



Public Private  
Partnership  
Authority



Chief Adviser's Office

# PPP NEWSLETTER

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# PPP Newsletter

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# Editorial Essay



**Muhammad Rafiqul Islam**

Chief Executive Officer (Secretary)  
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## Effective Strategies for Reducing Your Carbon Footprint: A Comprehensive Guide

Businesses and offices use a significant amount of gas and electricity for heating and cooling, lighting and operating equipment's. Here are a number of easy ways to reduce GHGs emissions, protect the environment, fight climate change, make the air cleaner and build positive image of your company, business house, office or campus.

**Manage your office equipment energy use better.** Total electricity consumed by idle electronics in the offices of the USA equals the annual output of 12 power plants. Save energy and reduce GHGs emissions at your offices in the following ways:

1. Setting your computer, monitor and other office equipments to power down or in a sleep or power saving mode when not in use,
2. Activate the power management features on your computer and monitor,
3. Unplug laptop, personal computer, iPad or printer power cords when not in use,
4. Turn off equipments and lights at the

end of the day before leaving your work place,

5. Plugging everything into a power strip makes it easy to shut everything down at one time

### **Use less energy for your staff commute.**

For less carbon footprint in your organization's staff commuting the following measures be taken:

1. Switching to public transportation.
2. Arrange carpooling. A shared car is considered to equivalent to approximately 17 personal vehicles in terms of road area usage and carbon footprint.
3. Encourage staff for using biking.
4. Grant small or zero interest loan to your employees for buying bikes.
5. Provide cash incentives to your employees for green commuting.
6. Telecommuting can save energy and reduce GHGs emissions on your way to and from work.

7. Encourage your employer to offer commuter benefits that address limited or expensive parking, reduce traffic congestion.

8. Improve employee recruiting and retention and minimize the environmental impacts associated with drive-alone commuting.

9. For your transport pool, find out the fuel efficiency of your vehicles. You can have a look at the 'Federal Fuel Economy' website, and make more environmentally informed choices when purchasing your next vehicle by using EPA's 'Green Vehicle Guide'

**Go with paperless in your office.** Try to do official correspondence without using paper. This attempt will save your money as well as lower your organizational carbon footprint. Some of the tips are given below:

1. Start electronic attendance of your employees.
2. Avoid hard copy letters with the employees, other stakeholders and with horizontal and vertical offices.
3. Make compulsory for all of your executives to open and check their official e-mails.
4. Serve official notice on website of your organization or through e-mail or through messaging over phones.
5. Choose e-tendering method instead of conventional bidding process.
6. Make the personal computers of your office local area network (LAN) connected.
7. Make arrangement for electronic file sharing.

**Local governments can harvest rain water from roof tops.** Municipality water tanks can store rain water as an alternative source of drinking water so that water supplying agencies are not solely reliant on ground water. Extracting ground water needs huge energy resulting to have larger amount of carbon footprint.

**Have an online and sustainable university campus.** This will reduce thousands of ton papers every month. This happens really in the advanced countries' higher educational institutes. Following initiatives may be taken in this regard:

1. Enroll your students through online admission process.
2. Ask your students to use online study materials.
3. Teachers will post various notices, class notes, hand-outs, power point presentations on the university website where the enrolled students have access.
4. Students will have to submit their assignments, essays, homework, research papers to their respective teachers through university e-mail.
5. Evaluation process will have to be done on soft copy scripts.
6. Integrate sustainability into curriculum by providing minors in sustainability for all disciplines.
7. Embed sustainability into the university's governance and to fully engage diverse campus members.
8. To oversee the issues of reduction of carbon footprint establish a sustainability office in your university



with a sustainability team headed by a Chief Sustainability Officer.

10. Have patronage to run the student groups who work for sustainability enhancing.

**Reducing, reusing, and recycling.** At the office reduce, reuse, and recycle help conserve energy, and reduces pollution and GHGs emissions. Creating recycled paper save 55% water as compared to producing virgin paper. An amount of 65% less energy is required to make recycled paper in comparison to producing paper from virgin pulp. Followings are the some doables:

1. Set up your word programme default to have narrow margins. If more text fits on each page, you will end up saving paper over time when printing these documents.
2. Use printers and photocopiers that provide two-sided printing and copying.
3. Ask your office staff and executives to only printing what is not unavoidable.
4. Buying supplies made with recycled content; and recycling paper products, batteries, and used printer cartridges. All of these actions help conserve energy and reduce carbon pollution.
5. For old electronics e.g. computers, monitors, printers, cell phones, TVs etc. Investigate leasing programmes, manufacturer and retailer take-back programmes, and municipal programmes and events to ensure reuse and recycling.
6. You can also donate used equipment to schools or other organizations and take advantage of any available tax incentives for computer donations. For further information you may visit [www.epa.gov/wastewise/website](http://www.epa.gov/wastewise/website) on

starting a recycling programmer at your office or industry or business.

**Use Green Power.** Emissions from electricity generated from fossil fuels can be one of the most significant environmental impacts associated with your organization's operations. Green power is electricity that is generated from renewable energy sources such as water flow wind, sun, geothermal, and biomass. Purchasing green power is an easy, effective way for your organization to reduce its carbon footprint and environmental impact. There are a number of steps you can take to create a greener office, including installing solar panels and researching incentives for renewable energy in your city or state.

**Develop a GHGs inventory for your office or organization.** Developing a GHGs inventory is a critical first step toward measuring and managing your organization's climate change impact. An inventory is a list of emission sources and the associated emissions quantified using standardized methods. Many organizations are taking this step and by doing so find that most of their emissions come from building heating and cooling, fleet vehicles, electricity use, and employee travel. EPA's Center for Corporate Climate Leadership in the USA is a resource center to help all organizations identify and achieve cost-effective GHG emission reductions.

**Take your name off unwanted catalogue and newspaper subscriptions.** U.S. catalogue production uses 53 million trees and enough water to fill 81,000 Olympic-sized swimming pools each year. In addition, Americans waste about 8 hrs per year dealing with junk. A huge amount of wastages of resources and time! 'Catalogue Choice in the USA is a free service that allows you to decide what gets in your office mailbox.



Use it to reduce mailbox clutter while helping save natural resources. You can still get your daily news fix by reading newspapers online.

**Get a plant for your desk.** Indoor plants act as filters that suck up all the pollutants created by your computer equipment while also cooling the air in your office. Plants cool air through a process called transpiration that transfers water from plants into the atmosphere. This allows them to act as a natural air conditioner, keeping the office a little cooler during the warm summer days. As extra dividend, your room will have a better look!

**Look for ENERGY STAR-qualified products for the office.** Office products that have earned the ENERGY STAR feature special energy efficient designs, which enable them to use less energy while performing regular tasks. Look for ENERGY STAR-qualified office equipment, such as computers, copiers and printers, in addition to more than 60 product categories, including lighting, heating and cooling equipment, and commercial appliances.

**Ask your office building manager make sure your building has earned the ENERGY STAR labeled building.** ENERGY STAR-labeled buildings provide safe, healthy, and productive environments that use about 35% less energy than average buildings. Their efficient use of energy also reduces the total operational cost of the building. Let your facility's maintenance department know about the ENERGY STAR buildings programme, so they can learn how to improve your building's performance.

**Have a green committee in your office or organization.** Work with your executives and colleagues and make them interested to practice green. Form a green committee with the enthusiastic and environment background people, Provide them with a minimum amount

of budget. Ask the committee to arrange small scale meeting or workshop or seminar for disseminating tips of reducing less carbon footprinting in company or other activities.

### **Greening your vehicle use.**

Organizations and offices are the users of large quantity of vehicles. Driving your vehicle pool releases GHGs into the atmosphere and contributes to climate change- but you can take simple, easy steps to cut your emissions, reduce our nation's dependence on oil, and save money. Following are the some important tips:

#### **1. Buy smart: Purchase a fuel-efficient, low-GHG vehicle**

When procuring a new or used vehicle or even renting a vehicle for your office, choose the cleanest, most fuel-efficient vehicle that meets your needs. With a wide range of clean, fuel efficient vehicles available today, it is easier than ever to go green-for the environment, and for your wallet. For example in the USA, check out 'EPA's 'Green Vehicle Guide' or [www.fueleconomy.gov](http://www.fueleconomy.gov) to find the best, most comprehensive information on vehicle emissions and fuel economy.

#### **2. Gasoline vehicle label**

You can also learn more about the fuel economy and environment label that you will see on all new vehicles. The label has been redesigned and updated for even easier comparison shopping. These new window stickers provide fuel economy and environmental ratings for all new vehicles, including advanced technology vehicles like electric cars and plug-in hybrids. And while at the showroom, you can scan the QR Code® on each vehicle's label to be connected to additional information online, including personalized cost and



energy-use estimates.

### **3. Drive smart**

To improve your fuel economy and reduce GHGs gas emissions, go easy on the brakes and gas pedal, avoid hard accelerations, reduce your time spent idling (no more than 30 seconds), and unload unnecessary items in your trunk to reduce weight. If you have a removable roof rack and you are not using it, take it off to improve your fuel economy. Use cruise control if you have it, and for vehicles with selectable four-wheel drive, consider operating in two-wheel drive mode when road conditions make it safe to do so.

### **4. Remember maintenance.**

Get regular tune-ups, follow the manufacturer's maintenance schedule (which can be found in your owner's manual), and use the recommended grade of motor oil. A well-maintained car is more fuel-efficient, produces fewer GHGs gas emissions, is more reliable, and is safer! For more details, including potential fuel savings, check out these tips for keeping your car in shape please, visit [www.fueleconomy.gov/feg/maintain](http://www.fueleconomy.gov/feg/maintain).

### **5. Have care for your tires!**

Check your tire pressure regularly. Under-inflation increases tire wear, reduces your fuel economy, and leads to higher GHGs and other air pollutant emissions. If you do not know the correct tire pressure for your vehicle, you can find it listed on the door to your vehicle's glove compartment, or on the driver's-side door pillar. And when it's time for new tires, consider purchasing tires with "low rolling resistance," an energy-saving feature.

### **6. Give your carpool a break**

Encourage your employees to use

public transportation, carpool, or walk or bike whenever possible to avoid using company or official vehicle. Compelling your employees' cars be at home just two days a week can reduce GHGs emissions by an average of two tons per year. Also consider telecommuting i.e. working from home via phone or the internet, which can reduce the stress of commuting, reduce harmful emissions.

### **7. Use renewable fuels**

Give E85 and biodiesel a try. Both are renewable fuels made from renewable sources such as corn that can reduce GHGs emissions from your vehicle. E85 is a fuel blend containing 85% ethanol and 15% gasoline that can be used in certain vehicles called Flex Fuel Vehicles (FFVs). FFVs are designed to be fueled with either E85 or traditional gasoline. There are millions of FFVs on the road today in the USA –to find out if you own one, check the inside of your car's fuel door for an identification sticker, or consult your owner's manual. If you own a diesel vehicle, consider filling up with a biodiesel blend such as B5, which is a diesel fuel blend containing 5% biodiesel. In the USA, the Department of Energy's Alternative Fueling Station Locator can help you locate both E85 and biodiesel fuel stations in your area.

Employees and staff do not live at offices or company or factory houses. Although some days it feels like some of them do. They can still do their part at work to be as environmentally minded and calculative as they are at home. If everyone at your workplace, company, office or campus adopts at least one of these tips it can lead to big differences for our environment as well as the organizations' pocket book.

**References: Various online resources.**



## PPPA THRIVES



The Project Assessment Committee (PAC) meeting for the "Development of 13 Textile Mill sites of BTMC on PPP" took place on 6th January, 2025. The meeting reviewed the detailed feasibility study for the Dinajpur Textile Mills in Dinajpur and Darwani Textile Mills in Nilphamari sites on 06th January, 2025.



A kick-off meeting was held on 7th January, 2025 for the project "Establishment and Operation of Laldia Container Terminal at Chittagong port through PPP Model" & "Operation and Maintenance of Chattogram Port Authority's New Mooring Container Terminal (NCT) including Overflow Container Yard (OCY) by private terminal operator under PPP"





Chief Executive Officer (Secretary) Mr. Muhammad Rafiqul Islam visited the site of the 'Kamlapur Railway Multimodal Transport Hub' a PPP project, witnessing firsthand the progress of this transformative infrastructure initiative for a more connected and efficient Bangladesh on 22nd January 2025.



A two-day basic training session on (22nd & 23rd January-2025) Public-Private Partnerships (PPP) for Bangladesh's transportation and infrastructure sectors was successfully conducted. The session was inaugurated by the Chief Executive Officer (Secretary) of the PPPA Mr. Muhammad Rafiqul Islam who also distributed certificates to the participants upon completion.



