

Seminar Paper

Module-o2

**Advantages & Constraints of Public Private Partnerships (PPPs)
and the Prospects of applying it in Bangladesh**

A Seminar papers

By

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129th Advance Course on Administration & Development (ACAD)



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Abstract

The Public Private Partnership (PPPs) is a way out of the public entity to developed infrastructural projects by applying the skills and the experiences of private entity. Sometimes PPPs may also mean that the private sector finances public infrastructure investments. PPPS can address problematic and complicated contractual issues for both the Public & the Private entities. The target of this research is to highlight and to evaluate the advantages, risks posed by PPPs and prospects of PPPs in Bangladesh.

To conduct the entire research single research question has been considered - this is; **‘what are the advantages and limitations of PPPs & what is the prospect of using PPPs in Bangladesh’**. Moreover, owing to data collection the research question was deal with the realistic research philosophy whereas the technique of mixed method has been measured. In this research closed questionnaire has been used to carried-out data collection as time and fund were limited. The questionnaire survey along with the semi-structured interview has been conducted owing to data collection. To recognize the overall interpretation and approach of the respondents regarding the benefits, drawbacks of PPPs and its prospects in Bangladesh qualitative and quantitative data were coded manually and by numerical software respectively. The purpose of data analysis was to identify the basic ideas and findings resulting from this research. All ethical considerations connecting to this study are satisfied make the research valid and reliable.

The study revealed several key findings in harmony with the research question. These key findings are associated with, the long-term effect of PPPs on socio- economic growth, the advantages and significant benefits of PPPs, the constraints and potential risks of PPPs, the constraints to implement PPPs in Bangladesh, Prospects of PPPs in Bangladesh. Additionally, some recommendations have been anticipated by this research – which can be adopted and implemented by the Public Private Partnership Authority (PPPs) and concerned Ministries /Divisions owing to bridge the infrastructural gap of Bangladesh through proper utilization of PPP modality.



Advantages & Constraints of Public Private Partnerships (PPPs) and the Prospects of applying it in Bangladesh

Chapter- one (1)

Introduction

1.1 Background Of the study

The Public Private Partnerships (PPPs) are much talked about and almost always with an optimistic implication. In the 21st century PPPs has become the buzzword “with positive demand across many interest quarters, various jurisdictions and round the world and over some time as well (Greve & Hodge, 2005). The Public Private Partnerships (PPPs) is an approach for the public sector to complete infrastructure projects by means the expertise and the know-how of the private sector. One of the typical features of the PPP projects is the fact that the private partner bears the risk for the investment capital. On the other side, the private sector implements the whole project by confirming its funding and maintenance (Tetreanova, 2016).

The current continuous economic progress of Bangladesh has been extensively accredited locally and internationally. Bangladesh already has made significant paces in meeting several of the UN millennium development goals such as reducing income disparity ratio, gender equity, reduction in infant mortality, primary education for all etc. On the economic view Bangladesh has demonstrated consistent strong GDP growth rate averaging over 7% over the decades despite the global economic slowdown. The socio-economic growth of Bangladesh has been set out the vision 2021, middle income country by the year 2021. The strategy for implementing vision 2021 identifies the need to increase investments in infrastructure from 2% to 6% of GDP as one of the key requirements to achievement of the vision. Hence the government has identified and prioritized the PPP as one of the key initiatives to meet this investment priority and close the infrastructure gap. Through the PPP program the government intends to leverage private sector expertise to pursue development opportunities and extend private sector a stable revenue stream.

This will empower government to deliver its citizens social & economic public services. Hence the government has identified and prioritize the PPP as one of the key initiatives to meet this investment priority and close the infrastructure gap. To meet the rising infrastructure investment demand, the government has already directed the ministries and divisions to implement 30% of their investment projects under PPP.

The Bangladesh PPP act was enacted in September 2015 to establish the regulatory framework for PPPs in Bangladesh. Policy for implementing PPP projects through Government to government 2017, The procurement guidelines for PPP projects and Guidelines for unsolicited proposal were enacted in 2018 to set out the process, timescales and institutional role and responsibility for the selection of private partner. Building on a strong regulatory base with a clear set of policies and guidelines the PPP authority has overseen the expansion of the PPP pipeline to 78 projects with an estimated investment value of \$25 billion at different stages of development and delivery.

The most important advantages of PPP projects for the state are-transfer of risks, possibility for multiple uses of the facilities, constant cashflow, quick execution of project (Valdimarsson,2007). There are a number of potential risks associated with PPP projects. Most of the PPP projects facing complications in terms of financial close, project structuring & time consume. However, as experience shows not every PPP provides a better service delivery in terms of quality or safe costs. Consequently, this paper focuses on the condition for PPP projects to deliver added value. In other words- what are the challenges facing PPPs and what are the success factors.

This research is anticipated to build up an opportunity in the areas of infrastructural development of Bangladesh so that PPP projects could be delivered to lights get switched on in homes, industries get powered- as new roads mitigate transport bottlenecks and as new health services and other social services. So, Bangladesh could be able to use PPPs as an additional delivery mechanism to meet its public service commitment and drive increased prosperity. Whereas the research question measured as a steer for the entire study.

1.2. Research Question: A research question is an explicit query of the research which is designed to explore and attempt to respond (Collis & Hussey, 2014). Badke (2008) stated that a research question is a statement that identifies the phenomenon to be studied. Therefore, considering the above stated insights the following research question has been measured for the study:

“what are the advantages & limitations of PPPs and What is the prospect of using PPPs in Bangladesh”?

1.3. Aim and Objectives of the research: The research objective means what the researcher desire to achieve through a scheme (Blumberg et al., 2008). Thus, the aim of this research is to identify the prospects of introducing PPPs to bridge the infrastructural gaps of Bangladesh. However, the specific objectives of this research are:

- To identify the significance and possibilities of PPPs
- To recognize the defiance implementing PPPs
- To critically study the correlation within potentials and challenges of PPPs to implement it in Bangladesh

1.4. Rationale Of the study: The study carried out to emphasize and to analyze the advantages and the risks proposed by the PPPs. Moreover, the study aims to analyze the circumstances and opportunities of PPPs in Bangladesh. As the researcher have been working in the Public Private Partnership Authority Bangladesh for two years and experienced to realize that in absence of proper and effective measures to identify the challenges and advantages of PPP projects at the time of project selection Bangladesh fails to avail the opportunities of PPPs. There are 78 PPP projects are remaining in the pipe line of PPP authority of Bangladesh. Most of the projects are lagging behind from their schedule and some of these halted due to lack of proper project structuring considering project risks and future benefits. Moreover, financial risks and benefits (EIRR, Value for Money etc.) are had not been addressed properly to adopt these PPP projects. Therefore, the encouragement of performing this research with earnestness and endeavor was motivated by learning, knowledge, experience and self-enthusiasm as the researcher is an

employee of The Public Private Partnership Authority under The Prime Minister's Office of Bangladesh.

