particularly the Bangladesh Public-Private Partnership Act, 2015, and the Procurement Guidelines for PPP Projects, 2018, PPP Authority, in assistance with ADB Consultants, revised the Screening Manual and introduced an Excel based tool for guiding contracting authorities through the process and capturing the output during the project identification stage.

Significant features of the revised Manual are as follows:

- i. The length of Section 2 of the revised Manual, which is the core of the document explaining how to do an initial screening to decide whether the project might be suitable to be a PPP.
- ii. The Manual be a “living document” that may be regularly changed and updated, additional text has been added to explain that this is the case. Before using the Manual, Contracting Authorities should check with PPPA that they are using the most up to date version.
- iii. The revised Manual explicitly contemplates that PPPA may, from time to time, change the weighting of the Screening Criteria, introduce new Criteria, and even specify different criteria for different sectors.
- iv. We have completed the “worked example” in Annex 1 of the Manual based on a hypothetical road project an taking into account the discussions with representations of RHD at the 18 November 2019 workshop.



Project Development

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.

CCEA In-Principle Approval: In 2019-20 concerned Line Ministries and Line Agencies conceptualized and initiated new PPP projects for development. Projects that received in Principle approval from CCEA during 2019-20 are listed below:

Sl.	Project Name
1	Construction of Bay Terminal
2	Construction of Outer Ring Road through PPP
3	Construction of Matarbari-Banshkhali-Madhunaghat 400k Transmission Line
4	Development of a Centralized Effluent Treatment Plant (CETP) at Bangabandhu Sheikh Mujib Shilpa Nagar (BSMSN)

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

Over the 2019-20 period feasibility studies have been carried out for seven (7) projects as listed below:

Sl.	Project Name
1	Dhaka Chittagong Expressway
2	Info sarkar-3
3	Development of BTMC Textile Mills: RR Textile Miles Limited
4	Development of BTMC Textile Mills: Dost Textile Limited
5	Development of BTMC Textile Mills: Magura Textile Miles Limited
6	Development of BTMC Textile Mills: Rajshahi Textile Miles Limited
7	Gabtolli-Nabinagar Expressway

Procurement Stage: The procurement process for PPP projects are launched and driven by the Contracting Authorities. Concerned Contracting Authorities have been actively working on the procurement of PPP projects during the 2019-20 period. These include the 4 (four) projects listed below:

Sl.	Project Name
1	Establishment of International Standard Hotel cum Resort with other Facilities at Existing Parjatan Motel Sylhet Compound of BPC, Sylhet through Public Private Partnership
2	Development of International Standard Hotel cum Training Centre at Muzgunni, Khulna
3	Establishment of International Standard Tourism Complex at Existing Motel Upal Compound of BPC at Cox's Bazar
4	Development of a Coal/Bulk Terminal of Payra Port on Public-Private Partnership

Contract Award: In 2019-20, PPP Authority facilitated Letter of Award/Contract Signing of following PPP projects:

Sl.	Project Name
1	Installation of Water Supply, Sewerage, Drainage System & Solid Waste Management System in Purbachal New Town
2	Development of Shopping Mall with Hotel-cum-Guest House at Bangladesh Railway Land near Chittagong Railway Station, Chittagong
3	Medical College and Modernization of Railway Hospital at CRB in Chittagong

***“SHARING TOGETHER,
WORKING TOGETHER,
SUCCEEDING TOGETHER ...”***

CHAPTER 5: 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 3 March 2016. It was decided that PPPA will formulate a guideline in this regard. Accordingly, "Policy for Implementing PPP Projects through Government to Government (G2G) Partnership, 2017". Was issued which allowed Government of Bangladesh represented by PPPA to enter into MoUs with suitable counterpart organizations of friendly countries.

Modality of Engagement: G2G PPP

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

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

and it depends on the preference of the partner country and discussions with Bangladesh.

Key aspects for creating G2G PPP framework in Bangladesh

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

PPP Authority has signed MoU / MoC with the following countries:

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

Bangladesh and Japan are working together on five projects in transport sector which are expected to generate investment of USD 8.4 Billion. Three projects in port and housing sector are being developed with Singapore with an estimated investment of USD 3.5 billion. Three projects have been shortlisted for further discussion towards implementation through G2G with UAE. Korea will be implementing three projects in the PPP pipeline.