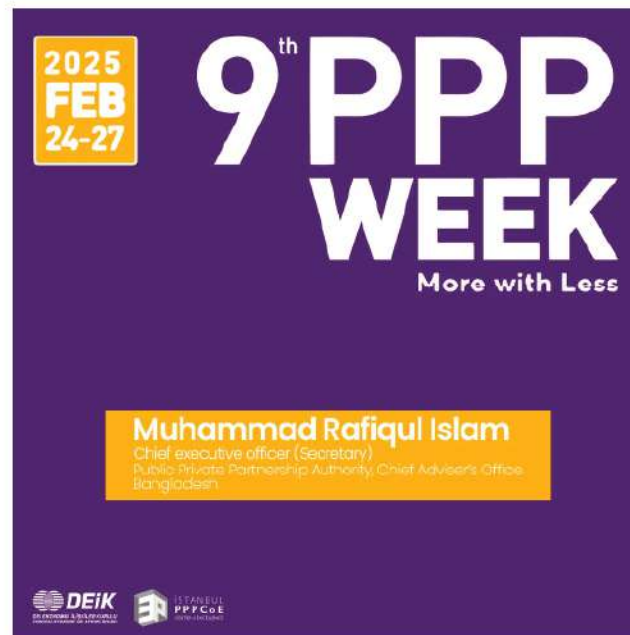


A MoU signing ceremony to establish a unique Green Data Storage Center on 150 acres barren land of Bangladesh Telecommunications Company Ltd. (BTCL), through private sectors investment under PPP modality & TA service by ADB, has signed in between Asian Development Bank (ADB), BTCL-Ministry of Posts, Telecommunications and Information Technology (MoPTIT) & PPPA on the presence of Dr. Mushfiqur Rahman, Secretary of MoPTIT & Mr. Muhammad Rafiqul Islam, Chief Executive Officer (CEO) of PPPA on 26th January, 2025 in PPP office, Agargaon.



ADB recently hosted a 5-day (09-13th February, 2025) Level 2 CP3P training at the PPPA office in Dhaka, enhancing the skills of 30 professionals in public-private partnerships. The program focused on advanced topics like project structuring, financial modeling, and risk management to support Bangladesh's infrastructure growth.





Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) has joined the 9th PPP week in Istanbul,Turkey (23-28th February, 2025) connecting with global business leaders to discuss the future of public-private partnerships. Exciting opportunities and insights ahead!



PPPA hosted a day-long workshop on 24th April, 2025 to develop a model Terms of Reference (ToR) for Transaction Advisory Services—bringing together key ministries and agencies to streamline and strengthen PPP project execution across Bangladesh.



On 30th April, 2025 a high power meeting was held in the Chief Advisers official residence 'Jamuna ' presided over by Honourable Chief Adviser Dr. Muhammad Yunus. Discussion was made on the progress of Chittagong sea port-centric four PPP projects. Some important decisions were taken and directives were given to the concerned ministries, divisions and officials. Mr. Muhammad Rafiqul Islam, Chief Executive Officer of PPPA, among others, attended the meeting.



Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of PPPA has visited the implementation activities of Dhaka Bypass Road project on 3rd May, 2025





A review meeting on the progress of 'Constructing of Two Jetties at Mongla Port PPP project' was attended by Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) on 11th May, 2025.



PPPA has successfully conducted a two-day basic training in Agargaon office to build PPP capacity across key government sectors on 18-19th May, 2025. With participation from major ministries and agencies, the program reinforces PPP's role in driving sustainable, innovative development in Bangladesh





PPPA hosted a workshop in Agargaon office to review and discuss the draft guideline for implementing small-scale PPP initiatives on 28th May, 2025.

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



# INTERNATIONAL STAKEHOLDERS MEETINGS



Delegates from KIND, Si Hyong Kim (Country Manager of Bangladesh) a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 5th January, 2025.



Delegates from the Asian Development Bank (ADB), led by Mr. Mohammed Azim Hashimi, Director, Office of Market Development and Public-Private Partnership (OMDP), recently met with Mr. Muhammad Rafiqul Islam, Chief Executive Officer of the PPPA to follow up on various PPP activities with the PPPA and other Ministry's and Divisions including private sector stakeholders of Bangladesh on 13th January 2025.





Delegates from the New Development Bank, led by Svetlana Radchenko, Chief, Private Sector and NSG Transactions recently met with Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA for Courtesy visit on 15th January, 2025.



Delegates from The World Bank, led by Senior Transport Specialist- Mr. Cheick Diallo & Dilshad Dossani, Program Coordinator recently met with Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of PPPA of Bangladesh for Courtesy visit on 16th January, 2025.





Delegates from The Embassy of Denmark in Bangladesh, led by Commercial Counsellor and Head of Trade Council, Mr. Ali Mushtaq recently met with Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of PPPA for Courtesy visit on 21st January, 2025.



A delegation team of Sumitomo Corporation, Japan led by Mr. Noriyuki Hattori and Mr. Shingo Lemura, met with Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of PPPA to affirm their commitment to the third terminal project at Hazrat Shahjalal International Airport (HSIA) on 23th January, 2025. They requested his support to expedite the process, aiming to ensure smooth progress and timely completion. The meeting was vital to overcoming potential delays and keeping the project on track.





Delegates from KIND, Si Hyong Kim (Country Manager of Bangladesh) a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 26th January, 2025.



Delegates from SNV Netherlands, Ismène R.A.C. Stalpers (Country Director of Bangladesh) paid a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 30th January, 2025.





Delegates from Portek International Pte. Ltd, Mr. Kotaro Hasegawa (Chief Operations and Development Officer) paid a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 03rd February, 2025.



Ambassador of Denmark H.E. Mr. Christian Brix Moller (Chris), Principal-Investment- Mr. Pieter Bas Bredius from APM Terminals & Mr. Nikhil D'Lima - Country Manager from MAERSK with respective team members paid a courtesy visit to the Chief Executive Officer (Secretary) of PPPA of Bangladesh Mr. Muhammad Rafiqul Islam on 04th February, 2025 to share updates regarding the on-going G2G projects within the countries under PPP modality.





Delegates from DP World, Mr. Shamim Ul Huq, CEO Bangladesh paid a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 10th February, 2025.



A delegation from the Embassy of France, led by Julien DEUR, HOD Economic along with Deputy, Mr. Yann Riegel met PPPA CEO (Secretary) Mr. Muhammad Rafiqul Islam on 10th February, 2025 to discuss G2G cooperation in Bangladesh's renewable energy and water sectors through PPPs. The Secretary expressed full support for this collaboration, paving the way for sustainable growth.





Delegates from the Netherlands Embassy Neeltje Kielen to Bangladesh paid a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 17th February, 2025.

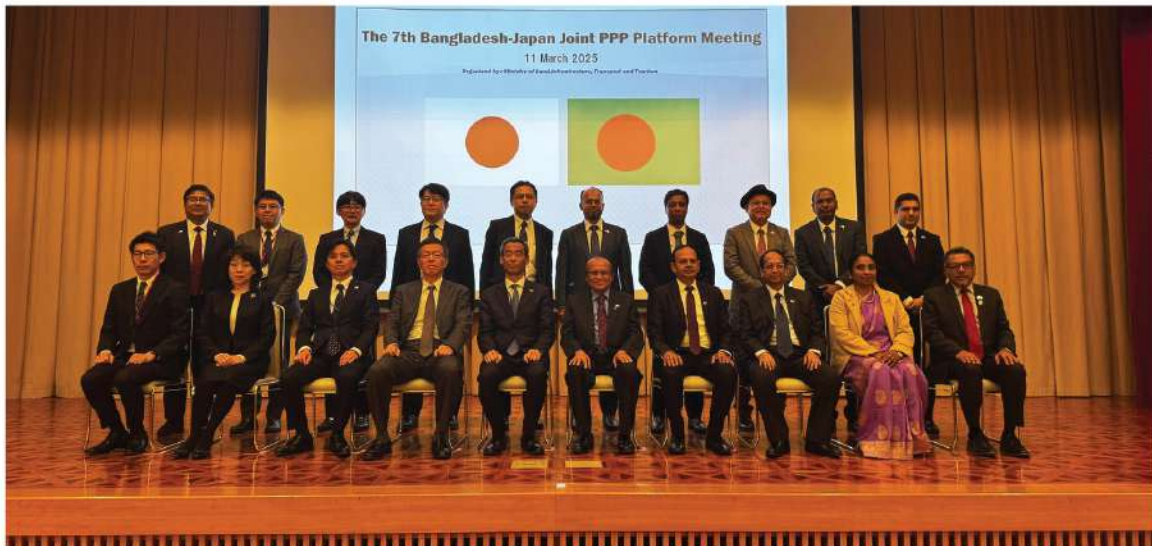


Delegates from Marubeni Corporation, Takashi Kunikawa, Senior Officer, Environmental Infrastructure Dept.(TOKB3YO) & Yusuke Ikeya, General Manager (Infrastructure Projects Department) to Bangladesh paid a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 20th February, 2025.





Ambassador of Japan to Bangladesh, H.E. Mr. Saida Shinichi and his team paid a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 02nd March, 2025.



Strengthening Public-Private Partnerships: A distinguished team led by Mr. M. Siraz Uddin Miah, Principal Secretary to the Chief Adviser, Mr. Md. Ehsanul Hoque, Senior Secretary, Ms. Nasreen Jahan, Secretary, Mr. Md. Fahimul Islam, Secretary, Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary), Dr. Ahmed Ullah, FCMA, Director General & Mr. Mohammed Ariful Islam, Superintending Engineer attended 'The 7th Platform Meeting' organized by Japan's Ministry of Land, Infrastructure, Transport & Tourism (MLIT) to discuss the future of PPPs in infrastructure development on 09 – 14th March, 2025





Delegates from xTrace (UAE Based Company), Andrey Kirillov (Chief Operation Officer) paid a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 16th March, 2025.



The High Commissioner of the Republic of Singapore to Bangladesh, H.E. Mitchel LEE, along with Senior Director of MTI Singapore, Francis CHONG, Director of Enterprise Singapore, Audrey TAN and Development Partner Mr. Benjamin CHUE paid a courtesy visit to Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 19th March, 2025.



A delegation team of Sumitomo Corporation, Japan led by Mr. Noriyuki Hattori and Mr. Shingo Lemura, paid a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of PPPA on 24th March, 2025



Delegates from KIND, Si Hyong Kim (Country Manager of Bangladesh) a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 24th March, 2025.





Delegates from PSA Singapore Team paid a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 24th April, 2025.



Delegates from Medecins Sans Frontieres (MSF), Orla Murphy (Country Representative) a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 10th April, 2025.



Day-long Capacity Building Workshop on Public-Private Partnerships jointly organized by PPPA and ADB to strengthen PPP knowledge and implementation capacity of public sector officials on 16th April, 2025



RSGTB Director of Global Investment Gegan Seksaria and CEO Erwin Haaze paid a courtesy visit to PPPA CEO (Secretary) Mr. Muhammad Rafiqul Islam on 21st April, 2025. They shared the successful start of O&M at Patenga Container Terminal under PPP and expressed interest in the upcoming Matarbari Port Development Project advancing sustainable infrastructure through PPP.





Ms. Stoyanka Stich, Cluster Coordinator of GIZ, along with her team, met with Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of PPPA, to discuss collaboration opportunities in advancing energy efficiency initiatives under the PPP framework on 24th April, 2025.



ADB Consultation Mission team met with Chief Executive Officer (Secretary) of PPPA, Mr. Muhammad Rafiqul Islam on 07th May, 2025 at the PPPA office to discuss future collaboration on key PPP projects. Exciting opportunities ahead for stronger partnerships and sustainable infrastructure in Bangladesh.



The Government of Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT) paid a courtesy visit to PPPA, CEO (Secretary) Mr. Muhammad Rafiqul Islam at the PPPA office in Agargaon, Dhaka on 16th June, 2025. Strengthening global partnerships to build smarter infrastructure—PPP is powering progress for a better Bangladesh.

**Muhammad Rafiqul Islam**  
Chief Executive Officer(Secretary),  
PPP Authority & Chairman, DESCO



**“Clean energy is not just our future—it’s our present priority. As a passionate advocate for reducing carbon footprints and author on the subject, I believe clean energy is our most powerful tool for climate action. Through innovation and collaboration, we’re building a sustainable energy landscape for Asia”**

Honored to represent Bangladesh at the Asia Clean Energy Forum 2025 (01 – 07th June, 2025) in Manila, Philippines! Mr. Muhammad Rafiqul Islam, Chief Executive Officer of PPPA & Chairman of DESCO-joins global leaders to champion clean energy, sustainable development and impactful Public-Private Partnerships.





Chief Executive Officer (Secretary) Mr. Muhammad Rafiqul Islam lead a delegation of Bangladesh Govt. officials discussing with ADB high officials in Manila on last 04th June, 2025.



Delegates from Quest Water Global Inc, Andrea Battiston (Operations Manager) paid a courtesy visit to Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the PPPA on 29th June, 2025.



Strengthening Bangladesh's power future! PPPA hosted an ADB loan-review mission on the Dhaka Power System Expansion & Strengthening Project—advancing PPP oversight, capacity building, and gender-inclusive implementation.



The ADB Consultation Mission team met with Public Private Partnership Authority's Chief Executive Officer (Secretary) Mr. Muhammad Rafiqul Islam at the PPPA office to discuss PPP structuring approach, procurement strategy and alignment with the national PPP framework—advancing sustainable development through strategic collaboration.