1.5 Outline of the paper: This portion represents the context of the paper, where initial chapter contains contextual of the study including research question, rationale, aims and objectives of the research along with framework of the complete paper. The present literatures regarding PPPs, advantages of PPPs, Constraints of PPs, long-term impact of it, drawbacks and prospects of PPPs in Bangladesh are deliberated in the second chapter. The subsequent methodology segment (third Chapter) highlights the key approach of this research along with procedures of the study, research design and research philosophy. The 3rd chapter also reflects the extent of sample and population, validity and reliability, ethical reflection and limitations of the study. In part four data analysis and findings concerning to literature have been explained. Last of all, the concluding chapter validates the comprehensive discussion regarding the findings of the research along with their executions.

1.6 Conclusion: To conclude, this part offered the research topic with a context, research question that instigate the entire study and justify the research. Finally, the frame of this research has elaborately been reflected in this part. However, the present literatures regarding the research topic has deliberated in the following section.



Chapter-Two (2)

Literature review

2.1 Introduction

Collis and Hussey (2014) specified that, literature review is a structured procedure having an objective to detect the existing arrangement of knowledge on a subject. This chapter highlighted on the review of related literatures concerning Public Private Partnership (PPPs) and its limitations & prospects. A comprehensive appraisal of contemporary literature explored for documentation of all features of PPPs. A selected figures of journal articles concerning PPPs were studied. Sources of literature comprise with textbooks, Journal articles, reports of Institute of Public Private Partnership (IP3), Certification of PPP Professionals (CP3P), annual report of PPPA Bangladesh, regulatory framework of PPPA, World Bank reports, reports of Asian development Bank and other sources of digital platforms.

This chapter converses the literature review of PPPs in the sight of global and Bangladesh context. It also deals with literature review of different limitations or drawbacks, challenges and possibilities of PPPs.

2.2. Definition of PPPs: There is an extensive sort of PPPs with unlike features and involve in diverse functions. There is no universal definition of PPP. According to CP3P (Certification of PPP professionals) guide line Public Private Partnership (PPPs) is a long-term contract between a public party and a private party for the development and /or management of a public asset or service, in which the private agent bears a significant risk and management responsibility throughout the life of the contract, and remuneration is significantly linked to performance and/or the demand or use of the asset or service (World bank, 2014). Bovarid (2004) argued that public sectors establish long-term partnerships through PPPs which are really working

arrangements based on a reciprocal obligation between a public entity with any other entity outside of public entity. The PPPs are contractual engagements between public entity and public sector organization for mutual, synergetic and collective provision and financing of public projects and services (Broadbent, et al., 2003).The PPP modality is anticipated to reduce the decision making and administrative bureaucracy linked with the public sector (perrot and Chatelus, 2000).

2.3. Constraints of PPPs:To implement PPP projects there are three levels of risk : macro, meso and micro level (li,B. et al., 2005).However ,Charoenpornpattna& and Minato(1999) propose risk allocation policies of PPPs for five types risk these are economic, political, legal, transactional and operational risks.A PPP can fail if the structuring of the project is not well operated, cost overruns and a time-consuming process (Balloch& tailor, 2001).Mohr (2004) claimed that long term character of a PPP declines the public inspiration on the course of the project. According to Valdimarsson(2007) the constraints or risks of PPPs could be categories according to different phases of implementation and these are- Development phase, Changes of construction scope and operational apprehensions.

2.4. Benefit or advantages of PPPs: As per value for money PPPs are necessary in infrastructure financing since PPPs indorse technical and allocative proficiency among public projects (Sappington & Stiglitz, 1987). According to Koop (1997) PPPs can facilitate the public sector to control more economic resources by means of the private sector as an intermediary.McGoey (2014)stated that the key factor of the PPP rhetoric is -the private sector deals as an innovator and risk taker.The most advantages of PPP projects for a country are transfer of risks, Minimizing the government and transfer its responsibilities over to the private entity and opportunity for multiple usages of the facilities (valdimarsson, 2007).In the PPP modality the private sector implements the entire project by ensuring its funding and maintenance (Tetreanova, 2006).The optimum transmission and managing of risks on the basis of a contract permit a PPP to provide added value(European Commission, 2003).

2.5.PPPs in the global context: Hodge (2004) argued that in terms of information and operation PPPs may vary from country to country even within the developed countries.Pitt et al. (2006) investigate the principal factors which drive value for money within the PPP framework in the UK.Vining et.al.(2005) assess the cost savings of PPP projects in Canada and the USA. The Asian Development Bank report (ADB, 2009) revealed that through PPP infrastructural modality India is at promising stage, current trends have been inspiring in the recent past.Hao (2004) stated that in China PPPs classified into three diverse categories of outsourcing, concession & divestiture and each portrays distinctions in execution, design and perseverance.

2.6. Long term effect Of PPPs: The German Development Institute (2005) argued about the significance of PPPs that the core reasons why private firms and public organizationsselect to co-operate include the opportunities of cofounding as well as sharing long-time risks and other challenges that may difficult for them to address on their own. The United Nation recognizes joint multi-stakeholder methods ofPublic-Private initiative as a significant way out for developing and executing long-term approaches solutions that contribute to sustainable development (Un, 2013).Barkmeyer,Holt et. al., (2014)stated that in order for a cooperative development initiative to assist its persistence and develop optimistic long-term effects, it could be agreed that the PPP allow it to operate as efficiently as possible. In addition many governments usage the PPP concept to develop sustainable and modernize public infrastructure and services (Chan et. Al., 2003).

