



## Exploring high-performing sectors in public-private partnerships: A case study of Bangladesh

A Rahim Helaly<sup>1</sup>, M d Shadikur Rahaman<sup>2</sup>, M d Ruhul Amin<sup>3</sup>

<sup>1</sup> Department of Public Administration, Stamford University Bangladesh

<sup>2</sup> Lecturer, Department of Public Administration, Stamford University Bangladesh

<sup>3</sup> Professor, Department of Public Administration, Comilla University, Bangladesh

### Abstract

The public-private partnerships, or PPPs, has gained popularity as the main framework for guaranteeing collaboration between the public and private sectors. PPP methods are also being used in Bangladesh for projects involving roads, transportation, energy and power, healthcare, education, and other areas. Though the reliance on public-private partnerships (PPPs) in Bangladesh is very significant, limited research has comparatively shown which sectors are best practicing them most effectively. The study aims to analyze the current status and trends of public-private partnerships (PPPs) in Bangladesh. Most importantly, it examines the public-private partnerships (PPPs) in Bangladesh ensuring which industry has the most effective initiatives and by doing so, it seeks to identify the industry that best exemplifies PPP best practices in the country. Relying on secondary data, this study uses a content analysis of published materials like official records, publications, and databases. A purposive sampling was used to select sectors and projects with sufficient publicly available data relevance to the research indicators. The study reveals that power and energy, road and transport and water sanitation and hygiene sectors have good practice of PPP in Bangladesh in the consideration of the top private sector stakeholder engagement. However, considering the dominance of the number of sector-wise projects, the outstanding practice of PPP is observed in road and transport, industry, water, sanitation & hygiene, health, and shipping/port sectors. The study recommends updating Bangladesh's decade-old PPP regulatory framework, strengthening competitiveness, enhancing private stakeholder participation, and adopting continuous monitoring and evaluation to optimize PPP practice and advance sustainable development.

**Keywords:** Public private partnership (PPP), collaboration, best practices, socioeconomic development, bangladesh

### Introduction

Bangladesh stands as a beacon of success for public-private partnerships (PPPs) in a time when cooperation between public and private institutions is increasingly essential for development. The relationship between the public and private sectors has demonstrated exceptional effectiveness in solving important social needs and promoting economic progress. Bangladesh has adapted PPPs as a strategic tool to bridge infrastructure gaps, enhance service delivery, and stimulate economic growth. 2.5 thousand crore BDT were allotted for the first time in PPP. Since then, the allocation to PPP has increased in every budget. Government of Bangladesh issued the private sector power generation policy to facilitate public-private partnership (PPP) in 1996. Bangladesh Private sector infrastructure guidelines (PSIG) 2004 and private sector power generation policy (PSPGP) 1996 (revised 2004) have been the major guiding instruments especially to facilitate private investors for PPP projects. The Public procurement act (PPA) 2006 was enacted by the national parliament. Public Procurement act 2006 through section 66, which incorporated the concessions agreement related provision, extended the government's legal jurisdiction to formulate independent PPP guidelines. Very recently, the policy and strategy for public-private partnership (PPP), 2010 (PPP policy) has been adopted (Alam et al., 2013). In a budget speech on June 10, 2010, the Minister of finance announced the creation of the Bangladesh Infrastructure Finance Fund to strengthen PPP activities and to encourage potential investors (Khan et al., 2012). In 2017, the Bangladesh government announced a 10-year moratorium on taxes for

public-private partnerships. After that, the amount of work under PPP increased further. Currently, development in the infrastructure sector is accelerated through this private or public partnership (PPP). Government and non-government 'actors' played a major role behind the MDGs achieved in Bangladesh. But the role of a large public-private partnership is also important in achieving the SDGs. It is undeniable that implementing the 169 targets of the SDGs is difficult for the government alone and requires partnerships. As of June year (2023), a total of 78 projects are running under PPP. Against the backdrop of rapid urbanizations and increasing demand for quality public services, PPPs have gained prominence as a pragmatic approach to leverage the respective strengths of government agencies and private enterprises. Our goal is to obtain important international insights by examining the complex interrelationships between different stakeholders, risk allocation techniques, and regulatory frameworks. Examining the specifics of Bangladesh's PPP system reveals that this objective provides a precise set of standards for expanding sustainable development partnerships globally, serving as a historical marker and project guide for the future. The specific objectives of this study are as follows:

1. To analyze the current status and trends of public-private partnerships (PPPs) in Bangladesh.
2. To examine public-private partnerships (PPPs) in Bangladesh, with an emphasis on determining which industry has the most effective initiatives.
3. To identify the industry that best exemplifies PPP best practices in the country.

Public-private partnerships (PPPs) are now a great tool for addressing infrastructure gaps and ensuring proper service delivery in our country. Although the number of PPP-implemented projects is increasing significantly, very few studies have been conducted to determine which sectors have made the most effective use of this model. This study aims to present the current landscape of PPPs, bridge existing gaps by identifying industries that exemplify best practices, and offer strategic guidelines for future partnerships and collaborations.

### Literature Review

In Bangladesh, public private partnership or PPP is becoming more and more popular to ensure infrastructure developments and economic growth. The “high performing” PPP sector has not been the subject of any direct research. However, the literature and reports that are currently available identifies sectoral trends, performance variances and difficulties that collectively offer important insights into the areas in which PPPs have been most successful in Bangladesh.

**Institutional Framework and Government Policy:** By implementing policy and providing financial assistance, the Bangladeshi government has made PPP a top priority. In FY 2010–2011, Tk 16 billion (about US\$230 million) was allocated for PPP projects (Khan et al., 2012). With a commitment to implement 30% of projects under PPP frameworks, these partnerships have become an important part of the country’s long term development plans (Chowdhury & Muhammad, 2020). The states’ strong role is also clearly shown in initiatives like the plan to set up 100 Economic Zones under PPP (Husain & Amin, 2018). However, according to data from the PPP Authority, only a small share of projects has completed financial close, even if the pipeline of projects is growing (Farrands et al., 2023).

**Infrastructure as the PPPs Core:** Some of the most successful PPP projects in Bangladesh have been in large scale infrastructure, especially in transportation. Dhaka Elevated Expressway present has been able to draw in both global and indigenous investment. By steady the revenue streams from tolls and fares (Saha et al., 2023) transport sectors dominate PPP initiatives. Because of the strategic significance, roads and transport also get the majority of external loan commitments, according to the Asian Development Bank (2022). Additionally, in terms of electricity production, the energy and power sector performed quite well. Long-term power purchase agreements that lower risk have helped Independent Power Producers (IPPs) expand steadily (World Bank, 2023). Recent agreements in gas fired and renewable generation suggest continued progress (ADB, 2022), because the transmission and distribution units face difficulties due to financial and regulatory issues. The World Bank’s approval of USD 640 million in new projects for 2025 further demonstrates the government’s commitment to energy PPPs (World Bank, 2025). Ports and logistics are another crucial area. Not only the private sectors but also the international community have a great interest here for the long-term agreement which is highly revealed by the 2025 Bay Terminal marine infrastructure agreement which focuses on the sector’s potential to boost trade competitiveness and increase logistical efficiency (Reuters, 2025).