## Report on the 7th Bangladesh-Japan Joint Public-Private Partnership (PPP) Platform Meeting

In a bid to facilitate the implementation of PPP projects under the joint initiative of Bangladesh and Japan, a Memorandum of Cooperation (MoC) was signed on June 15, 2017, between the PPP Authority of the Government of Bangladesh and Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT). According to the signed MoC, the Bangladesh-Japan Joint PPP Platform convenes annually. As part of this ongoing collaboration, the 6th Bangladesh-Japan Joint PPP Platform Meeting was held in Dhaka on March 18, 2024.

2. In continuation of this engagement, the 7th Bangladesh-Japan Joint PPP Platform Meeting was organized by the Government of Japan under the auspices of MLIT and took place in Tokyo from March 11 to March 13, 2025. The following officials represented the Government of Bangladesh at this 7th Platform Meeting:

Serial No.	Name, Designation and Organization	Remarks
1.	Mr. M. Siraj Uddin Miah, Principal Secretary to the Chief Adviser, Chief Adviser's Office	Head of Delegation
2.	Mr. Md. Ehsanul Haque, Senior Secretary, Road Transport and Highways Division	Member
3.	Ms. Nasreen Jahan, Secretary, Ministry of Civil Aviation and Tourism	Member
4.	Mr. Md. Fahimul Islam, Secretary, Ministry of Railways	Member
5.	Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary), Public Private Partnership Authority	Member
6.	Dr. Ahmed Ullah FCMA, Director General-I, Chief Adviser's Office	Member
7.	Mr. Mohammad Ariful Islam, Superintending Engineer (Planning & Construction), Chattogram WASA	Member

Participants from MLIT at the 7th Bangladesh–Japan Joint PPP Platform Meeting:

Serial No.	Name & Designation	Organization	Remarks
1.	Mr. Hirofumi Amakawa Vice Minister	Ministry of Land, Infrastructure, Transport and Tourism (MLIT)	Head of Delegation
2.	Mr. Yosuke Tsutsumi Assistant Vice Minister	Ministry of Land, Infrastructure, Transport and Tourism (MLIT)	Member
3.	Ms. Saya Usami Director	Ministry of Land, Infrastructure, Transport and Tourism (MLIT)	Member
4.	Other senior officials from MLIT		Members

3. The first session of the 7th Bangladesh–Japan Joint PPP Platform Meeting was held on March 11, 2025, at the Mita Kaigaisho Conference Room in Tokyo, Japan. The session commenced with opening remarks delivered by Mr. Yosuke Tsutsumi, Assistant Vice Minister of MLIT, and Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary) of the Public Private Partnership Authority, on behalf of the Government of Bangladesh.

Following the inaugural addresses, representatives from the Government of Bangladesh and Japan's private sector investors, under the Sub Working Group (SWG), presented a PowerPoint overview highlighting the implementation progress of ongoing projects. These projects, listed below, were the focus of detailed presentations and in-depth discussions during the 7th Platform Meeting.

No.	Project Name	Implementing Agency & PowerPoint Presented by	Sub Working Group Lead Member & PowerPoint Presented by
1.	Operation and Maintenance of the 3rd Terminal at Hazrat Shahjalal International Airport (HSIA)	Civil Aviation Authority of Bangladesh, Ministry of Civil Aviation and Tourism  PPT presented by: Ms. Nasreen Jahan, Secretary, Ministry of Civil Aviation and Tourism	Sumitomo Corporation representative



No.	Project Name	Implementing Agency & PowerPoint Presented by	Sub Working Group Lead Member & PowerPoint Presented by
2.	Chattogram Metropolitan Sewerage Project for Patenga Catchment	Chattogram Water Supply and Sewerage Authority (CWASA), Local Government Division  PPT presented by: Mr. Mohammed Ariful Islam, Superintending Engineer (P&C), Chattogram WASA	Marubeni Corporation representative
3.	Local Bridge Improvement through PPP	Roads and Highways Department, Road Transport and Highways Division  PPT presented by: Mr. Md. Ehsanul Hoque, Senior Secretary, Road Transport and Highways Division	JFE Engineering Corporation representative
4.	Construction of Multi-modal Transportation Hub at Kamalapur Railway Station	Bangladesh Railway, Ministry of Railways  PPT presented by: Mr. Md. Fahimul Islam, Secretary, Ministry of Railways	Kajima Corporation representative

After the presentations from both sides, the representatives of the Government of Bangladesh present at the Platform Meeting, officials from Japan's MLIT, and the representatives of the respective project SWGs and private investors discussed the progress and challenges of the ongoing projects.

4. The second session of the meeting was held on the same day from 3:40 PM to 5:40 PM Japan Standard Time. The session commenced with opening remarks from Mr. Hirofumi Amakawa, Vice Minister of MLIT, on behalf of the Government of Japan, and Mr. M. Siraj Uddin Miah, Principal Secretary to the Chief Adviser, representing the Government of Bangladesh.

Additionally, H.E. SAIDA Shinich, Ambassador of Japan to Bangladesh, and H.E. Md. Daud Ali, Ambassador of Bangladesh to Japan, delivered brief remarks during the opening of the session.

Subsequently, a representative from Japan's MLIT presented a summary of the discussions held during the first session. This was followed by presentations from the Government of Bangladesh on proposed new projects. The details of the new project presentations are as follows:

Concerned Ministries	Agencies	Proposed Project
Ministry of Shipping	Chittagong Port Authority (CPA)  <b>PPT presented (online) by:</b> Commodore Kaosar Rashid, (E), psc, BN, Member (Engineering), CPA	1. Export Oriented International Ship Building Facilities
	Payra Port Authority (PPA)  <b>PPT presented (online) by:</b> Commodore Mohammad Abdul Kader, (E), NPP, BCGMS, psc, BN, Member (Engineering and Development), PPA	1. Container Terminal- 1
		2. Container Terminal- 2
		3. Liquid bulk Terminal/ Petroleum Complex
Local Government Division	Narayanganj City Corporation (NCC)  <b>PPT presented (online) by:</b> Mr. Md. Moinul Islam, Urban Planner, NCC	4. Coal/Dry Bulk Terminal
		1. Light Rapid Transit (LRT)
Bridges Division	Bangladesh Bridge Authority  <b>PPT presented (online) by:</b> Mr. Mohammad Abdur Rouf, Secretary, Bridges Division	1. Construction of a Bridge over the river Meghna on Shariatpur- Chandpur Road.
		2. Construction of Bhola Bridge on Barishal-Bhola Road over Kalabador and Tentulia River.
		3. Construction of Dhaka Subway, Route 'O', from Tongi Junction to Jhilmil via Mohakhali and Sadarghat (Length-29 km)



Concerned Ministries	Agencies	Proposed Project
<b>Bridges Division</b>	Bangladesh Bridge Authority  <b>PPT presented (online) by:</b> Mr. Mohammad Abdur Rouf, Secretary, Bridges Division	4. Construction of Dhaka Subway Route 'B' from Gabtoli to Mastul. (Length-18.1km)
		5. Construction of Bridge on Bakerganj Bauphal road over the river Karkhana (Length: 1.86 km)
		6. Construction of Bridge on Patuakhali-Amtali-Barguna road (R 880) over Paira river. (Length: 2.48km)
<b>Road Transport and Highways Division (1)</b>	Roads and Highways Department (RHD)  <b>PPT presented (online) by:</b> Dr. Mohammad Najmol Haque, Superintending Engineer, RHD	1. Constructions of Dhaka Outer Ring Road

Discussions were held on the presented projects by representatives from both governments and the Japanese private investors attending the session. Following this, the Government of Japan initiated a full scale discussion on the Potential Project List.

On 12th March 2025, under the management of MLIT, the delegation visited the Haneda Airport and Haneda Chronogate site, both established under the PPP modality.

On the final day, 13th March 2025, the delegation visited the Redevelopment project area of Takanawa Gateway under MLIT's management, followed by a visit to the Tokyo Station (Multimodal Hub) on the same day.

In addition to observing the main activities of the projects, the delegation gained a comprehensive understanding of the various citizen services, as well as the successful management of other commercial, tourism, and entertainment facilities, and the various benefits of the PPP projects.

## The 3rd Meeting of the Board of Governors of the Public-Private Partnership (PPP) Authority held



### Chief Adviser's Office

The 3rd meeting of the Board of Governors of the Public-Private Partnership (PPP) Authority was chaired by Dr. Muhammad Yunus, Hon'ble Chief Adviser of the Government of Bangladesh. At the outset, the Chairperson welcomed all attendees. The Principal Secretary to the Chief Adviser M. Siraz Uddin Miah requested the Chief Executive Officer of the PPP Authority Mr. Muhammad Rafiqul Islam to present the agenda items.

The Chief Executive Officer reported that the PPP pipeline currently includes 79 projects across various ministries, involving an estimated investment of USD 47.31 billion. Of these, 22 projects have signed agreements with private partners (USD 5.2 billion in investment), 4 are fully operational, 2 are partially operational, and 7 are under construction with a combined estimated cost of USD 1.63 billion. A further 9 projects are advancing toward financial closure, while 30 projects are undergoing feasibility studies.

The Authority is also engaging in G2G

PPP partnerships with countries such as Japan, Singapore, Saudi Arabia, Denmark, Dubai, and South Korea, with several projects under implementation totaling billions in foreign direct investment. Notably, Sumitomo Corporation has been nominated by Japan for the Operation & Maintenance of Hazrat Shahjalal International Airport 3rd Terminal, now at the RFP stage. Concerns over the terminal's future management and ground handling responsibilities were discussed, with the formation of a review committee recommended.

The Kamalapur Multimodal Hub project, led by the Ministry of Railways, was also discussed in light of potential conflicts with DMTCL's MRT-6 station expansion. The private partner Kajima Corporation expressed concerns that the MRT expansion may jeopardize hub implementation. The Principal Secretary instructed a reassessment of the design area and directed Bangladesh Railway and the Road Transport and Highways Division to coordinate on resolving the issue.



The Special Envoy on International Affairs to the Chief Adviser updated the board on key G2G PPP projects under Chattogram Port Authority, including the New Mooring Container Terminal, Laldia Terminal, Bay Terminals 1 & 2, and Patenga Container Terminal, covering progress, actions, and timelines.

Key decisions taken in the meeting:

1. A committee will be formed to evaluate and fast-track the implementation and management model for HSIA 3rd Terminal.

2. The Ministry of Railways and Road Transport and Highways Division will jointly address and resolve issues related to the Kamalapur Multimodal Hub project and report back to the Chief Adviser's Office.

The meeting was held on 13th April, 2025 at Chief Adviser's Office in Dhaka. It was attended by the members of Board of Governor's including Finance Adviser Dr. Salehuddin Ahmed.

The meeting concluded with appreciation for the active participation of the members and their constructive input.

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# PPP DIVISIONAL CONFERENCE

## PPP Divisional Conference Chattogram (29-04-2025)





Title of Conference	:	PPP Divisional Conference, Chattogram- 2025
Venue & Date	:	Hotel Radisson Blue, Chattogram; 29 April 2025
Chief Guest	:	Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary), PPP Authority
Chairperson	:	Dr. Md. Ziauddin, Divisional Commissioner, Chattogram
Special Guest	:	Ms. Farida Khanom, Deputy Commissioner, Chattogram
Moderator	:	Ms. Kashfia Ahmed, Deputy Team Leader, Brand Communications, PPP Authority.
Participants	:	Government officials from various departments in Chattogram District, private investors, development partners and other stakeholders
Report Prepared By	:	1. Ms. Nargis Parvin, Director, PPP Authority 2. Mr. Md. Sharafuddin Al Zahir, Investment & Project Management Associate, PPP Authority
Agenda	:	1. Inaugural session 2. Special Guest's address 3. Chief Guest's address 4. Chairperson's remarks 5. Introduction of PPP Authority & success stories 6. Open discussion and recommendations 7. Closing

### **Inauguration:**

Ms. Kashfia Ahmed welcomed participants to the forum, emphasizing awareness raising on PPP for infrastructure development, stakeholder engagement, and identifying opportunities.

### **2. Special Guest's Address:**

Deputy Commissioner of Chattogram Ms. Farida Khanom greeted attendees and encouraged participation in PPP initiatives for smart city systems, tourism

infrastructure (e.g., Sandwip, Patenga), logistics and transport hubs, modern education and healthcare centers, and green sustainable urban development. She affirmed continued support from Chattogram District Administration.

### **3. Chief Guest's Address:**

Mr. Muhammad Rafiqul Islam began by paying tribute to the martyrs of July-August's uprising, then provided an overview of PPP's establishment (2010) and highlighted plans to enhance PPP's momentum in Chattogram. He noted 81

ongoing PPP projects nationwide, including several in Chattogram, and emphasized PPP's role in infrastructure, employment generation, technology transfer, and capacity building. He reiterated the importance of stakeholder input and the need for an investment - friendly environment aligned with local needs.

#### **4. Introduction of PPP Authority & Success Stories:**

Mr. A.K.M. Abul Kalam Azad, Director General, delivered a presentation on PPP's type, scope, organizational structure, and achievements highlighting government private sector benefits in project execution.