2.7. Constraints to implement PPPs in Bangladesh: The agreements of all PPP projects need to be consistent in order to meet some common objectives through solving its drawbacks.In Bangladesh absence of adequate consultants' skills can be related to the two primeval reasons including inappropriateness consultants concerning public sector projects and for foreign consultants, their incapability to think lesser than developed countries (ADB, 2008 .Fund for TA and VGF which significantly one of the most critical problems for PPP implementation in Bangladesh(Rashed et. Al., 2011). The agreements of all PPP projects need to be consistent in order to meet some common objective. In addition, while implementing the PPP project, timely completion of associated/linked projects as specified in the contract is primarily the public sector

obligations which are very often creating complications in Bangladesh (ADB, 2006). Delays and cost overruns have significant implications from economic as well as political point of view (BPSIG, 2004). The situation is even more complicated where government does not have a central guideline and agencies develop their PPP project on ad-hoc arrangements (Alam & Rashed, 2011). However, all these create substantial uncertainty for Bangladesh in terms of standard compliances for PPP project development including the procurement, environmental and social due diligence (World Bank, 2002).

2.8. Prospects of PPPs-Bangladesh context: The government of Bangladesh (GoB) has showed its strong commitment to PPP, by allocating a PPP budget that is separated from the traditional development and revenue budget (Ahmed, 2011). The budget has been segregated under three heads - loan or equity, viability gap funding (VGF) and centralized technical assistance fund (Alam & M.M., 2009). Following other countries, Public-Private Partnership (PPP) has been valued as a significant way forward for easing infrastructure development in Bangladesh (Farquharson, 2011). There also needs to have a strong incentive for the executing agencies that will bring more bankable PPP projects for the private sector (Rashed & Alam, 2011). There are about 78 PPP projects of different sectors are in the pipeline of PPP Authority of Bangladesh. Under this context, for operative implementation of PPP projects it is necessary to assess the efficacy of the standing PPP project framework in Bangladesh (Fischer, 2011). This study emphasizes on up-front project development constraints and re-counting resolutions for generating an extended PPP enable circumstance in the country.



Chapter -03

Research Methodology

3.1 Introduction

This part also highlighted proper methodological concerns to specify the responses to the research question. Methodology specifies the study of procedures. “Methodology” states other than simply the processes that propose to exercise data collecting (Anderson, 2009). Collis & Hussey (2014) specified that, a methodology is a strategy to display the procedure of the research that contiguous a figure of methods. Therefore, this part reflects the decisive features of research methodology such as a philosophical viewpoint of the paradigms of research, research design, and data collection measures.

3.2 Research Philosophy

Collis & Hussey (2014) stated that the modules and basic norms of a research are epistemology, ontology, axiology, rhetoric and methodology. The term research philosophy is a method of beliefs and assumptions regarding the development of knowledge (Saunders et al., 2012). To conduct a research, researcher has to articulate a quantity of assumption (Burrell & Morgan, 2000). These include assumptions about human knowledge (epistemological assumptions), regarding the realities met by the researcher to conduct categorical study (ontological assumptions) and the scope and techniques of the researcher inclined the research procedure (axiological assumptions). This research emphasizes on **the prospect of using PPPs in Bangladesh**- which is ontologically associated to the reality. This research ontologically discusses about various features of PPP modalities, the benefits of PPP, the socio economical effect of PPP projects on infrastructural development. As Bangladesh needs private investment to bridge the infrastructural gap to attain the SDG by 2030 and become a developed country by 2040, hence ontologically PPPs linked realities are significant to carry out the research. The epistemological assumption is associated to the composition of knowledge. This is about assumption regarding choosing techniques and the forces and limitations of research outcomes.

The title of the current research is – “Advantages and Constraints of PPPs and what is the prospect to implement it in Bangladesh”, that epistemologically relates to the appropriate knowledge of the researcher in execution the study. Aiming to ontological and epistemological hypothesis the researcher used post-positivism research values that researchers embrace has alike effects for the methodological apprehension (Cohen, 2006). In this research the researcher’s epistemological hypothesis functions *with* the options of mixed method research which the researcher views would be specified by the research question. However, axiological assumptions state the function of philosophies and ethics in the study. The research delivers the researcher the axiological assumptions that there is no unethical concern in the research and the morals of the researcher are consistent with the study. The researcher recognized fairly as an obligatory reality of human nature concerning within this research paradigm.

3.3. Research Design

To carry out studies through the procedures of planning research design act as the art and science so as to obtain the all-out authorized findings (Collis & Hussey, 2014). In this research researcher adopted research design as a logical outline to confirm that the interconnected evidence gathering facilitates the study to reply the research questions precisely and trial basic theories as explicitly as feasible. Throughout research design the researcher recognized the types of evidence required to resolve the research enquiries in a trustworthy and realistic procedure. The researcher planned not to merely gather evidence that is constant with a particular presumption or clarification. This research is outlined in such a process that the validation stands on replacement contender interpretations that facilitated the researcher to identify which of the opposing clarifications is the most convincingly. This also allowed the researcher studying significantly both areas of preferred research methods.

3.3.1 Mixed method Approach

A mutual method of both quantitative and qualitative approach that declines the limitations and applies the control of each method is known as mixed method (Collis & Hussey 2014). The practice of mixed methods by a figure of researchers appraising the identical phenomenon should

lead to better validity and reliability than a single method approach (Denzin, 1978). Hence, comprising questionnaire survey and semi-structured interview the mixed method approach has been applied in this study. The questionnaire survey has been conducted to collect quantitative data, whereas to gather qualitative data semi-structured interview has been adopted in this study owing to lecturing the research question.

3.4 Research Method

In order to decide on a specific subject, the process of collecting information is known as research method (Saunders et al., 2009). A technic of data collection for a categorical study is known as research method (Collis & Hussey, 2014). However, both the method of qualitative and quantitative in a business research is suitable but achievement lies on the abilities and proficiencies of researcher in terms of collecting, classifying, and analyzing of data which finally triggers to results and recommendations of the study (Saunders et al., 2009). Therefore, in this study questionnaire survey has been practiced owing to quantitative analysis and semi-structured interview has been practiced for qualitative analysis in all stages. In order to collection of data total Fifty(50) questionnaires were sent to the PPP professionals, PPP practitioners/executors and PPP consultants of different public and private organizations and individuals irrespective their post, position and sex. Beside this qualitative data has been collected through semi-structured interview amongst the diverse classes 5(five) PP experts and Practitioner/executors/professionals of different entities of Bangladesh. However, following sections defined how these processes are applied proficiently to address the research question.