### Limited Progress with Social and Municipal PPP:

Public-private partnerships (PPPs) in social infrastructure and urban services are still at a very early stage. In the field of health, education, waste management and water supply, a very limited pilot projects have been attempted. However, the majority have not progressed past the trial stage to reach contract signing or attract significant private investment (ADB, 2022; World Bank, 2023). Funding in these sectors is still highly dependent on donors and public budgets. Only a small share of the USD 1.16 billion that the World Bank committed in 2024 to health and climate resilient development came from the private sector (World Bank, 2024). These points to some persistent challenges such as many projects are not financially attractive to investors, municipal governments often lack the capacity to manage them and services are highly sensitive to tariff changes.

**Cross-Cutting Performance and Challenges:** In Bangladesh, PPP performance is still inconsistent across sectors. Strong political visibility, dependable revenue models and institutional experience are some traits that high performing sectors like ports, transportation and energy generation have in common. On the other hand, institutional and financial constraints affect weaker sectors like municipal services, health care and education. The gap between planned and operational projects shows the wider difficulty of transitioning from design to implementation even though the PPP pipeline has expanded (Farrands et al., 2023).

### Research Gap

The literature shows that PPPs in Bangladesh are active across a range of sectors, but it does not clearly identify which sector stands out in terms of performance, sustainability and scalability. Most existing studies either focus on a single sector or provide a broad overview of PPP growth without comparing sectors against each other. As a result, there is still a lack of systematic understanding of which sector represents the strongest model of PPP success and most importantly what lessons can be drawn from it to strengthen underperforming areas such as social services and municipal utilities.

### Research Methodology

This study uses a descriptive research design to investment and identify the sectors in Bangladesh where Public-Private Partnership (PPP) practices are most successful. The study is based on a mixed-methods approach that uses only secondary data sources and combines quantitative data analysis with qualitative interpretation.

**Research Design:** The study seeks a descriptive and evaluative design. It uses three predetermined indicators to assess sectoral performance:

- Sector-wise Stakeholder Engagement
- Sector-wise Investment Attractiveness
- Sector-wise Number of Projects

If a sector performs significantly in at least two of these three indicators, it is considered a “best practice sector” for PPP in Bangladesh.

**Study Area:** The study does not focus on a particular region since the study is national that focuses on secondary data.

However, sectoral data and PPP activities were reviewed from projects carried out in Bangladesh's major regions, such as the divisions of Dhaka, Chattogram, Khulna, Rajshahi, and Sylhet.

**Sample and Sampling Technique:** This study is entirely paper-based and relies on secondary data. The sample includes documented PPP initiatives listed in official records, publications, and databases because the study relies on secondary data. Sectors and projects with sufficient publicly available data and relevance to the research indicators were used using purposive sampling. A document review method was used to collection data, in which records and published materials were methodically analysed to extract information pertinent to the study's objectives. With an emphasis on sectoral patterns, governance procedures in PPP implementation, and recurrent themes, the data were further arranged and examined using content analysis tools.

**Sources of Information:** The data were collected through document review and content analysis from the following secondary sources:

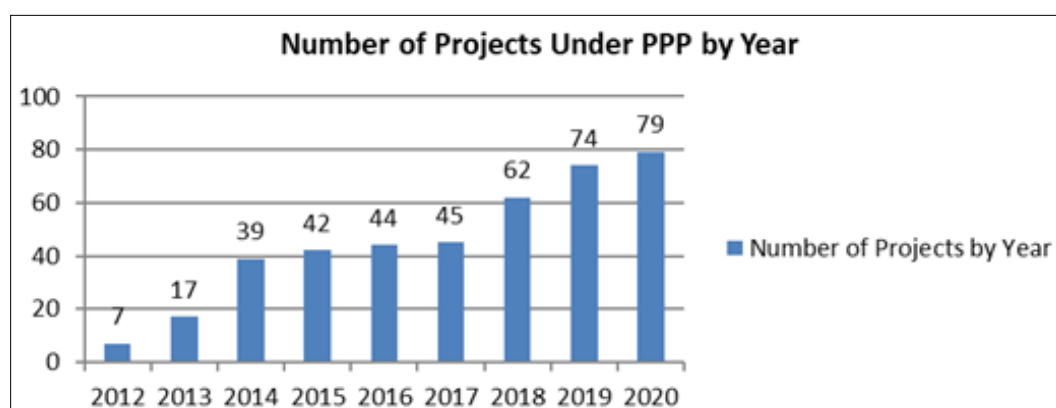
- Official websites of the PPP Authority, BIDA, Bangladesh Bank, and Infrastructure Investment Facilitation Company (IIFC).
- Reports from ADB, World Bank, and UNDP

- Policy documents such as the National PPP Policy 2010, 8th Five-Year Plan
- Academic journals, conference papers, and newspaper articles
- Project lists and updates available on the PPP Authority's official dashboard

**Data Analysis Procedures:** Frequency tables and sectoral comparisons were used to summarize quantitative data (such as the number of projects and investment amount). Through project case studies, expert comments, and thematic analysis of policy texts, qualitative insights were obtained. Using the three core indicators, a sectoral performance matrix was developed to assess how well PPP implementation worked in various industries.

### Research Findings & Analysis

According to Public Private Partnership Authority Bangladesh, there were 12 projects under PPP in 2012, which increased to 17 in 2013. In 2014, the number stood at 39. This number did not show any significant improvement in 2015, 2016, and 2017. The total number of projects under PPP in 2015, 2016, and 2017 were 42, 44 and 45, respectively. 2018 saw some progress and the number of projects stood at 62. In 2019, the number of projects under PPP in Bangladesh was 74 and the number of projects under PPP in Bangladesh in 2020 was 79.



Source: Public Private Partnership Authority Bangladesh, 2024.

Fig 1: Number of Projects under PPP by Year

### Top Private Sector Stakeholder Engagement

Out of 8 top private sector investors, Power & Energy sector attracted 4 investors, while 2 investors main focused area

was the Road & Transport sector and 2 investors have chosen Water Management sector as their main focused area.