CHAPTER 6: CAPACITY DEVELOPMENT AND INVESTMENT PROMOTION

A good number of PPP capacity building events, promotional events, G2G platform meetings, training session and awareness creation campaigns have been conducted by the PPP Authority during 2019-20. A summary description of the key events organized during this period is set out below.



1st Bangladesh-Dubai Joint PPP Platform Meeting

The 1st Bangladesh-Dubai Joint PPP Platform meeting was held on 01 September 2019 in Dhaka, Bangladesh. The Delegation of the Government of the People's Republic of Bangladesh was led by Mr. Muhammad Alkama Siddiqui (Secretary), CEO, PPP Authority, Prime Minister's Office of the People's Republic of Bangladesh. The Delegation of Dubai was led by H.E Saed Mohamed Al Mheiri, the Ambassador, UAE, Bangladesh.



Training on PPP for State Owned Enterprise

A training on PPP for State Owned Enterprise was held on 13 October 2019 at the conference room, Ministry of Textile and Jute in Bangladesh Secretariat. Mr. Mohammed Belayet Hossain, Secretary of Ministry of Textile and Jute graced the event as the program chair. Mr. Shah Muhammad Nasim, Chairman of Bangladesh Jute Mills Corporation (BJMC) and Brigadier General Muhammad Quamruzzaman, Chairman of Bangladesh Textile Mills Corporation (BTMC) under Ministry of Textiles & Jute were present with their high officials in the program. Vibrant presence of the high-level officials including Ms. Gulnar Nazmun Nahar, Additional Secretary (Planning) and Mr. Md Mukbul Hossain (Textile), Ministry of Textile & Jute made the event a success.



Bangladesh partners with ADB to implement PPP projects in Healthcare Sector

Government of Bangladesh and the Asian Development Bank (ADB) signed a Memorandum of Understanding (MOU) to promote public-private partnership (PPP) projects in the country's healthcare sector jointly at Secretariat Building, Dhaka on 10th December 2019.

The tri-partite MOU was signed at a ceremony in Health Service Division, Dhaka by Director General of Directorate General Health Services Professor Abul Kalam Azad; Director General PPP Authority Mr. Md. Abul Bashar; and ADB's Country Director for Bangladesh Mr. Manmohan Parkash. Under the MOU, Office of PPP (OPPP), ADB will work with DGHS and PPPA to identify, prepare, and implement projects under PPP arrangements including priority areas such as diagnostics and dialysis services. ADB will provide holistic support through the Asia Pacific Project Preparation Facility (AP3F) which can provide integrated support for capacity building, development of standardized templates for procurement and contracting, creation of a potential healthcare project's pipeline and transaction advisory services.



Bangladesh – Korea 2nd Joint PPP Platform Meeting

The 2nd Bangladesh – Korea Joint PPP Platform Meeting was held on 19 January 2020, at the Hotel Intercontinental, Dhaka. It was a part of the on-going collaboration between representatives of the public and private sectors of Bangladesh and Korea under “Policy for Implementing PPP Projects through Government to Government (G2G) Partnership, 2017”. First Platform Meeting was held in Korea during 18-19 July 2019, where 14 projects were presented by Bangladesh and 10 projects were proposed by Korea. Among these, Korea finalized the following three projects at the 2nd Platform meeting for further collaboration and development: Dhaka Circular Railway, Matarbari – Madunaghat 400kV Transmission Line, Improvement of Dhaka (Joydebpur)-Mymensingh Road into Expressway with service lane.

CHAPTER 7: PPP PROJECTS IN BANGLADESH

PPP Project Information

The PPP Authority is facilitating Line Ministries and Contracting Authorities to develop and implement PPP projects. There are 76 projects under implementation in the PPP pipeline, with total estimated investment of USD 28.6 billion.