3.4.1 Questionnaire Survey

The questionnaire survey is a data gathering process that is developed to collect, analyze and interpret the observations of a group of people from a target population (Saunders et al., 2012). Identifying the research question (s) is a significant part in the study as it placed at the heart of research design (Collis & hussy, 2014). However, compliance with the above stated matters

closed questionnaire has been adopted in the research due to time and economical limitation. However, several dispersal techniques have been used to distribute questionnaires through online, telephone, in individual, group distribution and person to person supply. Nevertheless 25 (Twenty-five) respondents from different organizations including officials, PPP practitioner, consultants and experts of corporate & public entities were participated in the study.

3.4.2 Semi-structured Interview

According to (Bryman & Bell, 2007) Semi-structured interview refers to a face to face discussion which permits to comprehend something equivocal to respondents that eventually forms dependable data. Oppenheim (1992) argued that semi-structured interview measured is the best process in order to gather meticulous and dependable data for qualitative study. In this study 5 (five) respondents are preferred from the category of PPP practitioner/ executors, experts and specialists of Public, Private, Corporate entities to secure reliable indication concerning their observations about advantages & risks of PPPs and prospects of applying it in Bangladesh.

3.5 Sampling size and sampling

According to Anderson (2009) sample size denotes a measure of individuals from a huge population. The PPP Practitioners, Executors and PPP Consultants of corporate sectors, individuals, private and public officials of different ministries /divisions of Bangladesh those are involved in developing projects through PPP modality in Bangladesh were considered as the targeted population to perform the study. The magnitude of population for the study were about five hundred (200).

Table-1: Questionnaire participants

No. of PPP practitioner	No. of questionnaire distribution	Percentage (%)	No. of respondents	Percentage (%)
200	50	25%	25	50%

Table-2: Interview participants

No. of PPP professionals/practitioners/specialists	No. of interview	Percentage (%)
200	5	2.5%

For the questionnaire survey 50(Fifty) questionnaire were distributed amongst the PPP professionals/practitioners /specialists of different entities and level,whereas the number of participants were 25 (50%). On the other hand, 5(Five) PPP experts, professionals/practitioners from diverse place, position, age, gender and experience were chosen through random method for semi-structured interview.

3.6 Data Analysis

Data analysis is an extensively used process for measuring qualitative data and by which nominated objects of qualitative data are analytically transformed to statistical data for analysis (Collis & hussy, 2014). In this study the questionnaire survey along with semi-structured interview has been conducted in order to data collection which were measured through recording and taking notes throughout the interview. Hence, to recognize the common practices and approaches of the respondents concerningadvantages and constrains of PPPs and prospects of it in Bangladesh quantitative data has been coded by arithmetical software and qualitative data has been coded manually. To identify the basic themes and subsequent findings of the studywas the objective of data analysis.

3.7 Validity and Reliability

Collis& Hussey (2014) claimed that Validity is the degree where a trial deals what the researcher wishes to measure the phenomena beneath research (Collis& Hussey, 2014). The validity and reliability of this research has been famed the vision of the study that conserved from research plan to data collection, analysis and evaluating findings (Saunders et al., 2014 & Creswell,

2007). Hence ethical matters have been measured in this research throughout data collection, which has been deliberated in the following part.

3.8 Limitation of the research

According to Bryman & Bell (2007) each study has some limitations like time boundaries, inferior strategies, improper and scarce data, expenses, entry to institution, shortage of supplies, scarce of insightful stability to analyze the data and illustrating results. Thus, insignificant scale of sample from a massive population might not offer the realistic track of this research. Additionally, researcher suffered from lack of aptitude in interviewing, configuring questionnaires and data analyzing. Additionally, there was no monetary support to bear the research outlays.

3.9 Ethical considerations

Grey (2009) argued that the researcher considers three ethical concerns which are- no harm to respondents, informed consensus, protected data preservation with careful thoughtfulness ensuring high ethical values in the study. A prescribed letter has been sent to the respondents during questionnaire survey and semi-structured interview for composing of data and it has been certified that respondents' individual question would be closed & used solely by the researcher and would not be exposed to some else. Moreover, the researcher is concern about the strategies of BPATC's research ethics. All over the research the participation of the participants was entirely preferred and none was compelled to include in the exercise

3.10. Conclusion

This study considered two measures; these are validity and reliability which have been conserved from research design to data assembly, analysis data and assessment of the results (Saunders et al, 2009). This part critically justified the procedures operated in research design, measuring appliance, shaping questionnaire, sampling procedures, data collection technique and required arithmetical methods used for data analysis.



Chapter Four

Data analysis

4.1 Introduction

The collected data and research findings have been studied in this chapter. However open coding procedure and software of MS EXCEL, SPSS has been employed to analyze the qualitative and quantitative data manual. In order to analysis the statistical data the arithmetical diagram and tabular presentation equally has been applied. To reflect the view of the responses a collective opinion of respondents has been delivered through direct quote to reflect the spirit of the replies.