#### **5. Chief Guest's Presentation:**

The Chief Executive Officer presented PPP Authority's vision, mission, strategic objectives, legal framework, and previous successes—detailing public-private collaboration mechanisms.

#### **6. Chairperson's Remarks:**

Dr. Md. Ziauddin thanked the Chief Executive Officer for attending and described Chattogram as Bangladesh's economic heart. He highlighted PPP's potential to attract local and international investment, praised the direct engagement of government with investors at the conference, and noted that PPP allows profit sharing beyond conventional GOB projects. He concluded with gratitude to the people of Chattogram.

#### **7. Open Discussion Highlights:**

**Mr. Md. Aheduzzaman (KSRM Group HR Head):** Asked whether long term PPP projects are resilient during political

crises, and if the Jatrabari Flyover is a PPP project.

Chief Executive Officer shared that no PPP project has been canceled due to political crises in Bangladesh; such resilience is expected to continue. The Jatrabari Flyover, however, is governed under a specific law, not PPP.

**Mr. Nasir Uddin (Alhaj Shamsul Haque Foundation):** Proposed using model mosques under the Islamic Foundation for funeral services (washing, shrouding, burial) through PPP.

**Director General** confirmed the feasibility of PPP for operations and maintenance and invited proposals through relevant ministries.

Chamber of Commerce Representative stressed the need for clear timelines and publication of unused government land on a portal to attract investment.

Director General supported the idea and committed to implementation.

Media Representative (Dainik Karnaphuli) asked whether PPP could improve healthcare standards in railway hospitals suffering from staff shortages.

Chief Executive Officer mentioned active PPP projects, including: Hemodialysis Centre at Chittagong Medical College Hospital (CMCH) & National Institute of Kidney Diseases & Urology (NIKDU), Shopping Mall with Hotel - cum - Guesthouse on Bangladesh Railway land near Chattogram Railway Station, Modernization of Railway Hospital at CRB in Chattogram.

**Dr. Md. Ahsanul Haque (Forest Officer)** asked about PPP opportunities for forest department involvement.

**Mr. A.M. Al - Amin (PPP Monitoring & Procurement Advisor)** noted that forest



carbon credits could be marketed under PPP.

*The Daily Amar Desh Media Representative* inquired about PPP with the Shamsul Haque Foundation for three railway hospitals.

Chief Executive Officer emphasized the need for PPP mindset versus GOB and highlighted other PPP hospital/institute projects already in motion, including; Medical College & Nursing Institute and modernization of Railway Hospitals in Kamlapur, Paksey (Pabna), Saidpur (Nilphamari), and a new 250 – bed hospital on unused land in Khulna.

Apart from here, few other participants attended in discussion. A question and answer session was also held.

## 8. Closing & Vote of Thanks:

The Chief Executive Officer thanked all participants for attending and reiterated PPP's status as a new concept, urging continued interest to foster an investment-friendly, collaborative environment. He expressed hope that future generations will benefit from today's PPP efforts. The conference concluded with thanks to everyone Specially Chattogram District Administration for its success.

## 9. Key Recommendations:

a) Consider incorporating “time bundles” in PPP project planning and implementation.

b) Reaffirm that no PPP projects have been canceled due to political crises, and such safeguards will continue.

c) Promote utility-linked PPP opportunities by facilitating land leases for investors.

d) Publish lists of unused government land on the PPP Authority's web portal.

e) Enable PPP proposals for funeral services at model mosques under the Ministry of Religious Affairs and Islamic Foundation.

## 10. Next day Media Coverage:

### *Newspaper Covarage in English:*

The Business Standard; Dhaka Tribune; The Financial Express; The Business Observer; The New Nation; The Asian Age; Bangladesh Today; New Age; The Daily Sun

### *Newspaper Covarage in Bengali :*

Dainik Bonik Barta; Dainik Inqilab; Dainik Azadi; Dainik Kalbela; Dainik Bangla; Dainik Purbokone; Dainik Amader Somoy; Dainik Purvadesh; ShareBazarNews.com; Dainik Jugantor; Dainik Desh Rupantor; Dainik Protidiner Bangladesh; Dainik Alokito Bangladesh; Dainik Samakal; Dainik Naya Diganta; Dainik Songra

### *News Covarage in Electronic Media:* Channel i; Ekattor TV

## PPP Divisional Conference Barishal (15-05-2025)





Title of Conference:	PPP Divisional Conference Barishal 2025
Venue & Date :	Payra Thermal Power Station Conference Hall, Kalapara, Patuakhali ; 15 May 2025
Chief Guest:	Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary), PPP Authority
Chairperson:	Mr. Md. Raihan Kawsar, Divisional Commissioner, Barisal
Special Guest:	Mr. Abu Hasnat Mohammad Arefin, Deputy Commissioner, Patuakhali
Moderator:	Mr. Ali Azam Al Azad, Director, PPP Authority
Participants:	Government officials from Patuakhali District and Barishal Division, Private investors, journalists, and other stakeholders
Report Prepared By:	1. Ms. Kashfia Ahmed, Deputy Team Leader, Brand & Communications, PPP Authority 2. Mr. Md. Sabbir Rahman, Investment & Project Management Associate, PPP Authority
Agenda:	1. Inaugural session 2. Special Guest's address 3. Chairperson's remarks 4. Guest Speaker's presentation 5. Chief Presenter's presentation 6. Introduction of PPP Authority & success stories 7. Chief Guest's address 8. Open discussion, questions and answer 9. Closing 10. Site visit of potential PPP project sites

## 1. Inaugural Session

Mr. Ali Azam Al Azad welcomed attendees to the PPP Divisional Conference, Barisal 2025. He noted that coastal Patuakhali can play a crucial role in Bangladesh's economic development. He emphasized that PPP is vital for infrastructure growth, stakeholder coordination, investment preparation, and identifying viable project opportunities. He expressed optimism for

joint private public investment in the region's promising sectors.

## 2. Special Guest's Address

Deputy Commissioner of Patuakhali Mr. Abu Hasnat Mohammad Arefin greeted participants warmly. He highlighted Patuakhali's potential in agriculture and fisheries, and suggested PPP's usefulness in agro-processing, modern fish farming, and export capacity building. He also

mentioned that expanding sunflower cultivation for edible oil through PPP could reduce national dependency on oil imports. He pointed out opportunities in sugarcane-based industries via PPP, which could strengthen the district's economy.

### **3. Chairperson's Remarks**

Divisional Commissioner Mr. Md. Raihan Kawsar welcomed everyone and thanked the CEO of PPP Authority. He noted that PPP is timely and crucial for development in a growing country like Bangladesh and is already successful in neighboring nations. He highlighted Barisal's industrial potential, noting that around 55% of the country's mung bean is produced in the Barisal division, with Patuakhali contributing significantly. He also underscored the scope for agro-based industries. He expressed confidence that participants would gain practical insights into PPP from the event, benefiting both national development and individual capacity building.

### **4. Guest Speaker's Presentation**

Dr. Mahmudur Rahman (Deputy Project Director, Dhaka Elevated Expressway) spoke about the Dhaka Elevated Expressway. He described it as one of the country's largest PPP projects, a successful joint investment between government and private sectors. It has helped reduce traffic congestion in the capital, saving travel time and fuel. He commended its economic impact and eco-friendly technology, and suggested it as a model for future PPP projects.

### **5. Chief Presenter's Presentation**

Chief Guest Mr. Muhammad Rafiqul Islam delivered a presentation on PPP Authority's vision, mission, strategic

objectives, role, concept, definitions, legal framework, and successes. He also discussed project implementation processes, prospective PPP projects in Patuakhali investment strategies, and mechanisms for private-sector engagement aimed at sustainable development.

### **6. Introduction to PPP Authority & Success Stories**

Mr. A.K.M. Abul Kalam Azad, Director General of PPP Authority, presented "PPP Authority and Its Success Stories." He covered the fundamental concepts, scope, organizational structure, and achievements of the PPP model. He illustrated how PPP leverages government and private resources to implement infrastructure and public service projects, discussed investment prospects, and highlighted future plans.

### **7. Chief Guest's Address**

Mr. Muhammad Rafiqul Islam expressed warm greetings and thanked participants. He noted PPP Authority was established in 2010 and has since promoted infrastructure development and service sector investment through public-private partnerships. He emphasized Patuakhali's potential in agriculture, tourism, renewable energy, and light industry and encouraged a more dynamic PPP approach to tap these. He reiterated PPP's role in employment generation, technology transfer, and skills development. He added that PPP Authority currently oversees 81 projects, including several in Barisal division. He emphasized aligning projects with local needs and environment and stressed the importance of stakeholder input. He concluded by expressing gratitude to all attendees.



## 8. Open Discussion

A prominent businessman from Barisal asked if small - scale PPP projects have a minimum investment threshold. CEO noted the 2015 PPP Act specifies no minimum investment amount. Responded that "Small PPP Guidelines" are being developed to encourage SME participation and expand local project implementation.

A public representative proposed enabling joint investment for small PPPs through shareholding and recommended classifying procedural steps (large, medium, small) on the PPP Authority website. CEO Appreciated the suggestion and assured the website would include these classifications to facilitate investor decision- making.

Another delegate asked about typical Return on Investment (ROI). Mr. A.M. Al - Amin: Explained ROI varies by project, but generally it ranges between 13% and 15% per annum in Bangladesh. A business representative noted the need to modernize Patuakhali's 250- bed hospital. He emphasized long-standing gaps in quality healthcare. CEO confirmed that high quality dialysis services are already being provided via PPP at National Institute of Kidney Diseases and Urology (NIKDU) and Chattogram Medical College Hospital, and encouraged investment by Barisal entrepreneurs in similar projects.

Another businessman mentioned numerous unused lands in Patuakhali and asked if government is taking action. CEO clarified PPP projects can be launched on both public and private lands, and said investors would receive incentives for renewable energy projects via PPP.

## 9. Closing & Vote of Thanks

The CEO thanked all attendees specially Patuakhali District Administration and stated that PPP opens new horizons for Barisal and the country. He urged creating a skilled, conscious, partnership oriented, investment friendly environment. He expressed hope that future generations would benefit from these initiatives and called on officials and entrepreneurs to pursue renewable energy PPP projects. The conference concluded with a vote of thanks.

## 10. Key Recommendations

- a) Rapidly establish and implement "Small PPP Guidelines" to encourage SME participation and local PPP project implementation.
- b) Categorize processes by project scale (large, medium, small) and publish on PPP Authority's website to help investors select suitable projects.
- c) Promote joint participation by small investors through consortium based PPPs.
- d) Launch PPP projects to modernize hospitals and healthcare services in Patuakhali to enhance quality of care.
- e) Activate unused public and private land in Kolapara area for PPP projects, especially in renewable energy.

## 11. Site Visit

After the conference, investors visited unused lands belonging to BCPCL, RPCL, and APSCL. Many expressed interests in developing PPP projects on these sites.

## 12. Next day Media Coverage

### ***News Coverage in English :***

The Business Standard, Dhaka Tribune, The Financial Express, The New Nation, The Asian Age, The Bangladesh Today, New Age, Bangladesh Post

***News Coverage in Bengali:*** Daily Bonik Barta, Daily Inqilab, Daily Kalbela, Daily

Bangla, Daily Jugantor, Daily Desh Rupantor, Daily Alokito Bangladesh, Daily Samakal, Daily Naya Diganta, Amar Desh , Patuakhali Barta, Ajker Barta, Daily Sathi, Bhorer Dak and Manabkantha

***News Covarage in Electronic Media:*** Channel i, Ekattor TV

A robust media campaign accompanied the event, ensuring wide publicity.





## PPP Divisional Conference Bogura (15-05-2025)



Title of Conference	:	PPP Divisional Conference, Rajshahi and Rangpur Divisions 2025
Venue & Date	:	Hotel Naz Garden, Bogura; 23 June 2025
Chief Guest	:	Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary), PPP Authority
Chairperson	:	Ms. Hosna Afroza, Deputy Commissioner, Bogura
Special Guest	:	Mr. Parvez Raihan, Director, Local Government, Rajshahi
Moderator	:	Ms. Kashfia Ahmed, Deputy Team Leader, Brand Communications, PPP Authority.
Participants	:	Government officials from Rajshahi and Rangpur Divisions, private investors, development partners, media representatives, and other stakeholders.
Rapporteurs	:	1. Ms. Nargis Parvin, Director, PPP Authority 2. Mr. Md. Sharafuddin Al Zahir, Investment & Project Management Associate, PPP Authority
Agenda	:	1. Inaugural, Introduction & Welcome Speech 2. Special Guest's Remarks 3. Keynote Speech & Address by Chief Guest 4. Chairperson's Remarks 5. Introduction of PPP Authority & Success Stories 6. Case Study on a Successful PPP Project 7. Open Panel Discussion & Q&A 8. Recommendations & Closing

### **Inauguration:**

The conference began with a welcome note by the moderator, Ms. Kashfia Ahmed, who outlined the objective of raising awareness of the PPP model among public-private stakeholders, identifying development potential, and highlighting the significance of PPP in infrastructure development.