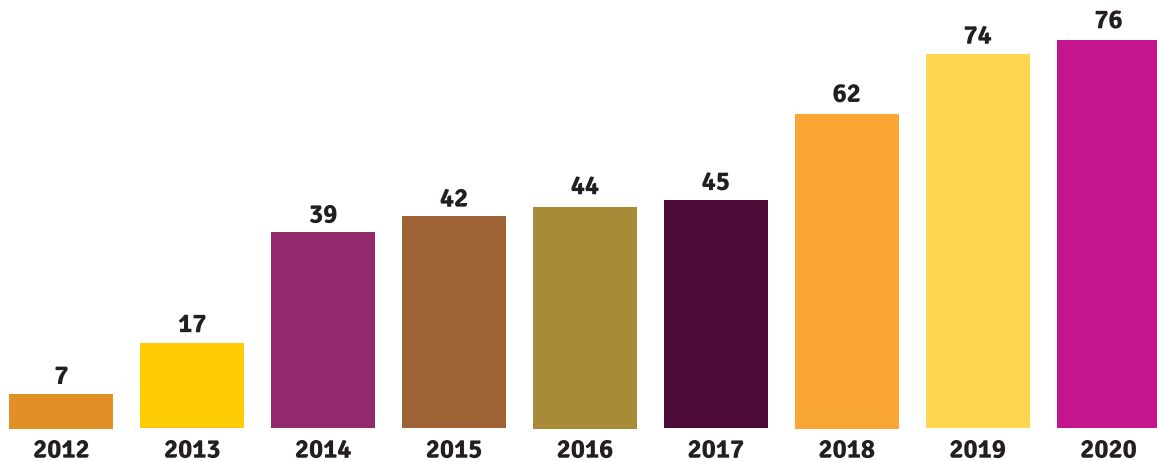


Figure: Number of PPP Projects over the years

Contract signing have been completed for 17 PPPs with an expected investment of USD 5 billion. Among them 1 project is operational and 6 projects is under construction. There are 15 projects under procurement stage and 27 projects are under the detailed feasibility study stage.

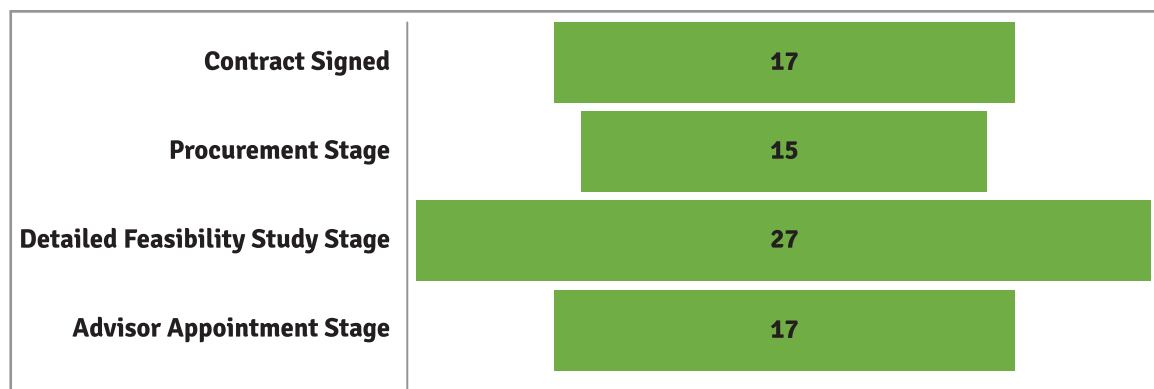


Figure: Status of PPP Projects

Some of the projects from

PPP Pipeline

01(A)

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



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

Objectives

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

Project Scope

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

Private Partner

Sandor Dialysis Services Bangladesh Pvt. Ltd.

Project Status

Operational stage

01^(B)

Hemodialysis Center at Chattogram Medical College Hospital (CMCH)



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

Objectives

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

Project Scope

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

Private Partner

Sandor Dialysis Services Bangladesh Pvt. Ltd.

Project Status

Operational stage

02

Construction of Dhaka Elevated Expressway.



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

Objectives

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

Project Scope

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

Private Partner

Italian-Thai Development. (International)

Project Status

Construction stage

03

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



Sector Civil Accommodation
Implementing Agency Rajdhani Unnayan 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 square feet, 2,688 apartments of 1,600 sq ft and 2,112 apartments of 2,200 sq ft.) will be built under the project, which will also include mosque, gymnasium, community centers and other civic.