4.2 Summary of findings

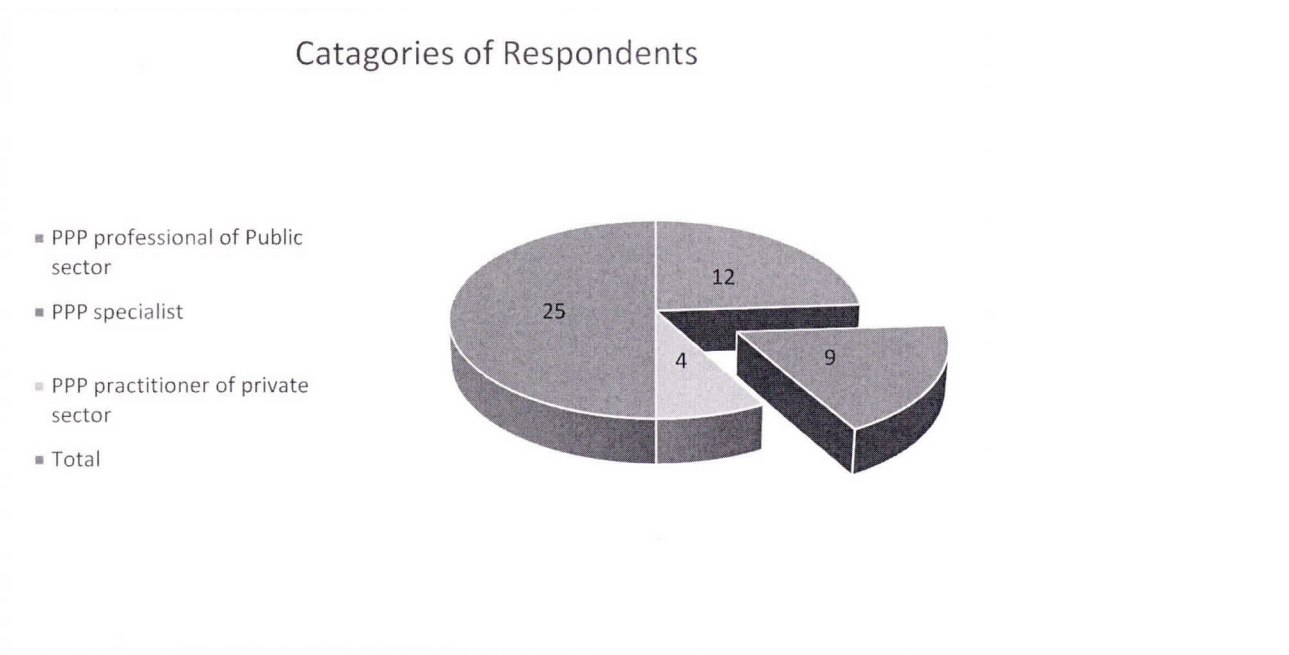
The study highlighted the significant objectives to distinguish the views and attitudes of respondents regarding the prospect of PPPs for infrastructural development applying the mixed method approach. However, several variables were recognized and unified questionnaire survey and semi-structured interview with a view to explore the specific observations of the respondents. In order to categorize the approaches of the respondents from varied classes semi-structured questions were quizzed to respondents and in questionnaire survey similar set of questions were applied- all over interviews. These questions have been coded into seven categories and these are: (1) Conception of PPPs and long-term effect on socio economic growth (2) Relate between PPP modality and conventional methods (3) benefits and positive approaches of PPPs (4) Challenges and potential risks of PPPs (5) Constraints to implement PPPs in Bangladesh (6) Basic requirements for successful implementation of PPPs in Bangladesh (7) Prospect of PPPs in Bangladesh. However, feedback obtained from 25 questionnaires survey and five interviews have been conducted where about 50 questionnaires were circulated. It can be stated that a considerable percentage of public sector respondents (48%) took part in the

questionnaire survey, whereas 36% PPP experts/specialists and 16% private sector PPP practitioner have responded (Table- 03).

Table-03: Responses from diverse level Respondents (Questionnaire survey)

Level of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PPP professionals of Public sector	12	48.0	48.0	48.0
	PPP Specialist	09	36.0	36.0	84.0
	PPP practitioner of private sectors	04	16.0	16.0	100.0
	Total	25	100.0	100.0	

Chart-01.Respondents in terms of categories/level



The core areas of the respondent's views obtained from questionnaire survey & interviews are categories as –

- PPPs and its long-term effect on socio-economic growth
- PPPs is a contemporary & effective modality than conventional method,
- Positive approaches and significant benefits of PPPs
- Challenges & potential risks of PPPs
- Constraints to implement PPPs in Bangladesh
- Core requirements and formulation of strategies to make PPPs success in Bangladesh
- Prospects of PPPs in Bangladesh

4.2.1-PPPs and its long-term effect on socio- economic growth

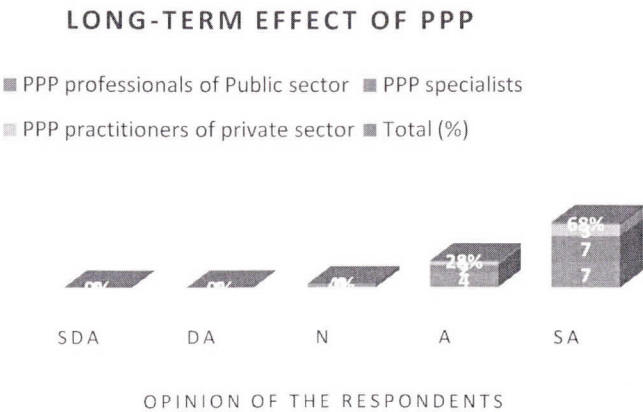
To detect the outcome of applying PPP modality in infrastructural development and its long-standing impact to boost up socio- economic condition is the most significant vision of this study. As the maximum respondents acknowledged the significance of PPPs as it introduces modern technology and innovative approaches to provide better public services through improved operational efficiency. However, qualitative survey data validates the robust opinions of the respondents in favor of this proposition. One of the PPP specialist viewed that utilizing PPPs as a way of developing local private sector capabilities through joint ventures with large international firms in areas of public infrastructural development and maintenance. A respondent of private sector PPP practitioner mentioned that government need to incentivize the private sector through PPP modality to deliver project on time and long-standing.

Table- 04: PPPs and its Long-term effect on socio-economic growth

PPPs and Long-term effect on socio-economic growth									
			Opinion of the Respondents'					Total	
			1(SDA) (%)	2(DA) (%)	3 (N) (%)	4(A) (%)	5(SA) (%)		
Level of respondent s	PPP professional of Public sector	Count (Frequency)	0	0	1	4	7	12	
		% within Each Level of respondents	0.00%	0.00%	8.33%	33.33%	58.34%	100.0 %	
	PPP specialist	Count (Frequency)	0	0	0	2	7	9	
		% within Each Level of respondents	0.00%	0.00%	0.00%	22.22%	77.78%	100%	
	PPP practitioner of private sector	Count (Frequency)	0	0		1	3	4	
		% within each Level of respondents	0.00%	0.00%	00.0%	25.0%	75.0%	100.0 %	
	Total		Count (Frequency)	0	0	1	7	17	25
			% within each Level of respondents	0.00%		4.0%	28.0%	68.0%	100.0 %

(Here 'SDA' refers to Strongly Disagree, 'DA' signifies Disagree, 'N' is Neutral, 'A' denotes Agree and 'SA' denotes Strongly Agree).

Chart-2: Long-term Effect of PPP on Socio-Economic Growth



The findings of the studied data characterize that most of the respondents put their strong view in favor of the long-standing effect of PPPs on socio-economic development. Most significantly, 100% respondents put their opinions (68.0% SA and 28.0% A) in favor long term effect of PPPs on socio-economic development followed by public officials 91.67% (33.33% A and 58.34% SA) and PPP specialist professionals 100.00% (22.22 A and 77.78% SA)) and PPP practitioners of private sector 100%(25% A, 75% SA) (Table 04). On the other hand, just 8.33% Public officials responded neutrally (Table 04). However, use of PPPs as an alternate instrument to both economics and procure infrastructure for the potential long-standing socio - economic progress through enhancing proficiency and efficacy.