### **2. Welcome Speech by the Deputy Commissioner:**

Ms. Hosna Afroza expressed gratitude for selecting Bogura as the venue and mentioned its long-standing neglect. She highlighted ongoing initiatives like establishing a public university and airport revival. She urged investors to explore PPP opportunities in smart city management, tourism infrastructure, logistics and transport hubs, modern



healthcare and education, and green urban development. She assured full support from the District Administration for PPP projects.

### **3. Chief Guest's Address:**

Mr. Muhammad Rafiqul Islam welcomed participants and emphasized the need to expand the PPP model in Rajshahi and Rangpur to unlock untapped potential. He stated that the PPP Authority is working on 82 projects nationwide, with several in the Rajshahi region. He highlighted the Authority's focus on utilizing unused government assets, encouraging private sector participation, and incorporating local needs into project design.

### **4. Presentation:**

Introduction of PPP Authority & Success Stories:

Mr. A.K.M. Abul Kalam Azad, Director General, presented the organizational structure, operational scope, and achievements of the PPP Authority, highlighting public and private benefits from successful PPP implementation.

### **5. Keynote Presentation by the Chief Guest:**

The Chief Executive Officer elaborated on PPP Authority's vision, mission, strategic objectives, and the legal framework. He emphasized the potential for project expansion in Rajshahi and Rangpur and outlined the structure enabling both public and private collaboration.

### **6. Remarks by Special Guest:**

Mr. Parvez Raihan, Director of Local Government, termed Rajshahi an emerging economic zone and strongly advocated for the PPP model. He called PPP a transparent and profitable system

for private investors and a solution for government resource constraints. He appreciated the relevance of the conference and its role in bridging public-private goals.

### **7. PPP Monitoring & Procurement Advisor's Remarks:**

Mr. Md. A.M. Al-Amin presented a detailed process of PPP project procurement and identification of opportunities in the Bogura region, encouraging investors to come forward.

### **8. Presentation by BTMC's PPP Project Director:**

The Director shared the legal security and procurement guidelines under PPP. He assured investors of reliability and encouraged them to invest in confidence. He also presented the success story of the Rajshahi Textile Mills PPP project.

### **9. Panel Discussion and Q & A Highlights:**

Mr. Md. Ekramul Sarker raised the issue of potato overproduction in Bogura and lack of cold storage facilities. The CEO confirmed that a similar unsolicited project proposal had been submitted through the Ministry of Agriculture, and the revised version is under review.

Mr. A.K.M. Mahfuzur Rahman inquired about investor profit-sharing, co-investment models, and risks due to potential government changes.

Mr. Iftekhar Ahmed of Bengal Group proposed utilizing unused government land to establish a nursing institute. The Director General responded that such PPP projects are already underway and new proposals are welcome.

Rajshahi Chamber of Commerce's Executive Director suggested including details of unused lands on a web portal



to facilitate investment. The DG welcomed the proposal for implementation.

Forest Officer Mr. Md. Ahsanul Haque discussed integrating the forest department into PPP models for conservation and infrastructure synergy. All queries from government and private representatives were addressed during the session.

#### **10. Closing Remarks:**

The Chief Executive Officer of PPP Authority, Mr. Muhammad Rafiqul Islam, thanked all guests and participants for their contributions. He emphasized that PPP is a new but essential concept for Bangladesh and called for inclusive, investment-friendly environments. He urged private investors to explore PPP projects on unused government lands specially of sugarmills in the north and expressed hope that future generations will benefit from today's PPP initiatives.

#### **11. Key Recommendations from the Workshop:**

- a) Promote cold storage and agri-supply chain projects in northern Bangladesh under the PPP model.
- b) Reassure investors of PPP project stability regardless of political changes, backed by legal and procurement guidelines.
- c) Compile and publish a list of unused lands under ministries and departments on the PPP Authority's web portal.
- d) Establish a PPP support desk at the DC office for private sector assistance.
- e) Propose renewable energy projects on unused sugar mill lands through Bangladesh Sugar Mill Corporation.
- f) Encourage submission of PPP proposals for seed production on unused sugar mill lands.
- g) Call for project proposals for

Bogura and Ishwardi airport infrastructure development and operations under PPP.

11.8 Engage the Directorate General of Health Services/Bogura Civil Surgeon in developing healthcare PPP projects.

#### **12. Participants:**

42 government officials, 5 media representatives, 5 private organization representatives, and 47 investors and entrepreneurs from Rajshahi and Rangpur Divisions participated in this workshop and conference.

#### **13. Publicity & Branding:**

To raise public awareness, branding activities were carried out throughout Bogura city using standees and kite banners. The venue was decorated with PPP-branded items including backdrop banners, successful project boards, registration boards, water bottle stickers, cutout gates, and table toppers. Branded gifts were handed to guests. Photos and videos were taken throughout the event and event news were later shared via electronic and print media:

**News Coverage in English:** The Business Standard, Daily Sun, The Financial Express, Dhaka Tribune, News BEE 24.Live, New Nation, New AGE, The Asian Age, Bangladesh Post

**News Coverage in Bengali:** Share Biz, Alokito Bangladesh, Daily Inqilab, Dainik Janbani, Ajker Barta, Dainik Juger Alo, Ajker Barisal, Dainik Bangla, Dainik Korotoa, Dainik Naya Diganta, Eimatra, Dainik Purbokone, Bonik Barta, Ajker Mymensingh, Bhorer Dak

**News Coverage in Electronic Media:** Ekushey TV, Asian TV, Channel 24, NTV



## Site visit Report of Dhaka Outer Ring Road Project



Project Title	: Construction of Dhaka Outer Ring Road through PPP
Location & Date	: Narayanganj and Munshiganj, 17 June 2025
Bangladesh Delegation	: <ol style="list-style-type: none"> <li>1. Mr. Muhammad Rafiqul Islam, Chief Executive Officer (Secretary), PPP Authority</li> <li>2. Mr. A K M Abul Kalam Azad, Director General (Admin &amp; Finance), PPP Authority</li> <li>3. Mr. Abu Kaisar Khan, Director (Admin), PPP Authority</li> <li>4. Mr. Md. Ali Azam Al Azad, Director (Investment Promotion), PPP Authority</li> <li>5. Mr. Ridwanur Rahman, Senior Assistant Secretary, Road Transport and Highways Division</li> <li>6. Dr. Md. Nazmul Haque, Project Director (Superintending Engineer), Roads and Highways Department and relevant officials</li> </ol>
Japanese Delegation	: <ol style="list-style-type: none"> <li>1. Mr. TSUTSUMI Yosuke, Assistant Vice Minister, Ministry of Land, Infrastructure, Transport and Tourism (MLIT)</li> <li>2. Mr. TABATA Yoshihiro, Director for Overseas Strategies, MLIT</li> <li>3. Ms. USAMI Saya, Director for Oversea Business, MLIT</li> <li>4. Mr. HARUTA Fumiaki, Chief Official, MLIT</li> <li>5. Mr. YAO Mitsuhiro, Senior Director, MLIT</li> <li>6. Mr. SHIBATA Yusaku, Director for Overseas Project, MLIT</li> <li>7. Mr. KAMIJIMA Masashi, Chief Official for Overseas Project, MLIT</li> <li>8. Mr. MOCHIDA Yutaro, First Secretary, MLIT</li> <li>9. Mr. SUNAGA Junji, Second Secretary, MLIT and other officials.</li> </ol>

### Project Overview:

The “Construction of Dhaka Outer Ring Road through PPP” project, under the Roads and Highways Department, received in-principle approval from the Cabinet Committee on Economic Affairs (CCEA) on 25 September 2019. As per a G2G (PPP) model, a Memorandum of Un-

derstanding (MoU) was signed between the Governments of Bangladesh and Japan on 15 June 2017 for implementing the project.

According to the MoU, the 52.215 km long expressway will be constructed in the following three segments:



1. Hemayetpur to Kalakandi – 20.450 km
2. Kalakandi to 3rd Shitalakhya Bridge – 19.545 km
3. 3rd Shitalakhya Bridge to Madanpur – 12.220 km

The project will form a ring expressway surrounding Dhaka city, which will play a vital role in easing traffic congestion in the capital.

### **Summary of Field Visit:**

To inspect the proposed alignment of the “Construction of Dhaka Outer Ring Road through PPP” project, the joint delegation of Bangladesh and Japan commenced their journey from the PPP Authority office, Agargaon, Dhaka at 10:00 AM on 17 June 2025. At 11:30 AM, the team started for the Dhaleshwari Toll Plaza and arrived there at 12:20 PM. Subsequently, the delegation visited several key sites along the proposed expressway alignment.

During the visit, extensive discussions were held on project progress, structural development, potential challenges and future plans.

As part of the visit, the team first reached the Dhaleshwari Toll Plaza situated at the endpoint of Route-1 (Dhaka-Bhanga-Nimtoli Kalakandi Expressway) and the starting point of Route-2. A brief stakeholder consultation meeting was held there, with participation from PPP Authority, Road Transport and Highways Division, Roads and Highways Department and Japanese ministry and agency representatives. The discussion focused on project potential, engineering challenges and investment structure. Thereafter, the delegation proceeded through Sirajdikhan, Munshiganj to the endpoint of Route-2 and starting point of Route-3. They reached the roundabout near Shitalakhya Bridge where they had

lunch at the toll plaza rest house and discussed project-related matters in detail. Finally, the team visited Madanpur, the endpoint of Route-3 and reviewed the overall progress of the project area.

### **Key Recommendations from the Field Visit:**

1. Ensure regular monitoring of each phase of the project;
2. Enhance coordination among the Road Transport and Highways Division, MLIT, PPP Authority, Roads and Highways Department and foreign investors;
3. Expedite the land acquisition process at the local level;
4. Take proactive measures to mitigate environmental impacts of the project;
5. Provide necessary policy and administrative support to implement the project on time.

This field visit offered a clear understanding of the current progress and future direction of the Construction of Dhaka Outer Ring Road project. The joint cooperation between Japan and Bangladesh is expected to accelerate successful project delivery. The project is anticipated to become a milestone in Bangladesh’s infrastructure development.

The Chief Executive Officer (Secretary) of the PPP Authority extended sincere thanks to all visiting foreign delegates, representatives of concerned agencies and officials. He urged all stakeholders to work in an integrated manner for the successful implementation of the project. He expressed his optimism that the project will open a new horizon in the capital’s transportation system, ensuring safe, fast and modern mobility for the public.



**Important activities of Mr. Muhammad Rafiqul Islam,  
CEO of Public private partnership authority**

Date	Time	Program Schedule	Place	Remarks/ Implementat ion
05-01-2025 Sunday	11:00 AM	KIND Meeting	PPPA	Ps to CEO
13-01-2025 Monday	10:00 AM	Meeting with ADB	PPPA	Ps to CEO
14-01-2025 Tuesday	11:00 AM	Meeting with Mr. Rajat Misra the Vice President of Asian Infrastructure Investment Bank	PPPA	Ps to CEO
15-01-2025 Wednesday	03:00 PM	Meeting with New Development Bank	PPPA	Ps to CEO
16-01-2025 Thursday	04:00 PM	Senior Transport Specialist of World Bank	PPPA	Ps to CEO
19-01-2025 Sunday	11:00 AM	Screening Meeting (Ground Mounted Solar PV at NSEZ)	PPPA	Ps to CEO
20-01-2025 Monday	11:00 AM	Monthly Coordination Meeting	PPPA	Director (Admin)
21-01-2025 Tuesday	09:30 AM	Courtesy Visit of MLIT officials	PPPA	Ps to CEO
21-01-2025 Tuesday	12:30 PM	Meeting with representatives from The Embassy of Denmark in Bangladesh	PPPA	Ps to CEO
23-01-2025 Thursday	11:00 AM	Meeting with the Delegates of PSC Singapore	PPPA	Ps to CEO
23-01-2025 Thursday	11:30 AM	Meeting with the Delegates of Sumitomo Corporation	PPPA	Ps to CEO
26-01-2025 Sunday	12:00 PM	Meeting with the Delegates of KIND	PPPA	Ps to CEO
	04:30 PM	MoU Signing Ceremony of MOPT and BTCL	PPPA	Ps to CEO
30-01-2025 Thursday	04:30 PM	Meeting with the Delegates from SNV Netherlands	PPPA	Ps to CEO