Table 1: Top Private Sector Investors in PPP Projects in Bangladesh

| Private Sponsor      | Country of Origin | Total Investment (USD million) | Focused Area                | Number of PPP projects |
|----------------------|-------------------|--------------------------------|-----------------------------|------------------------|
| Summit Corporation   | Bangladesh        | 1191                           | Power & Energy              | 9                      |
| Orion Group          | Bangladesh        | 705                            | Road & Transport            | 3                      |
| General Electric     | United States     | 459                            | Power & Energy              | 3                      |
| Marubeni Corp        | Japan             | 370                            | Road & Transport            | 1                      |
| SembCorp Industries  | Singapore         | 293                            | Power & Energy              | 1                      |
| Al Jomaih Holding Co | Saudi Arabia      | 269                            | Power & Energy              | 3                      |
| SUEZ                 | France            | 164                            | Water, Sanitation & Hygiene | 1                      |
| Veolia Environment   | France            | 164                            | Water, Sanitation & Hygiene | 1                      |

Source: "PPP Investment Far Lower Than Required," 2022)

### Investment Attractiveness

According to The Daily Star, the Asian Development Bank (ADB) report said, between 1990 and 2019, PPP projects in Bangladesh attracted \$6.74 billion in investments of the

sum; the top 10 private companies invested \$4.1 billion, or 62 per cent of the total, of which 76 per cent was contributed by the energy sector. 12 per cent of the investments were made in the port sector, 6 per cent in the

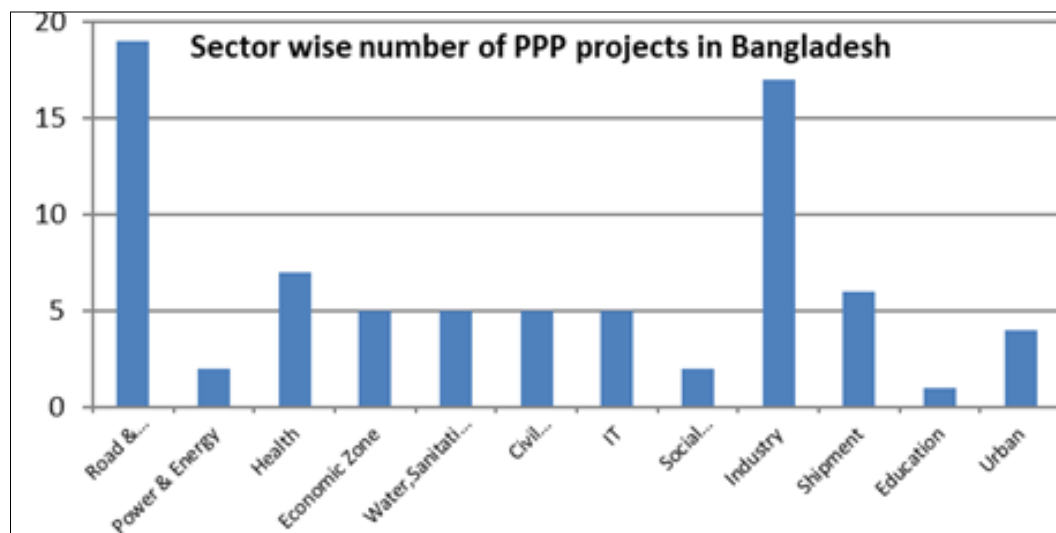
water and wastewater sector, 4 per cent in the roads sector, and 2 per cent in the ICT sector.

**Table 2:** Sector Wise Investment Value (1990-2019)

| Sector                      | Investment (%) |
|-----------------------------|----------------|
| Power & Energy              | 76             |
| Port                        | 12             |
| Water, Sanitation & Hygiene | 6              |
| Road & Transport            | 4              |
| IT & Telecom                | 2              |

Source: PPP Investment Far Lower Than Required, 2022)

### Sector Wise Number of PPP Projects in Bangladesh 100%



Source: Public Private Partnership Authority Bangladesh, 2024

**Fig 2:** Sector wise number of PPP projects in Bangladesh

### Road & Transport Projects

Among the projects under PPP, the highest number of projects belongs to the road and transport sector. Out of total 19 projects, Construction of Dhaka-Elevated Expressway and Upgrading of Dhaka Bypass to 4 Lane (Madanpur-Debogam-Bhulta-Joydebpur) are in construction stage. Improvement of Hatirjheel (Rampura Bridge)-Shekherjaiga-Amulia-Demra Road is in CP stage, Construction of Bridge on Bhulta-Araihazar-Bancharampur road over the river Meghna, Improvement of Chattogram-Cox's Bazar Highway on PPP Basis., Upgrading of Gabtoli-Savar-Nabinagar into 4-Lane Expressway on PPP basis, Dhaka Outer Ring Road PPP Project, Construction of a new Inland Container Depot (ICD) near Dhirasram Railway Station, Construction and Operation of Inland Container Terminal (ICT) at Khanpur., Comprehensive Non-Intrusive Inspection

(NII) project under PPP and Circular Railway Line are in detailed feasibility study stage. Operation and Maintenance of 3rd Terminal at Hazrat Shahjalal International Airport (HSIA), Detailed Design, Construction, Operation and Maintenance of Mass Rapid Transit (MRT) Line-2, 2nd Padma Multipurpose Bridge at Paturia-Goalundo, Light Rapid Transit system for Narayanganj City and Construction of Dhaka East West Elevated Expressway got the approval of CCEA and is in Identification phase. Lastly, for Improvement of Dhaka (Joydevpur)-Mymensingh Highway (N3) into Expressway with Service lanes on both sides through PPP, Multimodal Hub at Kamapur Railway Station and Multimodal Hub at Biman Bandar Railway Station project advisors are appointed and these projects are on Development phase.