Project Scope

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

Private Partner

BNG Global Holdings SDN BHD (International)

Project Status

Construction stage

04

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



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

Objectives

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

Project Scope

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

Private Partner

Sichuan Road and Bridge Group Consortium

Project Status

Construction Stage

05

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



Sector	Health
Implementing Agency	Bangladesh Railway
Line Ministry	Ministry of Railway

Objectives

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

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

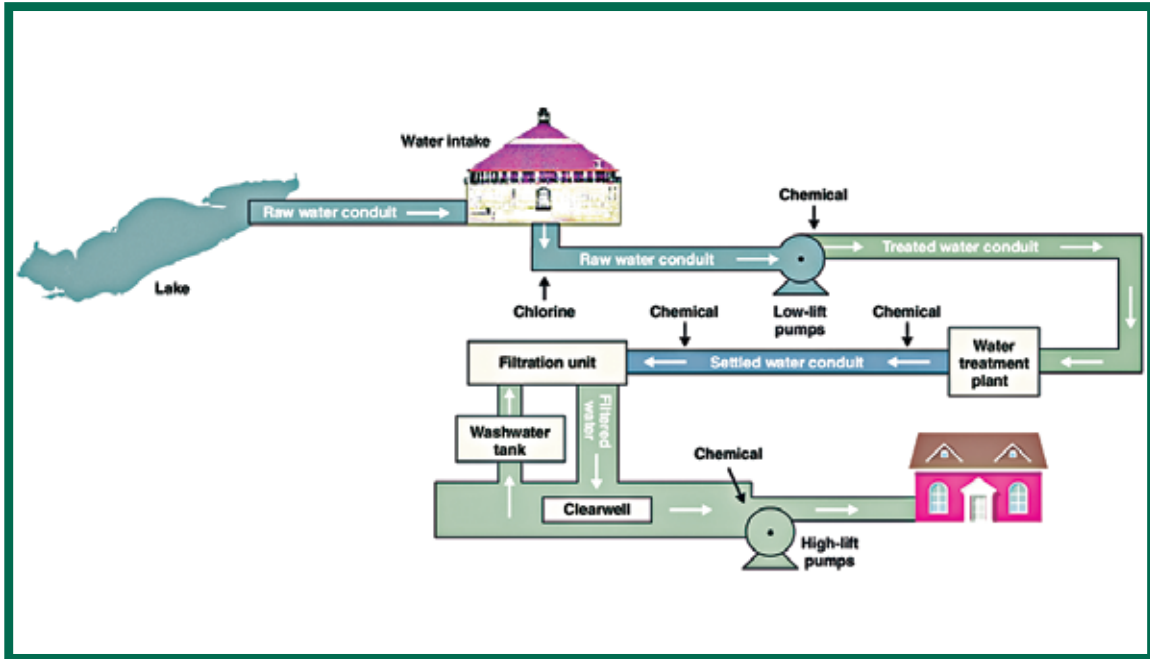
United Group

Project Status

Contract Signed and CP ongoing.

06

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



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

Objectives

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

Project Scope

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

Private Partner

United Water (China) and Delcot Water Limited, Bangladesh

Project Status

Contract Signed and CP ongoing

07

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



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

Objectives

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

Project Scope

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

Private Partner

Universal Medical College and Hospital Limited

Project Status

Contract Signed and CP ongoing.

08

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



Sector
Implementing Agency
Line Ministry

Housing
National Housing Authority
Ministry of Housing and Public Works

Objectives

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

Project Scope

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

Private Partner

Tropical Homes Ltd.

Project Status

Contract Signed and CP ongoing

09

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



Sector
Implementing Agency
Line Ministry

Textile
Bangladesh Textile Mills
Corporation (BTMC)
Ministry of Textile and Jute

Objectives

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

Project Scope

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

Private Partner

Consortium of Tanjina Fashion

Project Status

Contract Signed and CP ongoing

10

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



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

Objectives

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

Project Scope

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

Private Partner

Consortium of Orion

Project Status

Contract Signed and CP ongoing

11

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



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

Objectives

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

Project Scope

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

Private Partner

Epic Group

Project Status

Award stage - contract to be signed

12

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



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

Objectives

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

Project Scope

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

Private Partner

Orion Consortium

Project Status

Award stage - Contract to be signed

13

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



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

Objectives

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

Project Scope

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

Project Status

Awaiting CCEA (final) approval

14

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



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

Objectives

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

Project Scope

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

Project Status

Procurement stage - IFB to be issued.

15

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



Sector
Implementing Agency

Tourism
Bangladesh Parjatan
Corporation (BPC)

Line Ministry

Ministry of Civil Aviation and
Tourism

Objectives

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

Project Scope

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

Project Status

Procurement stage.

16

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



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

Objectives

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

Project Scope

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

Project Status

Project Development Stage.

17

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



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

Objectives

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

Project Scope

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

Project Status

Project development stage

18

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



Sector	Health
Implementing Agency	Bangladesh Railway
Line Ministry	Ministry of Railway

Objectives

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

Project Scope

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

Project Status

Project Development Stage.