<b>03-02-2025</b> <b>Monday</b>	<b>11:00 AM</b>	<b>Meeting with the Delegates of PORTEK</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>04-02-2025</b> <b>Tuesday</b>	<b>10:30 AM</b>	<b>Meeting with the Ambassador of Denmark H.E. Ambassador Christian Brix Moller</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>06-02-2025</b> <b>Thursday</b>	<b>05:00 PM</b>	<b>Meeting on PPP</b>	<b>Jamuna Hall</b>	<b>Ps to CEO</b>
<b>10-02-2025</b> <b>Monday</b>	<b>10:00 AM</b>	<b>Meeting with the Delegates of DP World</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>10-02-2025</b> <b>Monday</b>	<b>11:00 AM</b>	<b>Courtesy Call with Mr. Julien Deur, Directorate General of the Treasury, Embassy of France in Bangladesh</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>17-02-2025</b> <b>Monday</b>	<b>10:00 AM</b>	<b>Courtesy Call with Netherland Embassy</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>20-02-2025</b> <b>Thursday</b>	<b>10:00 AM</b>	<b>Patanga Catchment-6: Material Bankability Discussion with Marubeni Corp.</b>	<b>PPPA</b>	<b>Ps to CEO</b>
	<b>11:00 AM</b>	<b>Monthly Coordination Meeting</b>	<b>PPPA</b>	<b>Director (Admin)</b>
<b>23-02-2025</b> <b>-</b> <b>28-02-2025</b>	<b>-</b>	<b>PPP Week 2025</b>	<b>Istanbul</b>	<b>Ps to CEO</b>
<b>02-03-2025</b> <b>Sunday</b>	<b>10:00 AM</b>	<b>Meeting with the H.E. Ambassador of Japan to Bangladesh</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>06-03-2025</b> <b>Thursday</b>	<b>10:00 AM</b>	<b>Courtesy Meeting with JERA (QNS Global Group)</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>16-03-2025</b> <b>Sunday</b>	<b>01:30 PM</b>	<b>Meeting with the Board adviser of UAE Company (xTrace)</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>18-03-2025</b> <b>Tuesday</b>	<b>02:00 PM</b>	<b>Administrative Affairs Committee Meeting (DESCO)</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>19-03-2025</b> <b>Wednesday</b>	<b>10:00 AM</b>	<b>Meeting with the Delegation of Enterprise Singapore</b>	<b>PPPA</b>	<b>Ps to CEO</b>
	<b>02:00 PM</b>	<b>Monthly Coordination Meeting</b>	<b>PPPA</b>	<b>Director (Admin)</b>
<b>20-03-2025</b> <b>Thursday</b>	<b>11:00 AM</b>	<b>Screening Meeting of Enhancing Agriculture Value Chain Under PPP Modality</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>23-03-2025</b> <b>Sunday</b>	<b>12:00 PM</b>	<b>Project Discussion on PPP Project with Republic of Korea</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>24-03-2025</b> <b>Monday</b>	<b>10:00 AM</b>	<b>Meeting with the Delegates of Sumitomo Cooperation</b>	<b>PPPA</b>	<b>Ps to CEO</b>
	<b>11:00 AM</b>	<b>Project Discussion on PPP Project with Republic of Korea</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>27-03-2025</b> <b>Thursday</b>	<b>11:00 AM</b>	<b>Follow up meeting on Bangladesh- Japan Joint PPP Platform Meeting</b>	<b>CAO</b>	<b>Ps to CEO</b>
<b>07-04-2025</b> <b>Monday</b>	<b>03:00 PM</b>	<b>Meeting with the Delegates of PSA Team</b>	<b>PPPA</b>	<b>Ps to CEO</b>

<b>09-04-2025</b> <b>Wednesday</b>	<b>02:00 PM</b>	<b>IMF Mission</b>	<b>PPPA</b>	<b>Ps to CEO</b>
	<b>05:30 PM</b>	<b>Meeting about Bangladesh Free Trade Zone Establishment challenge Chaired by Special Envoy to the Chief Adviser</b>	<b>InterContinental Hotel</b>	<b>Ps to CEO</b>
<b>13-04-2025</b> <b>Thursday</b>	<b>02:00 PM</b>	<b>Board of Governors Meeting</b>	<b>CAO</b>	<b>Ps to CEO</b>
<b>15-04-2025</b> <b>Tuesday</b>	<b>12:00 PM</b>	<b>Meeting on resolve the situation and complications arising after the transfer of the mill land to Orion-Kaderia Textiles Ltd.</b>	<b>BTMC</b>	<b>Ps to CEO</b>
<b>16-04-2025</b> <b>Wednesday</b>	<b>09:00 AM</b>	<b>PPP Training organized by ADB</b>	<b>Sheraton Dhaka</b>	<b>Ps to CEO</b>
<b>17-04-2025</b> <b>Thursday</b>	<b>11:00 AM</b>	<b>PPPTAF Meeting on “Establishment of International Nurses and Midwives Skills Training Institute Project”</b>	<b>PPPA</b>	<b>Director (IP)</b>
	<b>04:00 PM</b>	<b>ACCEA Meeting on Establishment of Green Data Center at BTCL’s Land in Hathazari, Chattogram</b>	<b>PPPA</b>	<b>Director (PMF)</b>
<b>21-04-2025</b> <b>Monday</b>	<b>12:00 PM</b>	<b>Meeting with the Delegates of RSGT</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>22-04-2025</b> <b>Tuesday</b>	<b>09:00 AM</b>	<b>Training Session on “Contribution of Public and Private Sectors in Bangladesh Economy – Prospect of PPP”</b>	<b>National Defence College</b>	<b>Ps to CEO</b>
	<b>12:00 AM</b>	<b>Contract Signing Ceremony of Matarbari Port Development Project: Civil Works for Port Construction</b>	<b>Hotel Le Meridien Dhaka</b>	<b>Ps to CEO</b>
	<b>02:00 PM</b>	<b>Workshop on Hazrat Shahjalal International Airport (HSIA) 3rd Terminal Operations and Maintenance PPP Project</b>	<b>Sonargao n Hotel</b>	<b>Director (IP)</b>
<b>24-04-2025</b> <b>Thursday</b>	<b>09:00 AM</b>	<b>Workshop on Standard Terms of Reference (ToR) for Transaction Advisors</b>	<b>PPPA</b>	<b>Director (IP)</b>
	<b>03:00 PM</b>	<b>Meeting with the Team of GIZ Bangladesh</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>27-04-2025</b> <b>Sunday</b>	<b>10:00 AM</b>	<b>Meeting with the Chairman and MD of QNS Global Group</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>29-04-2025</b> <b>Tuesday</b>	<b>11:00 AM</b>	<b>PPP Awareness Workshop</b>	<b>Chattogram</b>	<b>Ps to CEO</b>
<b>06-05-2025</b> <b>Tuesday</b>	<b>11:05 AM</b>	<b>Panel Discussion Meeting on Infrastructure as a Driver of Growth and Development Public Private Partnership</b>	<b>BPATC</b>	<b>Ps to CEO</b>
<b>07-05-2025</b> <b>Wednesday</b>	<b>10:00 AM</b>	<b>Meeting with ADB Mission</b>	<b>PPPA</b>	<b>Director (Admin)</b>
	<b>11:00 AM</b>	<b>Meeting on Regarding BAY Terminal Project</b>	<b>PPPA</b>	<b>Director (PMF)</b>
<b>12-05-2025</b> <b>Monday</b>	<b>10:00 AM</b>	<b>PAC meeting on Laldia Container Terminal (TSR)</b>	<b>PPPA</b>	<b>Director (PMF)</b>
	<b>03:00 PM</b>	<b>PAC Meeting on HSIA 3rd Terminal Project</b>	<b>PPPA</b>	<b>Director (IP)</b>



<b>15-05-2025 Thursday</b>	<b>-</b>	<b>PPP Divisional Conference/ Workshop Barishal</b>	<b>Patuakhali</b>	<b>Ps to CEO</b>
<b>18-05-2025 Sunday</b>	<b>09:00 AM</b>	<b>PAC meeting on TSR of LCT Project</b>	<b>PPPA</b>	<b>Director (PMF)</b>
	<b>09:30 AM</b>	<b>PPP Basic Training</b>	<b>PPPA</b>	<b>Ps to CEO</b>
	<b>11:00 AM</b>	<b>National Economic Council Meeting</b>	<b>NEC Conferenc e Room</b>	<b>Ps to CEO</b>
<b>19-05-2025 Monday</b>	<b>09:00 AM</b>	<b>PPP Basic Training</b>	<b>PPPA</b>	<b>Ps to CEO</b>
	<b>10:00 AM</b>	<b>Meeting with the representative of MLIT</b>	<b>PPPA</b>	<b>Ps to CEO</b>
	<b>02:30 PM</b>	<b>Stakeholder Meeting on ToR Review for Appointing Transaction Advisor (Highrise Apartment at Purbachal New Town Project)</b>	<b>PPPA</b>	<b>DD (Engg)</b>
	<b>04:00 PM</b>	<b>Closing of PPP Basic Training</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>20-05-2025 Tuesday</b>	<b>10:00 AM</b>	<b>Monthly Coordination Meeting</b>	<b>PPPA</b>	<b>Director (Admin)</b>
	<b>11:00 AM</b>	<b>Screening Meeting on E-waste Management Project</b>	<b>PPPA</b>	<b>Director (PMF)</b>
	<b>12:00 PM</b>	<b>Review Meeting on Procurement Guidelines for PPP Projects, 2018 and Policy G2G</b>	<b>PPPA</b>	<b>Director (PMF)</b>
	<b>03:00 PM</b>	<b>Discussion Meeting on N3 Project</b>	<b>PPPA</b>	<b>Director (Admin)</b>
<b>21-05-2025 Wednesday</b>	<b>11:30 AM</b>	<b>3rd Meeting on Investment Coordination</b>	<b>CAO</b>	<b>Ps to CEO</b>
<b>22-05-2025 Thursday</b>	<b>02:00 PM</b>	<b>Stakeholder Meeting Chattogram Port Chaired by Mr. Lutfey Siddiqi</b>	<b>Virtual</b>	<b>CAO office</b>
<b>24-05-2025 Saturday</b>	<b>10:00 AM</b>	<b>Attending a Seminar at IMED</b>	<b>IMED</b>	<b>Ps to CEO</b>
	<b>03:00 PM</b>	<b>PAC meeting on TSR of LCT Project</b>	<b>PPPA</b>	<b>Director (PMF)</b>
<b>25-05-2025 Sunday</b>	<b>10:00 AM</b>	<b>Meeting for the Commercial Operation Date fixing for the NIKDU Project</b>	<b>PPPA</b>	<b>Director (IP)</b>
	<b>11:00 AM</b>	<b>PPP Project Review Meeting</b>	<b>PPPA</b>	<b>DD (Engg)</b>
	<b>12:00 PM</b>	<b>Stakeholder Consultation Meeting on Dhaka Bypass project</b>	<b>PPPA</b>	<b>Director (Admin)</b>
	<b>12:30 PM</b>	<b>Meeting on Chattogram Port Chaired by Mr. Lutfey Siddiqi</b>	<b>Online</b>	<b>Ps to CEO</b>

<b>26-05-2025 Monday</b>	<b>11:00 AM</b>	<b>Workshop on E-Governance Technology</b>	<b>PPPA</b>	<b>Director (IP)</b>
	<b>03:00 PM</b>	<b>Meeting on Light Rapid Transit system</b>	<b>PPPA</b>	<b>DD (Engg)</b>
	<b>04:30 PM</b>	<b>Meeting on LNG Terminal Project with QNS Global Group</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>27-05-2025 Tuesday</b>	<b>11:30 AM</b>	<b>ACCEA Meeting on Cable Car Project</b>	<b>Cabinet</b>	<b>Ps to CEO</b>
	<b>03:00 PM</b>	<b>Stakeholder Consultation Meeting Meeting on No- View Guest House, BJMC Project</b>	<b>PPPA</b>	<b>Director (Finance)</b>
	<b>04:30 PM</b>	<b>Meeting with the BSRM Group</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>28-05-2025 Wednesday</b>	<b>10:00 AM</b>	<b>Workshop On Small Scale PPP Guideline</b>	<b>PPPA</b>	<b>Director (PMF)</b>
	<b>03:30 PM</b>	<b>Meeting with the General Manager and Head of South Asia Branch of CSCEC Mr. Su Yan</b>	<b>PPPA</b>	<b>Ps to CEO</b>
	<b>04:00 PM</b>	<b>Meeting with the Chairman of Expo Group</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>29-05-2025 Thursday</b>	<b>09:30 AM</b>	<b>Workshop on Grievance Redress System</b>	<b>PPPA</b>	<b>Director (Admin)</b>
	<b>10:00 AM</b>	<b>Draft Mainstreaming Climate Resilience in PPP Project</b>	<b>PPPA</b>	<b>Director (PMF)</b>
<b>31-05-2025 Saturday 07-06-2025 Saturday</b>	<b>-</b>	<b>Attending Asia Clean Energy Forum 2025</b>	<b>ADB Manila</b>	<b>Ps to CEO</b>
<b>16-06-2025 Monday</b>	<b>09:30 AM</b>	<b>Courtesy Visit with MLIT Japan</b>	<b>PPPA</b>	<b>Director (IP)</b>
	<b>10:00 AM</b>	<b>Meeting on Dhaka Outer Ring Road Project</b>	<b>PPPA</b>	<b>Director (Admin)</b>
	<b>11:00 AM</b>	<b>Panel Discussion on PPP at BPATC</b>	<b>BPATC</b>	<b>Ps to CEO</b>
	<b>03:00 PM</b>	<b>PPP Project Review Meeting and Eid Reunion</b>	<b>PPPA</b>	<b>DD (Engg)</b>
<b>17-06-2025 Tuesday</b>	<b>11:00 AM</b>	<b>ACCEA Meeting on BJMC Project at Mymensingh</b>	<b>Cabinet</b>	<b>Ps to CEO</b>
	<b>11:30 AM</b>	<b>Site Visit: Dhaka Outer Ring Road Project</b>	<b>PPPA &amp; RHD</b>	<b>Director (Admin)</b>
<b>22-06-2025 Sunday</b>	<b>09:30 AM</b>	<b>Inauguration of Three Day long Basic Training on PPP in Agriculture</b>	<b>PPPA</b>	<b>Director (Admin)</b>
	<b>10:00 AM</b>	<b>Meeting on Draft Small PPP Guidelines,2025</b>	<b>PPPA</b>	<b>Director (PMF)</b>