**Table 3:** CCEA/LM approved Transport Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                        | Status                                         | Investment (USD million) |
|----|-------------------------------------------------------------------------------------|------------------------------------------------|--------------------------|
| 1  | Construction of Dhaka-Elevated Expressway                                           | Construction Stage (Implementation Phase)      | 1300                     |
| 2  | Upgrading of Dhaka Bypass to 4 Lane (Madanpur-Debogam-Bhulta-Joydebpur).            | Construction Stage (Implementation Phase)      | 37.23                    |
| 3  | Improvement of Hatirjheel (Rampura Bridge)-Shekherjaiga-Amulia-Demra Road.          | CP Stage (Implementation Phase)                | 200-500 (Estimated)      |
| 4  | Construction of Bridge on Bhulta-Araihazar-Bancharampur road over the river Meghna. | Detailed Feasibility Study (Development Phase) | 74.63 (Estimated)        |
| 5  | Improvement of Chattogram-Cox's Bazar Highway on PPP Basis.                         | Detailed Feasibility Study (Development Phase) | N/A                      |

|    |                                                                                                                       |                                                     |                     |
|----|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|---------------------|
| 6  | Upgrading of Gabtoli-Savar- Nabinagar into 4-Lane Expressway on PPP Basis.                                            | Detailed Feasibility Study (Development Phase)      | >500 (Estimated)    |
| 7  | Dhaka Outer Ring Road PPP Project.                                                                                    | Detailed Feasibility Study (Development Phase)      | >500 (Estimated)    |
| 8  | Operation and Maintenance of 3rd Terminal at Hazrat Shahjalal International Airport (HSIA) .                          | CCEA Approved (In Principle) (Identification Phase) | 100-150 (Estimated) |
| 9  | Improvement of Dhaka (Joydevpur)-Mymensingh Highway (N3) into Expressway with Service lane on both sides through PPP. | Advisor Appointment (Development Phase)             | 394.5 (Estimated)   |
| 10 | Multimodal Hub at Kamapur Railway Station.                                                                            | Advisor Appointment (Development Phase)             | N/A                 |
| 11 | Construction of a New Inland Container Depot (ICD) near Dhirasram Railway Station.                                    | Detailed Feasibility Study (Development Phase)      | 200-500 (Estimated) |
| 12 | Construction & Operation of Inland Container Terminal (ICT) at Khanpur.                                               | Detailed Feasibility Study (Development Phase)      | 30-80 (Estimated)   |
| 13 | Comprehensive non-intrusive inspection (NII) project under PPP.                                                       | Detailed Feasibility Study (Development Phase)      | N/A                 |
| 14 | Circular Railway Line                                                                                                 | Detailed Feasibility Study (Development Phase)      | N/A                 |
| 15 | Multimodal Hub at Bimanbandar Railway Station                                                                         | Advisor Appointment (Development Phase)             | N/A                 |
| 16 | Detailed Design, Construction, Operation and Maintenance of Mass Rapid Transit (MRT) Line-2.                          | CCEA Approved (In Principle) (Identification Phase) | N/A                 |
| 17 | 2nd Padma Multipurpose Bridge at Paturia-Goalundo.                                                                    | CCEA Approved (In Principle) (Identification Phase) | N/A                 |
| 18 | Light Rapid Transit system for Narayanganj City.                                                                      | CCEA Approved (In Principle) (Identification Phase) | N/A                 |
| 19 | Construction of Dhaka East West Elevated Expressway.                                                                  | CCEA Approved (In Principle) (Identification Phase) | 1050 (Estimated)    |

(Public Private Partnership Authority Bangladesh, 2024)

### Power & Energy Projects

Only 2 projects of power and energy sector are under PPP. Out of which for Establishment, Operation and Maintenance of Solar Power Plant at Bangabandhu Sheikh Mujib Shilpa Nagar project advisor is appointed and is in Development

Phase. Construction of LPG Import, Storage and Bottling Plant at Kumira or any Suitable Place at Chittagong Including Import Facilities of LPG, Jetty, Pipeline and Storage Tanks under PPP project is CCEA approved and is in Identification Phase.

**Table 4:** CCEA/LM approved Power & Energy Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                                                                                                                          | Status                                              | Investment (USD million) |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------|
| 1  | Establishment, Operation and Maintenance of Solar Power Plant at Bangabandhu Sheikh Mujib Shilpa Nagar                                                                                | Advisor Appointment (Development Phase)             | N/A                      |
| 2  | Construction of LPG Import, Storage and Bottling Plant at Kumira or any Suitable Place at Chittagong Including Import Facilities of LPG, Jetty, Pipeline and Storage Tanks under PPP. | CCEA Approved (In Principle) (Identification Phase) | 31-35                    |

(Public Private Partnership Authority Bangladesh, 2024)

### Health Projects

A total of 7 projects in health sector are under PPP, out of 7 projects Hemodialysis Centre at Chittagong Medical College Hospital (CMCH) and National Institute of Kidney Diseases and Urology (NIKDU) is in operational stage. Oboshor: Senior Citizen Health Care and Hospitality Complex at Sreemangal, Sylhet Division and Medical College and Modernization of Railway Hospital at CRB in Chittagong are in CP stage. Medical College & Nursing

Institute and Modernization Railway Hospital of Kamapur are in the procurement stage. Medical College and Modernization of Railway Hospital at Saidpur in Nilphamary and Medical College and Modernization of Railway Hospital at Paksey in Pabna are in detailed feasibility study stage. New Modern Medical College & Hospital of 250 beds on the unused land in Khulna is in Development Phase.

**Table 5:** CCEA/LM approved Health Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                                                                    | Status                                   | Investment(USD million) |
|----|---------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------------------|
| 1  | Hemodialysis Centre at Chittagong Medical College Hospital (CMCH) and National Institute of Kidney Diseases and Urology (NIKDU) | Operational Stage (Implementation Phase) | 0.73                    |
| 2  | Oboshor: Senior Citizen Health Care and Hospitality Complex at Sreemangal, Sylhet Division.                                     | CP Stage (Implementation Phase)          | 7.75                    |
| 3  | Medical College and Modernization of Railway Hospital at CRB in Chittagong.                                                     | CP Stage (Implementation Phase)          | \$30-80m                |
| 4  | Medical College & Nursing Institute and Modernization Railway                                                                   | Procurement Stage                        | 80-200                  |

|   |                                                                                 |                                                |        |
|---|---------------------------------------------------------------------------------|------------------------------------------------|--------|
|   | Hospital of Kamlapur.                                                           | (Bidding Phase)                                |        |
| 5 | Medical College and Modernization of Railway Hospital at Saidpur in Nilphamary. | Detailed Feasibility Study (Development Phase) | 30-80  |
| 6 | Medical College and Modernization of Railway Hospital at Paksey in Pabna.       | Detailed Feasibility Study (Development Phase) | 30-80  |
| 7 | New Modern Medical College & Hospital of 250 beds on the unused land in Khulna. | Advisor Appointment (Development Phase)        | 80-100 |

**Source:** Public Private Partnership Authority Bangladesh, 2024.

### Shipping Projects

There are 6 projects in the shipping sector under PPP, including construction and operation of 2 (two) incomplete jetties of MPA at Mongla in the construction stage. Equip Operate and Maintain Patenga Container Terminal, Construction of Bay Terminal and Development of Economic Zone (EZ) at Jamalpur with Private Sector

participation in the detailed feasibility study stage. Finally, Operation and Maintenance of CPA's New Mooring Container Terminal (NCT) including Overflow Container Yard (OCY) by Private Terminal Operator under PPP and Establishment and Operation of Laldia Container Terminal at Chittagong Port through PPP model in Identification Phase approved by CCEA.