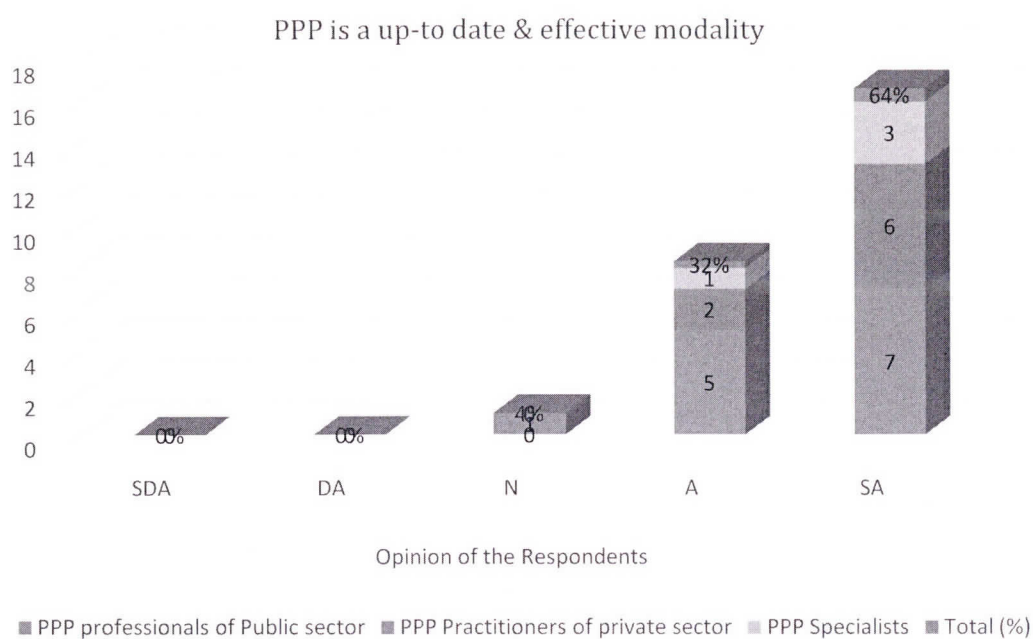
4.2.2 PPPs is the up-to date and effective modality than the conventional method

The amplification of second key findings of the study is PPPs is the up-to date and effective modality than the conventional method. It is considered by all classes respondents in the interview that PPPs is the modern concept to introduce private sector technology and innovation in offering better public services through improved operational efficiency.

Table-05: PPPs is the up-to date and effective modality than the conventional method

PPPs is the up-to date and effective modality than the conventional method								
			Opinion of respondents'					Total
			1(SDA) (%)	2(DA) (%)	3(N) (%)	4(A) (%)	5(SA) (%)	
Level of employees	PPP professional of public sector	Count (Frequency)	0	0	0	5	7	12
		% within each Level of employee	0.00%	0.00%	0.00%	41.66 %	58.34 %	100.0 %
	PPP Specialist	Count (Frequency)	0	0	1	2	6	9
		% within each Level of employees	0.00	0.00%	11.11%	22.22 %	66.67 %	100.0 %
	PPP practitioner of private sector	Count (frequency)	0	0		1	3	4
		% within each Level of employees	0.00%	0.00%	0.00%	25.0%	75.0%	100.0 %
Total		Count(Frequency)	0	0	1	8	16	25
		% within each Level of employees	0.00%	0.00%	4.00%	32.00 %	64.00 %	100.0 %

Chart-03: PPP is a up-to date & effective modality



The views received through the questionnaire for this variable depicted that all of the respondents (100%) from three categories were decisively (SA, & A) put their observed in favor of this proposition. However, among the respondents 64% PPP practitioners of private sector strongly agreed (SA) on this variable. It is important that, none of the respondents respond as against this proposition (Table-05).

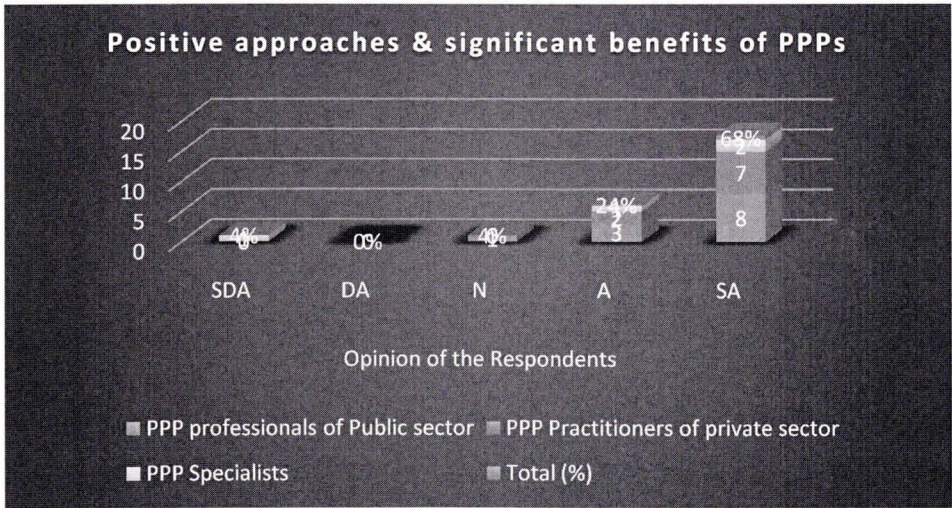
4.2. 3 Positive approaches and significant benefits of PPPs

During the survey most of the respondents stressed on significant benefits of applying PPP modality. They also claimed that PPPs are valued often more for providing the public sector with the special technical expertise, management, knowledge and experience, advanced technology and innovation, ability to generate additional funding and operate efficiently.

Table-06: Positive approaches and significant benefits of PPPs

Positive approaches and significant benefits of PPPs								
			Opinion of respondents'					Total (%)
			1(SDA) (%)	2(DA) (%)	3(N) (%)	4(A) (%)	5(SA) (%)	
Level of Respondents	PPP professionals of Public sector	Count (Frequency)	0	0	1	3	8	12
		% within each level of employees	0.0%	0.0%	8.33 %	25.00 %	66.64%	100.0 %
	PPP Specialist	Count (Frequency)	0	0		2	7	9
		% within Each Level of employee	0.0%	0.0%	0.0%	22.22 %	77.78%	100.0 %
	PPP practitioner of private sector	Count (Frequency)	1	0	0	1	2	4
		% within each Level of employees	25.00%	0.0%	0.0%	25.00 %	50.0%	100.0 %
Total		Count (Frequency)	1	0	1	6	17	25
		% within each Level of employees	4.0%	0.0%	4.0%	24.0 %	68.0%	100.0 %

Chart-04: Positive approaches & significant benefits of PPPs



However, findings of the survey data represent that, most of the respondents of all levels were in favored of this proposition, where 100 % (SA 68.0%, A 24.0%) PPP specialists were confidently viewed in favor of positive approaches and significant benefits of PPPs (Table-06).