<b>23-06-2025 Monday</b>	-	<b>PPP Divisional Conference/ Workshop Bogra</b>	<b>Bogra</b>	<b>Ps to CEO</b>
	<b>12:30 PM</b>	<b>Online meeting on NCT Terminal</b>	<b>Virtual Meeting</b>	<b>Ps to CEO</b>
<b>24-06-2025 Tuesday</b>	-	<b>Project Site visit: Rajshahi Textile Mills</b>	-	<b>Ps to CEO</b>
	<b>02:00 PM</b>	<b>Meeting on Bay Terminal Project</b>	<b>Virtual Meeting</b>	<b>Ps to CEO</b>
<b>25-06-2025 Wednesday</b>	<b>03:00 PM</b>	<b>2nd meeting of the National Logistics Development and Coordination Committee</b>	<b>CAO</b>	<b>Ps to CEO</b>
<b>29-06-2025 Sunday</b>	<b>03:00 PM</b>	<b>Courtesy Visit of Investor of Canada</b>	<b>PPPA</b>	<b>Ps to CEO</b>
<b>30-06-2025 Monday</b>	<b>10:00 AM</b>	<b>National Strategy for PPP Project Identification and Implementation</b>	<b>PPPA</b>	<b>Director (PMF)</b>
	<b>02:00 PM</b>	<b>Project Review Meeting on Construction of Bay Terminal Project</b>	<b>Virtual Meeting</b>	<b>Ps to CEO</b>
	<b>03:00 PM</b>	<b>PAC meeting on RFP Laldia Container Terminal Project</b>	<b>PPPA</b>	<b>Director (PMF)</b>

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

## **New Momentum in PPP Pipeline: 4 projects cleared by ACCEA**

Between January and June 2025, four forward-looking projects received clearance from the Advisory Council Committee on Economic Affairs (ACCEA) marking a strong star to the year for Bangladesh's PPP milestone.

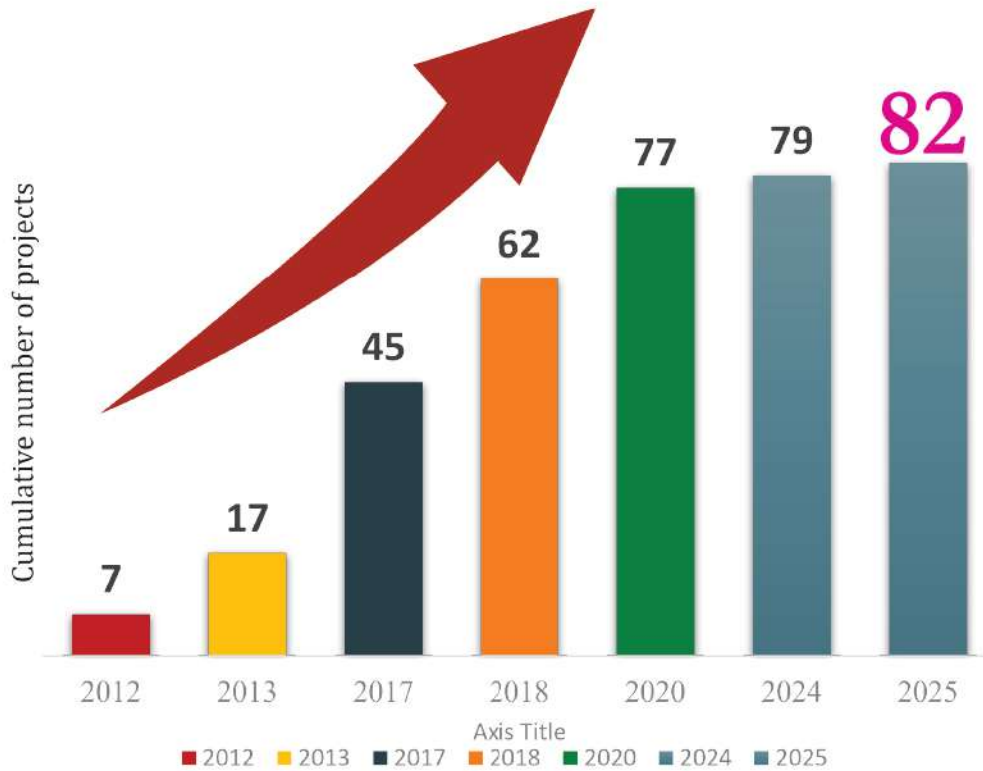
Serial No	Name of PPP Projects	Line Ministry	Date of Approval for ACEA
1	Ground Mounted Solar PV (100~200MW) at NSEZ under PPP Project	Chief Adviser's Office (BEZA)	18-03-2025
2	Establishment of Green Data Center at BTCL's Land in Hathazari, Chattogram	Post and Telecommunication Division	17-04-2025
3	Land-Based LNG Terminal at Matarbari, Cox's Bazar	Ministry of Power, Energy and Mineral Resources	22-04-2025
4	Installation of Cable Car from Himchhori to Reju Khal in Cox's Bazar	Ministry of Housing and Public Works	27-05-2025

Following their inclusion in the PPP pipeline, the appointment of Transaction Advisors (TAs) is now in progress to advance project structuring and investment readiness.

These approvals reflect the Government's commitment to branding PPPs as a platform for innovation, green growth, and future-ready infrastructure. These approvals reflect the Government's commitment to branding PPPs as a platform for innovation, green growth, and future-ready infrastructure.



## Total 82 Projects and Counting: PPP Expands with Fresh Additions in 2025



The PPP Authority has reached a new high with 81 active projects now in progress across sectors like energy, infrastructure, ICT, tourism & more. This milestone reflects growing confidence in Bangladesh's PPP model as a tool for innovation and sustainable development.



## Paving the Way for a Prosperous Bangladesh through Public-Private Partnership (PPP)



**A K M Abul Kalam Azad**

Director General (Admin & Finance)  
Public Private Partnership Authority,  
Chief Adviser's Office

### Introduction

As Bangladesh moves ahead with heightened ambitions, a key issue the nation confronts is how to maintain economic growth while lessening reliance on external loans. The requirements for infrastructure are immense — including roads, bridges, hospitals, and modern utilities — and fulfilling these needs solely through traditional public financing could impose a significant debt load on the government. In this scenario, Public-Private Partnership (PPP) surfaces as a timely and strategic approach to finance development, enhance capabilities, and alleviate the burden of foreign borrowing on the national economy.

### PPP: A more Intelligent Option than foreign loans

Historically, Bangladesh has heavily depended on concessional loans and development aid from both bilateral and multilateral sources. Although these funds have facilitated numerous large projects, increasing debt repayments, interest costs, and currency depreciation issues have raised worries about long-term fiscal health.

Public-Private Partnerships (PPP) enable the government to draw in private

investment — from both local and international sources — into essential sectors without increasing public debt. Rather than taking out loans, the government collaborates with private partners in sharing the project's responsibilities, risks, and benefits. This approach allows for the efficient delivery of vital infrastructure and services without accruing additional external liabilities.

### Important domains in which PPP can quicken prosperity and lessen loan dependency

#### 1. Infrastructure without debt

Under PPP models, private partners finance projects such as power plants, highways, airports, and container terminals. They recoup expenses through long-term leasing agreements, tolls, or user fees. This keeps government borrowing low while still achieving development targets.

Examples like the Dhaka Elevated Expressway or Purbachal Expressway demonstrate how mega projects can move forward under PPP, attracting foreign investment and creating local employment — all while avoiding loans that would otherwise burden public coffers.



## **2. Efficient public services through private innovation**

PPP may bring efficiency, accountability, and innovation to public services, from smart water management to ICT-based services and medical diagnostics in public hospitals. The government can provide better results at lower prices when private operators participate in and run these services under performance-based contracts, which again lessens the need for expansion funded by debt.

## **3. Industrial zones and economic hubs**

PPP plays a crucial role in establishing economic zones, ports, logistics parks, and agro-processing centers. These investments generate employment, draw in businesses focused on exports, and enhance tax income. Rather than relying on borrowed money for infrastructure projects, the government can lease land, provide policy backing, and allow the private sector to spearhead capital investment—alleviating the financial burden on the public sector.

## **Easing fiscal strain, boosting economic assurance**

PPP diminishes the reliance on foreign borrowing while simultaneously fostering confidence among investors regarding Bangladesh's prolonged economic stability. Effective PPPs illustrate that Bangladesh is a nation capable of accommodating significant investments in a manner that is transparent, profitable, and sustainable leading to the gradual influx of more private capital.

Furthermore, reduced reliance on external debt enhances the nation's credit reputation, bolsters the taka, and

generates fiscal flexibility to allocate resources towards social sectors such as education and health, where private investment is often constrained.

## **Role of PPP authority: building a bridge between government and business**

Bangladesh's PPP Authority, which operates under the Prime Minister's Office or Chief Adviser's Office, is crucial in the planning, endorsement, and facilitation of PPP initiatives. By providing definitive guidelines, legal structures, and assistance in project development, the Authority guarantees that collaborations are equitable, financially viable, and advantageous for the public.

Additionally, it safeguards public interests through mechanisms for risk-sharing, assessments of value for money, and ongoing contract supervision—vital measures to avert project failures and maintain the affordability and accessibility of services.

**Conclusion:** PPP as a means to autonomous development to foster a thriving Bangladesh, investment is essential — but without accumulating excessive foreign debt. PPP offers a clever, sustainable, and inclusive strategy for progress, where development is fueled not through significant borrowing, but by attracting investment, fostering innovation, and enhancing efficiency within the private sector.

By expanding effective PPP projects throughout various sectors and regions, Bangladesh can alleviate the pressure of external loans, empower local entrepreneurs, and establish resilient, future-oriented infrastructure — thereby creating a foundation for a self-sustaining economy.



## To what extent do Public-Private Partnerships (PPPs) enhance access to public services in Bangladesh?

**Najmus Sayadat, PhD**  
Ex-Joint Secretary,  
Finance Division  
Member,  
Bangladesh Rural  
Electrification Board



**Md. Emtiazul Hassan  
Mazumder**  
Consultant,  
PPP Authority

Access to public services, encompassing vital provisions such as education, healthcare, water and sanitation, and infrastructure, constitutes a cornerstone of inclusive growth. Indeed, the equitable delivery of these services, irrespective of socioeconomic status, serves to improve the quality of life for all. Facilitating improved access necessitates not only an increase in service availability for citizens but also the enhancement of affordability, the fostering of innovation, and the assurance of user-friendliness. Public-Private Partnerships (PPPs) have become a significant mechanism for enhancing access to these essential public services, particularly within developing economies struggling with public sector capacity and resource limitations. This indeed provides a broad indication of how PPPs perform their tasks, which requires greater specificity.

The capacity of PPPs to enhance access to public services and generate economic opportunities for marginalized populations is well-established. Nevertheless, the realization of this capacity necessitates careful consideration of several key determinants, including infrastructure

coverage and accessibility, contractual relationships and partner satisfaction, the affordability of service provision, service quality (in terms of cost-effectiveness and timeliness), pro-poor policy frameworks, environmental concern in service delivery, community participation, and stakeholder engagement. These elements are critical for both improving access to public services and promoting inclusive growth. It is now important to examine how far these inclusivity dimensions are perceived in Bangladesh's PPPs.

The Government of Bangladesh enacted the Bangladesh Public-Private Partnership Act, 2015, establishing a regulatory framework intended to facilitate private sector involvement in the provision of public services. This Act also aims to address the fundamental needs of the people of Bangladesh, expedite socio-economic advancement, and elevate living standards. Within this current regulatory framework, twelve of the seventy-eight projects in the pipeline are either fully operational, partially operational, or at the stage of construction. With respect to those projects that are fully or partially operational presented in



Table-1, it is of critical importance to ascertain whether they are effectively meeting the basic needs of the citizen

through the enhancement of access to public services.