19

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



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

Objectives

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

Project Scope

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

Project Status

Project development stage



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

Objectives

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

Project Scope

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

Project Status

Project development stage

21

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



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

Objectives

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

Project Scope

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

Project Status

Project development stage

22

Bay Terminal



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

Objectives

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

Project Scope

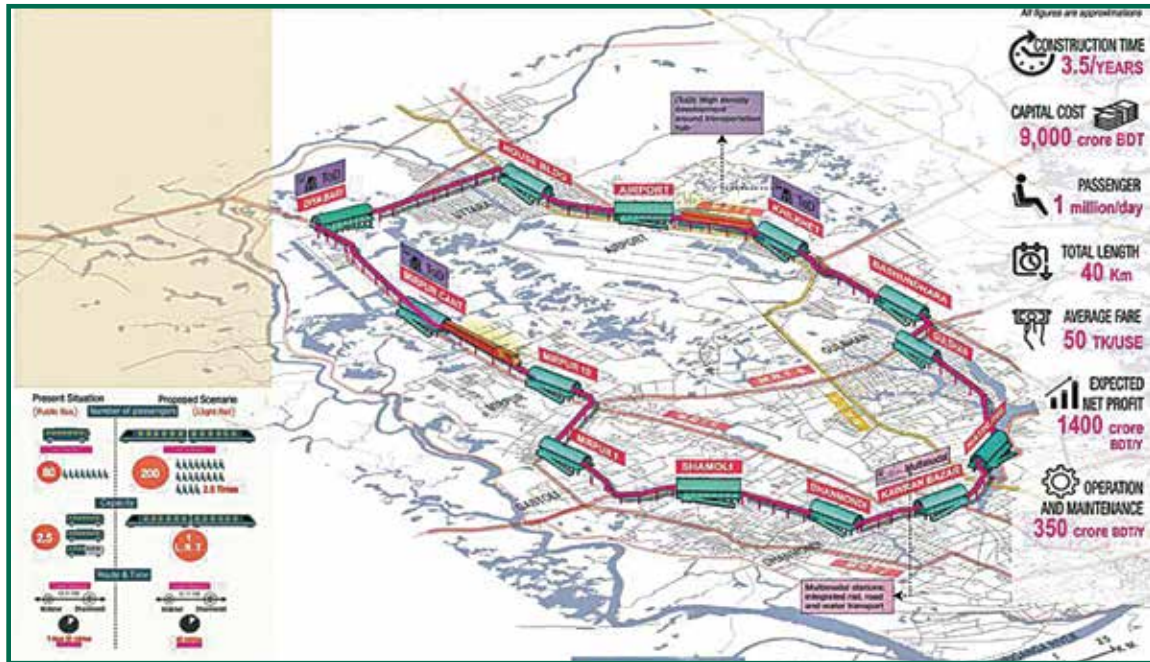
The scope of the project is to establish two container terminals and a multipurpose terminal. Chittagong Port Authority is carrying out a study to finalize the scope of the project. PPP Authority intends to implement one container terminal under G2G Partnership arrangement with Singapore.

Project Status

Project Development Stage.

23

Construction of Circular Railway Line around Dhaka City.



Sector	Railway
Implementing Agency	Bangladesh Railway
Line Ministry	Ministry of Railways

Objectives

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

Project Scope

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

Project Status

Project development stage

List of PPP Projects (Based on Stages)

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

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

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

Contract Signed (10 Projects)

8.	Health	Oboshor: Senior Citizen Health Care and Hospitality Complex at Sreemangal, Sylhet Division.	Department of Social Services	10
9.	Civil Accommodation	Construction of Satellite Township with Multi-storied Flat Building at Section 9, Mirpur, Dhaka.	National Housing Authority	44
10.	Social Infrastructure	Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial Complexes at Chasara, Narayanganj, PPP Basis.	Department of Labor (DoL)	35
11.	Shipping	Payra Port Dredging	Payra Port Authority	950
12.	Industry	Development of Textile Mill at Demra, Dhaka.	BTMC	40
13.	Industry	Development of Textile Mill at Tongi, Gazipur.	BTMC	50
14.	Urban	Development of Water Distribution and Supply Facilities at Purbachal New Town through PPP	Rajdhani Unnayan Kartripakkha (RAJUK)	80
15.	Zone	Economic Zone 4: Mongla.	BEZA	12
16.	Zone	Economic Zone 2: Mirsarai.	BEZA	735
17.	Health	Medical College and Modernization of Railway Hospital at CRB in Chittagong.	Bangladesh Railway	30