4.2.4 Challenges and potential risks of PPPs

As per the qualitative survey data most of the respondents viewed that despite of significant advantages there are a number of potential risks associated with Public Private partnerships (PPPs). A private sector PPPA practitioner argued that the unusual experience of the public authority and private investors in this field represents a serious obstruction, because the PPPs project preparation procedure is a bit complex. A PPP specialist claimed that the main risk of PPPs consists in the fact, that in absence of careful regulatory framework, selection procedure of private partner and potential project such projects can be risky means of devouring the national resources. A female respondent from public sector claimed that due to complications in terms of financial close of PPP projects faces huge challenges.

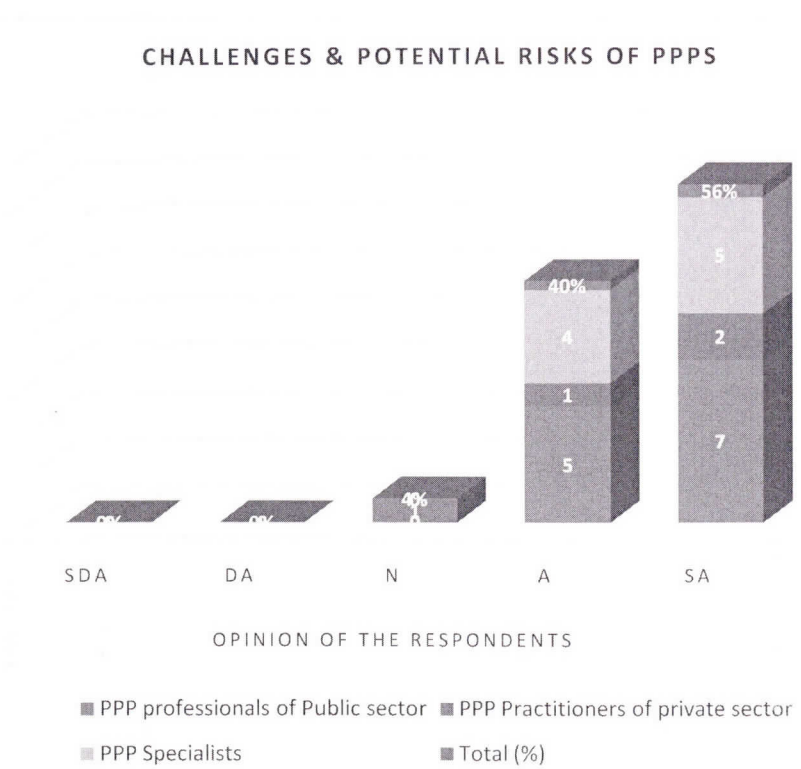
Table-07: Challenges & potential risks of PPPs

Challenges & potential risks of PPPs								
			Opinion of respondents'					Total (%)
			1(SDA)) (%)	2(DA) (%)	3(N) (%)	4(A) (%)	5(SA) (%)	
Level of respondents	PPP professional of Public sector	Count (Frequency)	0	0	0	5	7	12
		% within Level of respondents	0.00	0.00%	0.0%	41.66 %	58.34 %	100.0 %
	PPP Specialistl	Count (Frequency)	0	0	0	4	5	9
		% within Level of respondents	0.00	0.00%	0.00%	44.44 %	55.56 %	100.0 %
	PPP practition	Count (Frequency)	0	0	1	1	2	4

	er of private sector	% within Level of respondents	0.00	0.00%	25.0%	25.0%	50.0%	100.0%
Total		Count (Frequency)	0	0	1	10	14	25
		% within Level of respondents	0.00	0.00%	4.0%	40.0%	56.0%	100.0%

Moreover, the survey data signifies that all (100%) of the public sector respondents and PPP specialists viewed in favor (SA 56%& A 40%) of this proposition (Table- 07).

Chart-05: Challenges & Potential risks of PPPs



4.2.5-Constraints to implement PPPs in Bangladesh

According to the qualitative survey data of this research most of the respondents highlighted on this issue. In the interview a senior level Official of PPPA urged that lack of skilled PPP personnel is one of the major obstacles to implement PPP projects in our country.

Table-08: Constraints to implement PPPs in Bangladesh

Constraints to implement PPPs in Bangladesh								
			Opinion of respondents'					Total (%)
			1(SD) (%)	2(DA) (%)	3(N) (%)	4(A) (%)	5(SA) (%)	
Level of respondents	PPP professionals of public sector	Count (Frequency)	0	0	0	5	7	12
		% within Level of respondents	0.0%	0.0%	0.0%	41.66 %	58.34 %	100.0 %
	PPP Specialist	Count (Frequency)	0	1	0	3	5	9
		% within Level of respondents	0.0%	11.11 %	0.0%	33.33 %	55.56 %	100.0 %
	PPP practitioner of private sector	Count (Frequency)	0	0	1	1	2	4
		% within Level of respondents	0.0%	0.0%	25.0%	25.0%	50.0%	100.0 %
Total		Count (Frequency)	0	1	1	9	14	25
		% within Level of respondents	0.0%	4.0%	4.0%	36.0%	56.0%	100.0 %

However, the quantitative survey data shows that most of the respondents (where 56% strongly agree and 36% agree) argued that there are some animated limitations to successfully implement PPP projects in Bangladesh. Simply (4%) respondents disagreed with this proposition and likewise merely 4% respondents put their views as neutral. (Table-08).