**Table 6:** CCEA/LM approved Shipping Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                                                                                            | Status                                              | Investment (USD million) |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------|
| 1  | Construction and operation of 2 (two) incomplete Jetties of MPA at Mongla.                                                                              | Construction Stage (Implementation Phase)           | 72.85                    |
| 2  | Equip, Operate and Maintain Patenga Container Terminal                                                                                                  | Detailed Feasibility Study (Development Phase)      | 58                       |
| 3  | Construction of Bay Terminal.                                                                                                                           | Detailed Feasibility Study (Development Phase)      | 2000                     |
| 4  | Development of Economic Zone (EZ) at Jamalpur with Private Sector participation.                                                                        | Detailed Feasibility Study (Development Phase)      | 210-250                  |
| 5  | Operation and Maintenance of CPA's New Mooring Container Terminal (NCT) including Overflow Container Yard (OCY) by Private Terminal Operator under PPP. | CCEA Approved (In Principle) (Identification Phase) | 18.24                    |
| 6  | Establishment and Operation of Laldia Container Terminal at Chittagong Port through PPP model                                                           | CCEA Approved (In Principle) (Identification Phase) | 475.84                   |

**Source:** Public Private Partnership Authority Bangladesh, 2024.

### IT Projects

Total 5 projects of IT sector are under PPP. Bangabandhu Hi-Tech City (Block 2 & 5) and Bangabandhu Hi-Tech City (Block 3) projects are in construction stage. Info-Sarkar3

(Component 1-1307 union) and Info-Sarkar3 (Component 1-1293 union) are in procurement stage. Operation and Maintenance of Vision 2041 Smart Tower Project is in Identification Phase after being approved by CCEA.

**Table 7:** CCEA/LM approved IT Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                 | Status                                              | Investment (USD million) |
|----|--------------------------------------------------------------|-----------------------------------------------------|--------------------------|
| 1  | Bangabandhu Hi-Tech City (Block 2 & 5).                      | Construction Stage (Implementation Phase)           | 162.75                   |
| 2  | Bangabandhu Hi-Tech City (Block 3).                          | Construction Stage (Implementation Phase)           | 162.75                   |
| 3  | Info-Sarkar3 (Component 1-1307 union)                        | Procurement Stage (Bidding Phase)                   | N/A                      |
| 4  | Info-Sarkar3 (Component 1-1293 union)                        | Procurement Stage (Bidding Phase)                   | N/A                      |
| 5  | Operation and Maintenance of Vision 2041 Smart Tower Project | CCEA Approved (In Principle) (Identification Phase) | 16.87                    |

**Source:** Public Private Partnership Authority Bangladesh, 2024.

### Industry Projects

A total of 17 projects of the industry sector are under PPP, which is the second highest. Out of 17 projects, Development of Textile Mill at Demra, Dhaka and Development of Textile Mill at Tongi, Gazipur are in CP stage. Development of Cotton Mills project in Tangail, Development of BTMC Textile Mills: RR Textile Mills Limited, Development of BTMC Textile Mills: Rajshahi Textile Mills Limited, Development of BTMC Textile Mills: Magura Textile Mills Limited and Development of BTMC Textile Mills: Dost Textile Limited projects are in the procurement stage. Development of BTMC Textile Mills: The Asiatic Cotton Mills Limited, Development of BTMC Textile Mills: Jolil Textile Limited, Development of

BTMC Textile Mills: Bengal Textile Limited, Development of BTMC Textile Mills: Sundarban Textile Mills Limited, Development of BTMC Textile Mills: Amin Textile Limited, Development of BTMC Textile Mills: Rangamati Textile Mills Limited, Development of BTMC Textile Mills: Dinajpur Textile Mills Limited, Development of BTMC Textile Mills: Darwani Textile Limited and Development of BTMC Textile Mills: Afsar Cotton Mills Limited projects are undergoing detailed feasibility study. Construction of Composite Rice Mills along with drying and Storage Facilities at different strategic locations across the country project is in Development Phase as the appointment of advisor is completed.

**Table 8:** CCEA/LM approved Industry Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                                                                       | Status                                            | Investment (USD million) |
|----|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|--------------------------|
| 1  | Development of Textile Mill at Demra, Dhaka.                                                                                       | CP Stage<br>(Implementation Phase)                | 40                       |
| 2  | Development of Textile Mill at Tongi, Gazipur.                                                                                     | CP Stage<br>(Implementation Phase)                | 50                       |
| 3  | Development of BTMC Textile Mills: RR Textile Mills Limited.                                                                       | Procurement Stage<br>(Bidding Phase)              | 30-80                    |
| 4  | Development of BTMC Textile Mills: Rajshahi Textile Mills Limited.                                                                 | Procurement Stage<br>(Bidding Phase)              | 30-80                    |
| 5  | Development of BTMC Textile Mills: Magura Textile Mills Limited.                                                                   | Procurement Stage<br>(Bidding Phase)              | 30-80                    |
| 6  | Development of BTMC Textile Mills: Dost Textile Limited.                                                                           | Procurement Stage<br>(Bidding Phase)              | 30-80                    |
| 7  | Development of BTMC Textile Mills: The Asiatic Cotton Mills Limited.                                                               | Detailed Feasibility Study<br>(Development Phase) | 30-80                    |
| 8  | Development of BTMC Textile Mills: Jolil Textile Limited.                                                                          | Detailed Feasibility Study<br>(Development Phase) | 30-80                    |
| 9  | Development of BTMC Textile Mills: Bengal Textile Limited.                                                                         | Detailed Feasibility Study<br>(Development Phase) | 30-80                    |
| 10 | Development of BTMC Textile Mills: Sundarban Textile Mills Limited.                                                                | Detailed Feasibility Study<br>(Development Phase) | 30-80                    |
| 11 | Development of BTMC Textile Mills: Amin Textile Limited.                                                                           | Detailed Feasibility Study<br>(Development Phase) | 30-80                    |
| 12 | Development of BTMC Textile Mills: Rangamati Textile Mills Limited.                                                                | Detailed Feasibility Study<br>(Development Phase) | 30-80                    |
| 13 | Development of BTMC Textile Mills: Dinajpur Textile Mills Limited.                                                                 | Detailed Feasibility Study<br>(Development Phase) | 30-80                    |
| 14 | Development of BTMC Textile Mills: Darwani Textile Limited.                                                                        | Detailed Feasibility Study<br>(Development Phase) | 30-80                    |
| 15 | Development of BTMC Textile Mills: Afsar Cotton Mills Limited.                                                                     | Detailed Feasibility Study<br>(Development Phase) | 30-80                    |
| 16 | Construction of Composite Rice Mills along with drying and Storage Facilities at different strategic locations across the country. | Advisor Appointment<br>(Development Phase)        | 130                      |

**Source:** Public Private Partnership Authority Bangladesh, 2024.

### Economic Zone Projects

Total 5 projects of economic zone are under PPP. The projects are Economic Zone 4: Mongla, Economic Zone 2: Mirersharai, Development of Economic Zone (EZ) at Jamalpur with Private Sector participation, Central Effluent Treatment Plant-CETP and IT Village at Mohakhali. Out of which Economic Zone 4: Mongla and Economic Zone 2:

Mirersharai are in construction stage. Development of Economic Zone (EZ) at Jamalpur with Private Sector participation and Central Effluent Treatment Plant-CETP are in detailed feasibility study stage and IT Village at Mohakhali is in Identification phase after getting CCEA approval.