Approval and Award Stage (2 Projects)

18.	Urban	Development of Shopping Mall with Hotel-cum-Guest House at Bangladesh Railway Land near Chittagong Railway Station, Chittagong	Bangladesh Railway	6
19.	Tourism	Development of Integrated Tourism & Entertainment Village at Cox's Bazar.	Bangladesh Parjatan Corporation (BPC)	100

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)
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Procurement/Bidding Stage (13 Projects)

20.	Tourism	Establishment of 5 Star Hotel with other Facilities at Existing Parjatan Motel Sylhet Compound of BPC Sylhet.	Bangladesh Parjatan Corporation (BPC)	20
21.	Civil Accommodation	Development of Market, Residential Apartments and Resort on the Land of "No-view Guesthouse" at Chittagong under BJMC through PPP	BJMC	22
22.	Social Infrastructure	Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial Complexes at Tongi, Gazipur, PPP Basis.	Department of Labor (DoL)	35
23.	Civil Accommodation	Construction of multistoried Commercial cum Residential Apartment complex with modern amenities at Nasirabad, Chittagong Under PPP.	National Housing Authority	200
24.	Transport	Improvement of Hatirjheel (Rampura Bridge)-Shekherjaiga-Amulia-Demra Road.	Roads and Highways Department	300
25.	Shipping	Construction of Laldia Bulk Terminal.	Chittagong Port Authority (CPA)	300
26.	Shipping	Payra Port Coal Terminal	Payra Port Authority	660
27.	Tourism	Establishment of Three Star Standard Hotel and other Facilities of Existing Hotel Pashur Compound of BPC at Mongla Bagerhat.	Bangladesh Parjatan Corporation (BPC)	15
28.	Transport	Flyover from Santinagar to Mawa Road via 4th (New) Bridge over Buriganga River.	Rajdhani Unnayan Kartripakkha	300
29.	Tourism	Establishment of Intl. Standard Tourism Complex at Existing Motel Upal Compound of BPC at Cox's Bazar.	Bangladesh Parjatan Corporation (BPC)	45
30.	Tourism	Establishment of a Five Star Standard Hotel along with an Application Hotel and Training Centre on existing land of BPC at Muzgunni, Khulna.	Bangladesh Parjatan Corporation (BPC)	30
31.	Tourism	Development of a Five Star Hotel in Chittagong.	Bangladesh Railway	50
32.	Industry	Development of Cotton Mills project in Tangail	BTMC	150

Project Development Stage (44 Projects)

(a) Feasibility ongoing (27 Projects)

33.	Transport	Construction of a New Inland Container Depot (ICD) near Dhirasram Railway Station.	Bangladesh Railway	70
34.	Transport	Build and Construct Khulna Khan Jahan Ali airport and Special Tourism Zone (STZ) in Khulna under PPP Mode.	Civil Aviation Authority of Bangladesh	300
35.	Urban	Shopping Mall with Hotel-cum-Guest House on the unused Railway land in Khulna.	Bangladesh Railway	30
36.	Transport	Construction & Operation of Inland Container Terminal (ICT) at Khanpur.	BIWTA	30