**Table-1: Operational and partially operational PPPs in Bangladesh**

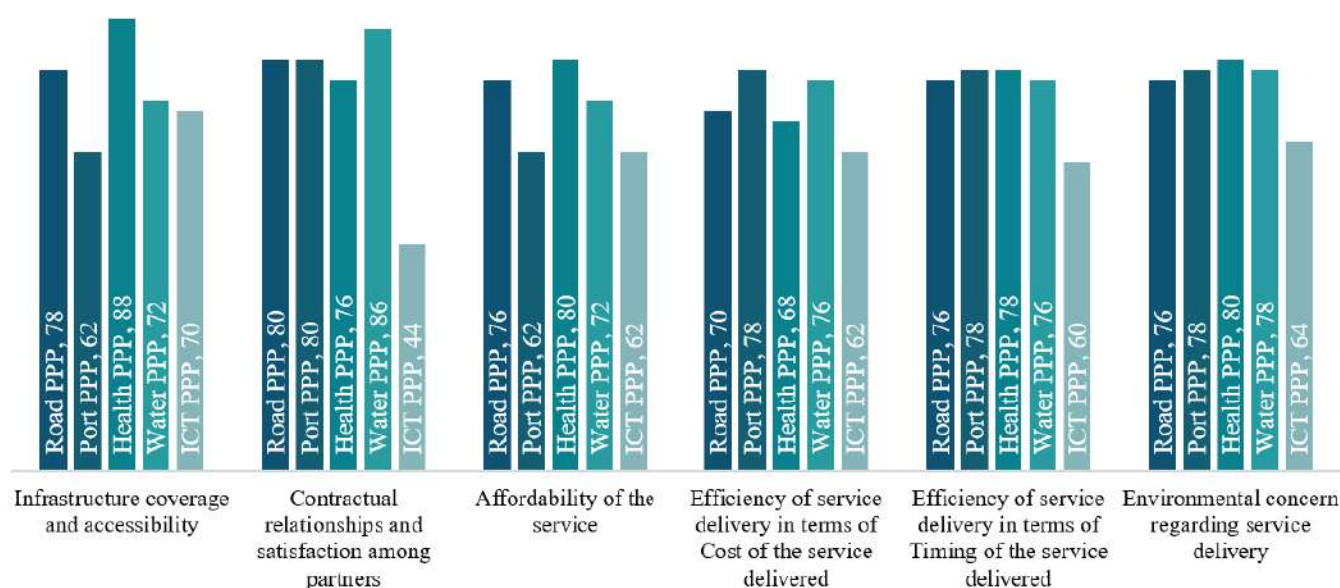
<b>Name of the Projects</b>	<b>Sector and short name</b>	<b>Contracting Authority and Private partner</b>	<b>Project size</b>	<b>Status</b>
Construction of Dhaka-Elevated Expressway	Road PPP	Bangladesh Bridge Authority and First Dhaka Elevated Expressway Company Limited.	US\$ 1.13 billion	Partial Operational
Equip, Operate and Maintain Patenga Container Terminal	Port PPP	Chattogram Port Authority and RSGT Bangladesh Ltd.	US\$ 170 million	Operational
Hemodialysis Centre at Chittagong Medical College Hospital (CMCH) and National Institute of Kidney Diseases and Urology (NIKDU)	Health PPP	Directorate General of Health Services and Sandor Dialysis Services Bangladesh Pvt Ltd.	US\$ 1.6 million	Operational
Development of Water Distribution and Supply Facilities at Purbachal New Town, Dhaka on a Public Private Partnership Basis.	Water PPP	Rajdhani Unnayan Kartripakkha and United Delcot Water Ltd.	US\$ 80 million	Partial Operational
Info-Sarkar Phase-3 (Component 1 and Component 2)	ICT PPP	Bangladesh Computer Council and Advanced Digital Solutions Limited (for Component 1), SecureNet Bangladesh Limited (for Component 2)	US\$ 2.73 million	Operational

Source: Authors compilation from different sources

This article examines the role played by PPPs in enhancing access to service delivery across diverse sectors, including Road, Port, Health, Water, and ICT. This examination is done based on stakeholders' perceptions of the aforementioned key determinants. These determinants encompass infrastructure coverage and accessibility, contractual relationships and satisfaction among partners, the affordability of the service, the efficiency of service delivery with respect to cost, the efficiency of service delivery with respect to timeliness, and environmental considerations pertaining to service delivery.

In order to examine perceptions regarding access to public services within operational and partially operational PPP arrangements, a

questionnaire survey was administered via Google Forms. The respondent pool comprised PPP implementing officials from both the public and private domains, officials from line ministries, representatives of the PPP Authority, and subject matter experts. Participants were purposively selected based upon their demonstrated competence in PPPs and their comprehension of the specific projects under investigation. The survey findings presented in Figure-1 reveals heterogeneous perceptions of performance across various PPP projects in the domain of access to public service delivery. The data, presented as average scores wherein higher values denote more favorable perceptions, indicates a positive assessment by respondents in terms of access to public services.



**Figure-1: Perception of stakeholders in improving access to public service**  
Source: Survey Findings

The Health sector PPP demonstrates the most robust overall perceived performance with regard to access to public services, registering an average score of 78%. Favorable perceptions

were observed in the areas of infrastructure coverage and accessibility, affordability, and environmental concerns, suggesting a perceived effectiveness of these PPPs in



addressing pertinent community needs. Road sector PPPs also exhibit a relatively strong performance in facilitating access to public services, attaining an average score of 76%, with infrastructure coverage and accessibility and contractual relationships identified as areas of particular strength. Water sector PPPs reflect this similar overall performance, achieving an average score of 76%, with notable strengths in contractual relationships and environmental concerns.

While Port PPPs are generally perceived favorably with respect to access to public services (average score of 72%), their perceived performance in infrastructure coverage, accessibility, and affordability is comparatively lower than that of health, road and water sectors. However, the most notable divergence is evident in the ICT PPP sector. Despite an average score of 60% for access to public services, indicating a less positive overall perception, the most significant area of weakness pertains to contractual relationships and partner satisfaction. This finding stands in contrast to the theoretical expectation of enhanced access to public services through ICT PPPs. Consequently, this suggests potential challenges in the formulation and management of ICT PPP contracts, potentially impacting both service delivery efficacy and stakeholder satisfaction. Furthermore, affordability, cost efficiency, timing efficiency, and environmental considerations are also identified as areas requiring enhancement within ICT PPPs.

The projects examined herein represent substantial milestones in the nation's trajectory of investment and growth, realized through advancements in infrastructure and the establishment of service delivery mechanisms employing PPP route. These initiatives are truly found aligned with meeting salient public policy objectives, i.e., the provision of health services to vulnerable populations, the extension of ICT services to rural communities (thereby mitigating the digital divide), the provision of port facilities to the business sector (facilitating logistical transformation), the provision of water supply and sanitation services to new inhabitants of the Purbachal area, and the alleviation of traffic congestion for commuters within Dhaka city.

In summary, based upon the empirical data, it may be concluded that all projects under scrutiny demonstrate a noteworthy enhancement of access to public services and function as important drivers of inclusive growth. However, a definitive assessment of their long-term robustness or potential insignificance remains premature, given that the majority of the projects have only recently commenced operational phases following the full or partial completion of construction. Furthermore, the heterogeneity in project scale and sector presents challenges for direct comparative analysis. Finally, the findings of this study highlight the need for judicious interventions in contractual frameworks, with the potential to enhance access to service dimensions.



## Building Brand: How Effective Communication Enhances PPP Projects in Bangladesh



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As Bangladesh accelerates its development goals through Public-Private Partnerships (PPPs), one factor stands out as essential—but often underutilized: strategic communication. While financing, feasibility and frameworks matter, the true driver of PPP success is public trust—and trust is built through clear, consistent and credible communication.

Over the last decade, the Public-Private Partnership Authority (PPPA) has mobilized impressive progress, with over 80 pipeline projects in energy, transport, health and urban development. Now, the next leap forward depends on how we tell our story—to citizens, investors, media and global partners.

#### Why Communication Matters in PPPs

PPPs bring together two distinct sectors—the public sector's mission to serve and the private sector's drive to innovate. This convergence requires alignment not only on project goals but also on public perception. When people don't understand how PPPs work or how they benefit, it creates space for doubt and misinformation.

Strategic communication is no longer optional. It is the bridge between intent and impact.

#### Key Communication Strategies for PPP Success

##### 1. Tell a Clear Story

Every PPP must answer:

- *What problem are we solving?*
- *How does this benefit the public?*
- *Who is responsible and accountable?*

A clear, jargon-free narrative helps everyone—from community members to journalists—grasp the value of a project. This is especially important in Bangladesh, where projects often involve multiple stakeholders and technical complexities.

##### 2. Make Transparency Visible

Transparency is one of the strongest tools for building public confidence. When project milestones, procurement updates and timelines are openly shared, it reassures all stakeholders that the process is being managed with integrity.

Digital dashboards, public briefings, infographics and open Q&A forums are simple yet powerful tools for keeping communication two-way.



### 3. Bring People Into the Process

Successful PPPs listen—not just announce. Community consultations, local language messaging and active dialogue help ensure that impacted communities feel included, not sidelined. In projects with strong public interaction—like urban renewal or housing—emotional connection is as vital as technical precision.

### 4. Be Ready for Challenges

Even the best-planned projects face hurdles. When delays, land issues or environmental concerns arise, proactive communication can prevent crisis from turning into backlash. A trained spokesperson, timely updates and an honest tone help maintain credibility.

### 5. Brand Each Project with Purpose

Think of each PPP as a brand—with its own identity, value and reputation. Naming projects, using consistent visuals, sharing human-interest stories, and creating a digital footprint make PPPs more relatable to the public and more attractive to investors.

### **A Path Forward: A National Communication Framework**

To streamline efforts, PPPA may consider a National PPP Communication Framework, offering:

- Standard templates for project communication
- Branding guidelines for PPP identity
- Digital and social media strategies
- Crisis communication protocols
- Capacity building for officials and partners

Such a framework would ensure that every project speaks with one voice—confident, transparent and people-first.

### **Trust Is Infrastructure**

PPPs are not just about contracts and construction—they are about people. And people support what they understand and believe in.

As a brand and communication expert, I firmly believe that communication is the invisible infrastructure behind every successful public-private partnership. Let's build it with the same care and commitment we bring to roads, hospitals and energy grids.

Because when Bangladesh tells its PPP story well—the world listens, partners invest and citizens trust.

## Simplifying Forex Payments to Transaction Advisors: A Boost for PPP Project Delivery



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In a significant move to facilitate the implementation of approved Public-Private Partnership (PPP) projects, Bangladesh Bank has issued a new directive **Foreign Exchange Circular No. 22, dated June 18, 2025**—aimed at easing the remittance process of consultancy and service fees in foreign currency. This circular is expected to bring major relief to PPP stakeholders and international investors by streamlining the approval process for sending payments abroad, particularly for the Transaction Advisors (TAs).

The circular grants general authorization to designated Authorized Dealer (AD) banks to remit various current account service fees—including consultancy and management fees—without requiring case-by-case approval from Bangladesh Bank. This initiative addresses long-standing concerns of foreign investors, reducing procedural delays and boosting the attractiveness of PPP projects in Bangladesh.

### Streamlined Fund Flow for Project-Related Services

As per the circular issued by the Foreign Exchange Policy Department, AD banks may now remit legitimate current account service fees—such as consultancy, management and other

operating fees—without prior approval from the central bank, provided specific conditions are met. This is a welcome reform for PPP stakeholders, as delays in remitting project-related expenses have historically deterred foreign participation in large infrastructure projects.

Given the essential role of international consultants, technology specialists and management experts in ensuring the quality and timely delivery of PPP projects, this easing of foreign remittance regulations is particularly significant.



Among the conditions outlined in the circular:

- The project must be duly approved by competent government authorities.
- Valid service contracts with foreign beneficiaries must be in place.
- Documentation such as VAT and withholding tax certificates, along with a certificate from the Implementing Agency confirming receipt of services, must be submitted—ensuring transparency and compliance with international norms.

### Boosting Investor Confidence

Foreign investors in PPP projects often face difficulties with currency



conversion and fund repatriation. This circular directly addresses these issues by creating a **transparent and streamlined framework** for remitting operational costs abroad. The enhanced clarity and predictability will significantly strengthen the confidence of both investors and Transaction Advisors, enabling them to meet their international financial commitments without bureaucratic delays.

This step complements the ongoing efforts of the PPP Authority of Bangladesh to create a more investor-friendly environment and will reinforce investor trust by reducing administrative burdens and project implementation risks.

### **Clear Procedures and Defined Oversight**

Under the new guidelines, AD branches nominated by the project authorities will manage the remittance process and notify Bangladesh Bank prior to executing the transactions. This decentralized approach both **simplifies the remittance process and retains an appropriate level of regulatory oversight**, ensuring a balanced system of facilitation and control.

Additionally, the circular reaffirms the requirement to follow Bangladesh

Investment Development Authority (BIDA) guidelines for remittances related to royalty, technical know-how, and franchise fees. Thus, while the remittance process for service-related fees is simplified, specialized transactions will still follow established regulatory protocols.

Importantly, compliance with Know Your Customer (KYC), Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) standards remains mandatory, upholding the integrity of the financial system.

Bangladesh Bank's forward-thinking circular represents a significant policy shift in support of PPP growth. By simplifying the foreign remittance process for service-related project expenses, it not only enhances the operational efficiency of ongoing projects but also sends a strong, positive message to the global investment community. This move marks an important step toward unlocking the full potential of public-private partnerships in Bangladesh's infrastructure development and economic advancement.

### **Reference:**

Bangladesh Bank Circular No. 22, June 18, 2025 (PDF)

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

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