**Table 9:** CCEA/LM approved Economic Zone Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                     | Status                                              | Investment (USD million) |
|----|----------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------|
| 1  | Economic Zone 4: Mongla.                                                         | Construction Stage (Implementation Phase)           | 10                       |
| 2  | Economic Zone 2: Mirersharai.                                                    | Construction Stage (Implementation Phase)           | 570                      |
| 3  | Development of Economic Zone (EZ) at Jamalpur with Private Sector participation. | Detailed Feasibility Study (Development Phase)      | 210-250                  |
| 4  | Central Effluent Treatment Plant-CETP.                                           | Detailed Feasibility Study (Development Phase)      | 17                       |
| 5  | IT Village at Mohakhali.                                                         | CCEA Approved (In Principle) (Identification Phase) | N/A                      |

**Source:** Public Private Partnership Authority Bangladesh, 2024.

### Urban Projects

There are 4 urban projects under PPP. Development of Water Distribution and Supply Facilities at Purbachal New Town, Dhaka on a Public Private Partnership Basis project is in operational stage. Development of Shopping Mall with Hotel-cum-Guest House at Bangladesh Railway Land near Chittagong Railway Station, Chittagong project is in CP

stage. Shopping Mall with Hotel-cum-Guest House with the unused Railway Land in Khulna project is in procurement stage and Development of Integrated Wastewater Management System for Gazipur City Corporation project has completed Detailed Feasibility Study and is in Development Phase.

**Table 10:** CCEA/LM approved Urban Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                                                                   | Status                                         | Investment(USD million) |
|----|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------|
| 1  | Development of Water Distribution and Supply Facilities at Purbachal New Town, Dhaka on a Public Private Partnership Basis     | Operational Stage (Implementation Phase)       | 80                      |
| 2  | Development of Shopping Mall with Hotel-cum-Guest House at Bangladesh Railway Land near Chittagong Railway Station, Chittagong | CP Stage (Implementation Phase)                | < 6                     |
| 3  | Shopping Mall with Hotel-cum-Guest House on the unused Railway Land in Khulna                                                  | Procurement Stage (Bidding Phase)              | < 6                     |
| 4  | Development of Integrated Wastewater Management System for Gazipur City Corporation                                            | Detailed Feasibility Study (Development Phase) | N/A                     |

Source: Public Private Partnership Authority Bangladesh, 2024.

### Civil Accommodation

Total 5 projects of Civil Accommodation sector are under PPP, Construction of High-rise Residential Apartment Building for Low and Middle-Income Group of People at Jhilmil Residential Project Dhaka is in construction stage. Construction of Satellite Township with Multi-storied Flat Building at Section 9, Mirpur, Dhaka project is in CP stage. Development of Market, Residential Apartments and

Resorts on the Land of “No-view Guesthouse” at Chittagong under BJMC through Public Private Partnership and Construction of multistoried Commercial cum Residential Apartment complex with modern amenities at Nasirabad, Chittagong Under PPP are in procurement stage. Finally, Construction of High-rise Apartment at Purbachal New Town Project is in Development Phase and Advisor is appointed.

**Table 11:** CCEA/LM approved Civil Accommodation Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                                                                                              | Status                                    | Investment (USD million) |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|--------------------------|
| 1  | Construction of High-rise Residential Apartment Building for Low and Middle-Income Group of People at Jhilmil Residential Project Dhaka.                  | Construction Stage (Implementation Phase) | 500                      |
| 2  | Construction of Satellite Township with Multi-storied Flat Building at Section 9, Mirpur, Dhaka.                                                          | CP Stage (Implementation Phase)           | 30-80                    |
| 3  | Development of Market, Residential Apartments and Resort on the Land of “No-view Guesthouse” at Chittagong under BJMC through Public Private Partnership. | Procurement Stage (Bidding Phase)         | N/A                      |
| 4  | Construction of multistoried Commercial cum Residential Apartment complex with modern amenities at Nasirabad, Chittagong Under PPP.                       | Procurement Stage (Bidding Phase)         | 80-200                   |
| 5  | Construction of High-rise Apartment at Purbachal New Town Project.                                                                                        | Advisor Appointment (Development Phase)   | N/A                      |

Source: Public Private Partnership Authority Bangladesh, 2024.

### Social Infrastructure

Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial Complexes at Tongi, Gazipur, PPP Basis and Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial

Complexes at Chasara, Narayanganj, PPP Basis projects of Social Infrastructure sector are under Public Private Partnership programme and both projects are currently in Procurement Stage. Estimated costs of each of the two projects are < 6 million.

**Table 12:** CCEA/LM approved Social Infrastructure Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                                                                     | Status                            | Investment (USD million) |
|----|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------|
| 1  | Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial Complexes at Tongi, Gazipur, PPP Basis.       | Procurement Stage (Bidding Phase) | < 6                      |
| 2  | Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial Complexes at Chasara, Narayanganj, PPP Basis. | Procurement Stage (Bidding Phase) | < 6                      |

Source: Public Private Partnership Authority Bangladesh, 2024.

### Water, Sanitation & Hygiene

In Water, Sanitation & Hygiene sector, Bangabandhu Sheikh Mujib Shilpanagar Water Supply Project, Sewerage Treatment Plant at Catchment 6 Patenga under Chattogram WASA, Construction, Operation and Maintenance of Water Treatment Plant at Purbachal New Town, Construction, Operation and Maintenance of Sewerage Network and

Sewerage Treatment Plant at Purbachal New Town and Construction, Operation and Maintenance of Sewerage Network and Sewerage Treatment Plant at Purbachal New Town are under Public Private Partnership programme. All these 5 projects are CCEA approved and in the identification phase. Estimated costs of these projects are 2000, 300, 350, 350 and 200-500, respectively.