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)
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37.	Zone	Development of Economic Zone (EZ) at Jamalpur with Private Sector participation.	BEZA	40
38.	Transport	Dhaka-Chittagong Access Controlled Highway.	Roads and Highway Department (RHD)	3,200
39.	Health	Medical College & Nursing Institute and Modernization Railway Hospital of Kamalapur.	Bangladesh Railway	100
40.	Transport	Comprehensive Non-Intrusive Inspection (NII) Project under PPP	National Board of Revenue	100
41.	Transport	Gabtolli - Nabinagar PPP Road.	Roads and Highways Department	340
42.	IT	Info Sarkar Phase 3	Bangladesh Computer Council	120
43.	Transport	Circular Railway Line	Bangladesh Railway	1000
44.	Transport	Improvement of Chattogram to Cox's Bazar Highway	Roads and Highways Department	1462
45.	Industry	Development of BTMC Textile Mills: R R Textile Mills Limited, Sitakundu	BTMC	50
46.	Industry	Development of BTMC Textile Mills: Amin Textile Limited, Chittagong	BTMC	50
47.	Industry	Development of BTMC Textile Mills: Dost Textile Limited, Feni	BTMC	50
48.	Industry	Development of BTMC Textile Mills: Rangamati Textile Mills Limited, Rangamati	BTMC	50
49.	Industry	Development of BTMC Textile Mills: The Asiatic Cotton Mills Limited, Chittagong	BTMC	50
50.	Industry	Development of BTMC Textile Mills: Jolil Textile Limited, Chittagong	BTMC	50
51.	Industry	Development of BTMC Textile Mills: Bengal Textile Limited, Jessore	BTMC	50
52.	Industry	Development of BTMC Textile Mills: Sundarban Textile Mills Limited, Satkhira	BTMC	50
53.	Industry	Development of BTMC Textile Mills: Magura Textile Mills Limited, Magura	BTMC	50
54.	Industry	Development of BTMC Textile Mills: Rajshahi Textile Mills Limited, Rajshahi	BTMC	50
55.	Industry	Development of BTMC Textile Mills: Dinajpur Textile Mills Limited, Dinajpur	BTMC	50
56.	Industry	Development of BTMC Textile Mills: Daroyani Textile Limited, Nilphamari	BTMC	50
57.	Industry	Development of BTMC Textile Mills: Afsor Cotton Mills Limited, Dhaka	BTMC	50
58.	Transport	Detailed Design, Construction, Operation and Maintenance of Mass Rapid Transit (MRT) Line-2	DMTCL	3479
59.	Zone	Central Effluent Treatment Plant-CETP	BEZA	21.8

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)
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(b) Transection Advisors to be approved (17 Projects)

60.	Health	Medical College and Modernization of Railway Hospital at Saidpur in Nilphamary.	Bangladesh Railway	75
61.	Health	Medical College and Modernization of Railway Hospital at Paksey in Pabna.	Bangladesh Railway	75
62.	Health	New Modern Medical College & Hospital of 250 beds on the unused land in Khulna.	Bangladesh Railway	100
63.	Education	The Innovation & Innovator Cell (IIC) development under Public Private Partnership.	The IIC – Innovation & Innovator Cell, KUET	10
64.	Energy	Construction of LPG Import, Storage and Bottling Plant at Kumira or any Suitable Place at Chittagong Including Import Facilities of LPG, Jetty, Pipeline and Storage Tanks under PPP.	Bangladesh Petroleum Corporation	50
65.	Transport	2nd Padma Multipurpose Bridge at Paturia-Goalundo.	Bangladesh Bridge Authority	1500
66.	Shipping	Payra Port Container Terminal	Payra Port Authority	300
67.	Urban	Development of Integrated Wastewater Management System for Gazipur City Corporation	Gazipur City Corporation	64
68.	Civil Accommodation	Construction of High-rise Apartment at Purbachal New Town Project	Rajdhani Unnayan Kartripakkha (RAJUK)	500
69.	Civil Accommodation	Mirpur Integrated Township Development (Phase-II)	National Housing Authority	974
70.	Transport	Light Rapid Transit system for Narayanganj City	Narayanganj City Corporation	200
71.	Transport	Multimodal Hub at Kamalapur Railway Station	Bangladesh Railway	500
72.	Transport	Multimodal Hub at Biman Bandar Railway Station	Bangladesh Railway	200
73.	Zone	IT Village at Mohakhali.	Bangladesh Hi-tech Park Authority	20
74.	Shipping	Bay Terminal	Chittagong Port Authority (CPA)	2089
75.	Transport	Construction of Outer Ring Road	Roads and Highways Department	2705
76.	Energy	Construction of Matarbari-Banshkhali-Madhunaghat 400k Transmission Line	PGCB	183.02

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

CHAPTER 8: BUDGET HIGHLIGHTS

Public Private Partnership Authority Annual Budget (2011-12 to 2019-20)

(Thousands of Taka)

Fiscal Year	Budget	Revised Budget
2011-12	5000	5000
2012-13	12800	12800
2013-14	24500	16000
2014-15	18000	16000
2015-16	20000	29298
2016-17	50000	61250
2017-18	60000	60000
2018-19	65000	60000
2019-20	68800	68800

Public Private Partnership Authority Budget Highlights in 2019-20

(Thousands of Taka)