**Table 13:** CCEA/LM approved Water, Sanitation & Hygiene Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                                                             | Status                                                 | Investment(USD million) |
|----|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------|
| 1  | Bangabandhu Sheikh Mujib Shilpanagar Water Supply Project.                                                               | CCEA Approved (In Principle)<br>(Identification Phase) | 2000                    |
| 2  | Sewerage Treatment Plant at Catchment 6, Patenga under Chattogram WASA                                                   | CCEA Approved (In Principle)<br>(Identification Phase) | 300                     |
| 3  | Construction, Operation and Maintenance of Water Treatment Plant at Purbachal New Town                                   | CCEA Approved (In Principle)<br>(Identification Phase) | 350                     |
| 4  | Construction, Operation and Maintenance of Sewerage Network and Sewerage Treatment Plant at Purbachal New Town           | CCEA Approved (In Principle)<br>(Identification Phase) | 350                     |
| 5  | Rectification and Upgradation of CETP and Establishment of SWM at BSCIC Tannery Industrial Estate, Dhaka under PPP Model | CCEA Approved (In Principle)<br>(Identification Phase) | 200-500                 |

Source: Public Private Partnership Authority Bangladesh, 2024.

### Education

There is only one project under PPP which represents the education sector. The project is currently in the development

phase and advisors have been appointed. The estimated cost of the project is 6-30 million USD.

**Table 14:** CCEA/LM approved Education Projects under the PPP program in Bangladesh (As of 20 February 2024)

| SL | Project Name                                                                        | Status                                     | Investment (USD million) |
|----|-------------------------------------------------------------------------------------|--------------------------------------------|--------------------------|
| 1  | The Innovation & Innovator Cell (IIC) development under Public Private Partnership. | Advisor Appointment<br>(Development Phase) | 6-30                     |

Source: Public private Partnership Authority Bangladesh, 2024.

### Result & Discussion

The above tables provide a clear view of the performance and status of multiple sectors under Public Private Partnership (PPP) in order to determine which sectors are the best practicing sectors of PPP in Bangladesh. Table-1 gives a clear picture of the sectors in which the top private sector stakeholders are interested in investing or which sectors are the main focuses of the top stakeholders. By analyzing the picture of the interest or engagement of the top private sector stakeholders in a sector, it is possible to determine whether the best practice of PPP is happening in that sector because the interest or engagement of the top level private stakeholders in a sector will be there only when there is a favorable environment for the private sector in that sector and when there will be the best practice of PPP. If the sector lacks the best practices of PPP, the sector will fail to attract top private sector stakeholders.

Table-1 shows that 4 of the top 8 private sector stakeholders have adopted the power and energy sector as their main focused sector, that is, 50% of the top 8 private sector stakeholders are engaged in the power and energy sector. This proves that the power sector is ahead of other sectors in terms of top-level private stakeholder engagement. The main objective of the private sector is to make profit and most of the top private sectors are so interested in the power and energy sector, so there might be a probability that the power and energy sector is producing good output. After the power and energy sector, the road and transport sector and the Water, Sanitation & Hygiene sector are jointly in the 2nd position in terms of achieving the main focus of the top 8 stakeholders. Both sectors managed to be the main focus of stakeholders with 2 of the top 8 private sector stakeholders each. In the context of the above discussion, considering the willingness of top private sector stakeholders to target different sectors as their main focus for investment, if the success rate of engagement of top private sector stakeholders with different sectors is analyzed, then considering the top private sector stakeholders' engagement, Power and Energy, Road and

Transport and Water sanitation and Hygiene sectors have good practice of PPP in Bangladesh.

Table-2 gives a detailed picture of the percentage of total money allocated for PPP in Bangladesh (From 1990-2019) invested in which sector. It is also possible to determine whether there are best practices of PPP in a sector by analyzing the investment value of that sector which is what percentage of the total budget allocated for PPP is being invested in that sector. Because most of the percentage of total budget will be invested only when good PPP practices can be observed in that sector. Table-2 shows that 76 percent of the total amount allocated for PPPs from 1990-2019 was invested in the Power and Energy sector. The second highest 12 percent was invested in the Port/Shipping sector. Water, Sanitation and Hygiene sector is in the third place with 6 percent investment. The Road and Transport sector is at the fourth position with 4 percent investment. That is, if the investment attractiveness of the sectors is identified by doing the investment value analysis, then it can be said that on the basis of the investment attractiveness, the extraordinary practice of PPP is being noticed in the Power and Energy, Port/Shipping, Water, Sanitation and Hygiene and Road and Transport sectors. Sector wise number of projects analysis is very important to identify best practicing sectors of PPP. Because when there are best practices of PPP in a sector then a greater number of projects from that sector will be implemented under PPP. It can be argued that the more projects a sector has under PPP, the more PPP best practices exist in that sector.

Figure-2 shows the sector wise total number of projects under PPP in Bangladesh as of 20 February 2024 as per the official website of Public Private Partnership Authority, Bangladesh. Chart-2 shows that a total of 78 CCEA/LM approved projects are under PPP as of 20 February 2024. Table-3 shows that out of the total 78 projects, 19 projects belong to road and transport sector.

According to Table-4, only 2 projects of power and energy sector are under PPP until 20 February 2024. According to table-5 total 7 projects are of health sector, according to

table 6 total 6 projects are of port/shipping sector, according to table 7 total 5 projects under PPP are from IT sector. Table-8 shows that 17 projects belong to the industry sector, which is the sector with the second highest number of projects. According to Table-9, total 5 projects are included in the economic zone sector. According to table-10, there are 4 urban sector projects.

According to table-11 total 5 projects are included in the civil accommodation sector and according to table 12 there are 2 projects in the social infrastructure sector. According to table-13, total 5 projects of water, sanitation, and hygiene sector are under PPP and from the last table-14 it can be seen that only 1 project of education sector is under PPP till 20 February 2024. That is, if we consider the number of projects sector wise, then the dominance of road and transport, industry, water, sanitation and hygiene, health, and shipping sectors can be seen. In other words, considering the dominance of the number of sector-wise projects, the outstanding practice of PPP is observed in Road & Transport, Industry, Water, Sanitation & Hygiene, Health, and Shipping/Port sectors. From the above discussion it is crystal clear that all three criterium's set to identify Best Practicing Sectors of Public Private Partnership in Bangladesh which are Top Private Sector Stakeholder Engagement, Investment Attractiveness and Sector Wise Number of Projects are dominated by Road and Transport Sector and Water, Sanitation and Hygiene sector. Power & Energy Sector and Port/Shipping Sector failed to dominate all the 3 Criteria, while Top Private Sector, Stakeholder Engagement and Investment Attractiveness criterium's were managed to dominate by these two sectors. Especially Top Private Sector Stakeholder Engagement, and Investment Attractiveness criterions are totally dominated by power and energy sector. In addition, every other sector could not maintain their solid position in more than one of the three criterions, so it cannot be argued there are best practices of PPP in those sectors. Therefore, from the above analysis and discussion, it can be said that Road and Transport, Water, Sanitation and Hygiene, Power and Energy and Port/Shipping sectors are the best practicing sector of Public Private Partnership (PPP) in Bangladesh.