Srl.	Economic Code	Description	Budget (2019-20)	Revised Budget (2019-20)
1.	3111101	Basic pay (Officer)	16000	16000
2.	3111201	Basic pay (Employee)	5000	5000
3.	3111306	Education allowance	110	110
4.	3111310	Housing rent allowance	3500	2570
5.	3111311	Medical allowance	144	144
6.	3111312	Mobile/Cellphone allowance	200	200
7.	3111325	Festival allowance	590	1100
8.	3111328	Rest and recreation allowance	590	590
9.	3111331	Refreshment allowance	0	20
10.	3111335	Bangla new year allowance	120	120
11.	3111336	Sumptuary allowance	30	30
12.	3111338	Other allowance	100	100
13.	3111339	Cook allowance	0	200
14.	3111340	Security allowances	0	200
15.	3211102	Cleaning and washing	200	200
16.	3211106	Entertainment expenses	300	300
17.	3211111	Seminar/Conference expenses	500	500
18.	3211113	Electricity	3000	3000
19.	3211114	Utility service charge	600	600
20.	3211117	Internet/Fax/Telex	400	400
21.	3211119	Postage	50	50

Srl.	Economic Code	Description	Budget (2019-20)	Revised Budget (2019-20)
22.	3211120	Telephone	440	440
23.	3211125	Advertising expenses	800	800
24.	3211127	Books and Periodicals	200	200
25.	3211129	Rent of office building rental	2500	2400
26.	3231201	Domestic training	400	0
27.	3231301	Training	0	1000
28.	3241101	Domestic travel expenses	1000	0
29.	3242101	Foreign travel expenses	2000	0
30.	3244101	Travel Expense	0	2400
31.	3243102	Gas and fuel	2500	2500
32.	3255102	Printing and binding	400	400
33.	3255104	Stamp and seals	400	400
34.	3255105	Others stationery	350	350
35.	3257101	Consultancy	4800	4800
36.	3257206	Honorarium/remuneration (other than employees)	300	300
37.	3258101	Motor Vehicles	200	300
38.	3258104	Office equipment	1000	1000
39.	3258140	Transport maintenance expense	3500	3500
40.	3632102	Machinery grant	3576	1576
41.	3632103	Motor vehicle grant	8000	10000
42.	3632105	ICT grant	2000	2000
43.	3632106	Other capital grant	3000	3000
Grand Total			68800	68800

CHAPTER 9: PHOTO GALLERY

National Mourning Day being Observed by PPP Authority with due respects

PPP Authority observed the National Mourning Day, the darkest chapter in the history of independent Bangladesh. At the early morning, Mohammad Alkama Siddique (Secretary), CEO PPP Authority along with other officials placed a wreath at the portrait of Bangabandhu at Dhanmondi Road-32, Dhaka.

A Daylong program was also organized by PPP Authority in its office premise. A documentary on the life of Bangabandhu was screened and a minute of silence was observed and a prayer was offered in memory of the martyrs of the August 15, 2019.



The officials of PPP Authority paid his homage by placing wreath at the portrait of Bangabandhu at Dhanmondi Road-32 to observe the National Mourning Day -2019

On this day in 1975, a cabal of military men assassinated the nation's founding father Bangabandhu Sheikh Mujibur Rahman and most of his family members. Eighteen members of his family, including Bangamata Sheikh Fazilatunnesa Mujib, three sons – Captain Sheikh Kamal, Lieutenant Sheikh Jamal and 10-year-old Sheikh Russel, two daughters-in-law Sultana Kamal and Rosy Jamal, brother Sheikh Naser, peasant leader Abdur Rab Serniabat, youth leader Sheikh Fazlul Haq Moni and his wife Arzu Moni, Baby Serniabat, Sukanta Babu, Arif and Abdul Nayeem Khan Rintu were, among others, were killed on that fateful night.

Workshop on Public Private Partnership (PPP) in Power Sector of Bangladesh



Delegates from United Nations Population Fund (UNFPA) and UN Volunteers (UNV) met CEO, PPP Authority



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



Bangladesh-Dubai 1st Joint PPP Platform Meeting



PPP in Bangladesh Strengthening Financial Framework



Workshop on Public Private Partnership (PPP) in Bangladesh



2nd Basic Training course on PPP: Identification, Development, Procurement & Management



3rd Bangladesh -Japan Joint PPP Platform Meeting



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







Prime Minister's Office

Public Private Partnership Authority
Prime Minister's Office

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