### Recommendations

- Bangladesh has been following the same PPP regulatory framework for more than a decade, which has not been updated since then. The PPP regulatory framework should be regularly updated over time to increase effectiveness and efficiency.
- Budget allocation should be more effective and efficient. Instead of blindly allocating most of the budget to one sector, the budget should be diversified in each sector by setting priorities based on the output and importance of the projects
- The current era is the era of Information Technology and Bangladesh is also entering the world of e-governance, but the value of investment in IT projects and the number of projects in IT sector under PPP in Bangladesh is very negligible. To keep pace with this competitive world, the number of IT projects and the investment value must increase.
- To ensure the best practices of PPP in valuable sectors, the dominance of strong and dominating stakeholders should be reduced and competitive markets should be created.

- In the sectors where the participation of private stakeholders is low, the limitations of those sectors should be determined through proper research and the participation of stakeholders should be improved by solving them.

### Conclusion

Bangladesh has witnessed notable success in several sectors such as Power & Energy, Road & Transport, Industry and Health Care etc through PPP. However, it is also important to identify the challenges and complexities of PPP in Bangladesh. Bangladesh has been following the same PPP regulatory framework for almost a decade. Updating the PPP regulatory framework in Bangladesh is imperative for fostering an effective environment for sustainable development and effective private sector participation. It is essential to update Bangladesh's PPP regulatory framework to keep pace with the developed world and achieve Sustainable Development Goals in an effective and efficient way. Additionally, the government should take appropriate initiatives to increase private sector stakeholder engagement in each sector, market expansion, and investment attractiveness of different sectors. Continuous monitoring, evaluation, and adaptive management are essential to address emerging challenges and optimize the benefits of PPPs for sustainable development and inclusive growth in Bangladesh.

### Reference

- Alam MM, Rashed MA, Faisal F. The performances and challenges of Public-Private Partnership (PPP) projects in Bangladesh. ResearchGate, 2013. Available from: [https://www.researchgate.net/publication/309207990\\_The\\_Performances\\_and\\_Challenges\\_of\\_Public-Private\\_Partnership\\_PPP\\_Projects\\_in\\_Bangladesh](https://www.researchgate.net/publication/309207990_The_Performances_and_Challenges_of_Public-Private_Partnership_PPP_Projects_in_Bangladesh)
- Alam MM, Rashed MA, Faisal F. The performances and challenges of Public-Private Partnership (PPP) projects in Bangladesh. ResearchGate, 2013. Available from: [https://www.researchgate.net/publication/309207990\\_The\\_Performances\\_and\\_Challenges\\_of\\_Public-Private\\_Partnership\\_PPP\\_Projects\\_in\\_Bangladesh](https://www.researchgate.net/publication/309207990_The_Performances_and_Challenges_of_Public-Private_Partnership_PPP_Projects_in_Bangladesh)
- Asian Development Bank. Public-Private Partnership Monitor: Bangladesh. Asian Development Bank, 2022. Available from: <https://www.adb.org/publications/public-private-partnership-monitor-bangladesh>
- Chowdhury RS, Muhammad MH. Growth empirics of Public Private Partnership (PPP) in the infrastructure development of Bangladesh. International Social Commerce and Trade Journal, 2020;22(1):1–12. Available from: <https://isctj.com/index.php/isctj/article/view/33>
- Farrands S, Xu T, Nizam S. Public-private partnerships in Bangladesh. King Wood Mallesons, 2023. Available from: <https://prodwww.kwm.com/global/en/insights/latest-thinking/public-private-partnerships-in-bangladesh.html>
- Government E-Service Delivery in Rural Bangladesh: A Public-Private Partnership Approach. European Journal of Business and Management, 2019;21(2):122–129. doi:10.7176/ejbm/11-2-12
- Husain S, Amin R. Public Private Partnership in livestock sector of Bangladesh. Bangladesh Journal of Animal Science, 2018;246(3):172–178. doi:10.3329/bjas.v46i3.36311

8. Khan M, Riley TA, Wescott CG. Public-private partnerships in Bangladesh's power sector: Risks and opportunities. Social Science Research Network, 2012. doi:10.2139/ssrn.2186468
9. PPP investment far lower than required. The Daily Star, 2022. Available from: <https://www.thedailystar.net/business/economy/news/ppp-investment-far-lower-required-3191386>
10. Public Private Partnership Authority Bangladesh. Prime Minister's Office, Government of the Peoples Republic of Bangladesh, Dhaka, 2024. Retrieved 2024 May 8. Available from: <http://www.pppo.gov.bd/projects.php>
11. Reuters. Bangladesh, World Bank sign \$850 mln deal to boost jobs, trade. Reuters, 2025. Available from: <https://www.reuters.com/markets/asia/bangladesh-world-bank-sign-850-million-deal-boost-jobs-trade-2025-04-24>
12. Saha D, Ho Hong S, Bhattacharya A. Private participation in infrastructure (PPI) database: 2023 annual report. World Bank Group, 2023. Available from: <https://ppi.worldbank.org/content/dam/PPI/documents/PPI-2023-Annual-Report-Final.pdf>
13. The Business Standard. \$31b foreign loans in pipeline, transportation gets lion's share. The Business Standard, 2024. Available from: <https://www.tbsnews.net/economy/31b-foreign-loans-pipeline-transportation-gets-lions-share-832731>
14. World Bank. Private participation in infrastructure (PPI) database annual report. World Bank Group, 2023. Available from: <https://ppi.worldbank.org/>
15. World Bank. Bangladesh receives \$1.16 billion World Bank financing for inclusive and climate-resilient development. World Bank, 2024. Available from: <https://www.worldbank.org/en/news/press-release/2024/12/19/bangladesh-receives-1-16-billion-world-bank-financing-for-inclusive-and-climate-resilient-development>
16. World Bank. World Bank helps Bangladesh improve energy security, air quality. World Bank, 2025. Available from: <https://www.worldbank.org/en/news/press-release/2025/06/18/world-bank-helps-bangladesh-improve-energy-security-air-quality>