4.2.6- Core requirements and formulation of strategies to make PPPs success in Bangladesh

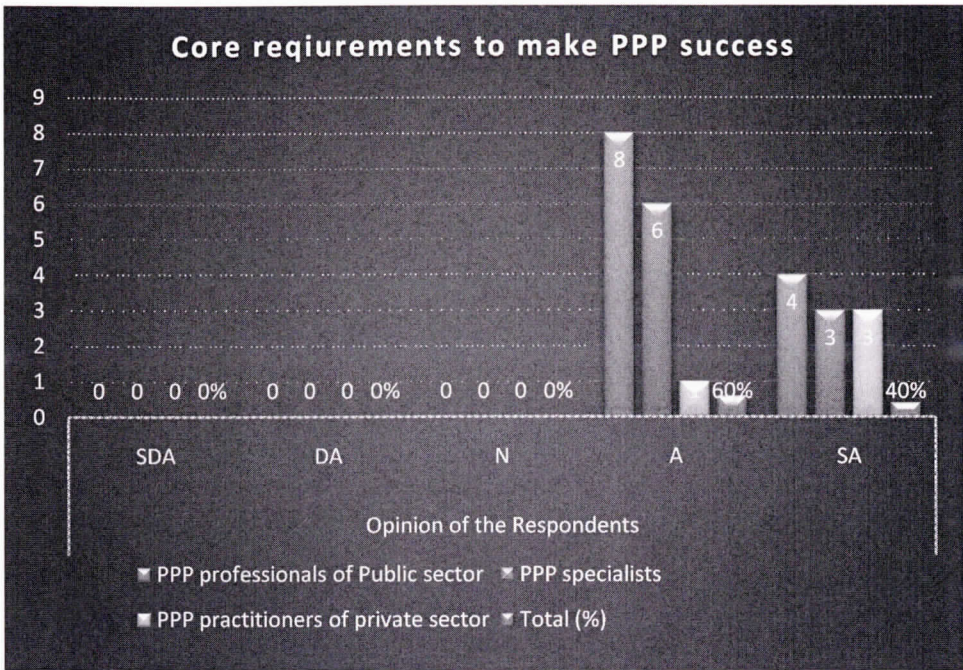
Alike other countries PPPs has been considered as an effective way out for bridging the infrastructural gap of Bangladesh. Though there have been some success concerning institutional and regulatory framework but other critical issues yet to be established or boost up in the country. This study tried to focus on the vital necessities and formulation strategies in relation with a specific way out to make PPPs potentials in Bangladesh.

Table-09: Core requirements and Formulation of strategies to make PPPs success in Bangladesh

			Core requirements and formulation of strategies to make PPPs success in Bangladesh					
			Opinion of Respondents'					Total (%)
			1(SDA) (%)	2(DA) (%)	3(N) (%)	4(A) (%)	5(SA) (%)	
Level of respondents	PPP professional of Public sector	Count (Frequency)	0	0	0	8	4	12
		% within Level of respondents	0.0%	0.00%	0.0%	66.66 %	33.34 %	100.0 %
	PPP Specialist	Count (Frequency)	0	0	0	6	3	9
		% within Level of respondents	0.0%	0.00%	0.0%	66.6%	33.34 %	100.0 %
	PPP practitioner of private sector	Count (Frequency)	0	0	0	1	3	4
		% within Level of respondents	0.0%	0.00%	0.0%	25.0%	75.0%	100.0 %
Total		Count (Frequency)	0	0	0	15	10	25
		% within Level of respondents	0.0%	0.00%	0.0%	60.0%	40.0%	100.0 %

The survey data signifies that 100% of respondents (40% strongly agree and 60% agree) preferred the formulation of strategies to fulfill the basic requirements owing to make PPP modality vibrant in our country (Table-09).

Chart-06:Core requirements to make PPPs Success



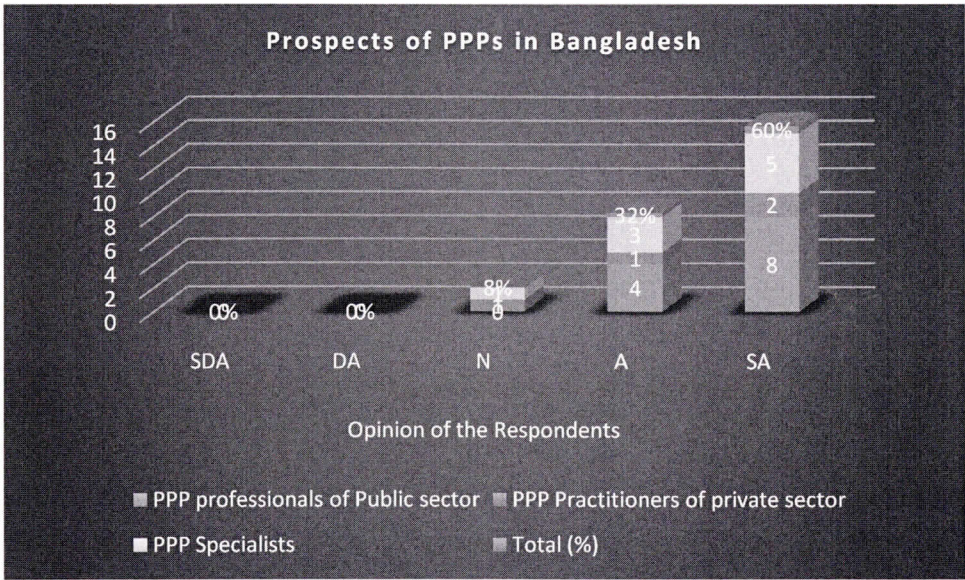
4.2.7 prospects of PPPs in Bangladesh

The qualitative survey data demonstrates, most of the respondents’ viewed that to close the infrastructural gaps and attain the targets of SDGs and to become development country by 2041 private investment is very much essential for Bangladesh. Public-private joint initiatives could be the major driver in this regard. One of the PPP expert stated that through PPPs the public sector of Bangladesh will be able to focus more on acquiring services at the most cost-effective approach, rather than directly owning and operating an asset.

Table-10: Prospects of PPPs in Bangladesh

Prospects of PPPs in Bangladesh								
			Opinion of Respondents'					
			1(SDA) (%)	2(DA) (%)	3(N) (%)	4(A) (%)	5(SA) (%)	
Level of respond ent	PPP professional of Public sector	Count(Frequency)	0	0	0	4	8	12
		% within Level of Public Officials	0.0%	0.0%	0.0%	16.0%	32.0%	100.0 %
	PPP practitioner of private sector	Count (Frequency)	0	0	1	1	2	4
		% within Level of Corporate Personnel	0.0%	0.0%	4.0%	4.0%	8.0%	100.0 %
	PPP specialist	Count (Frequency)	0	0	1	3	5	9
		% within Level of PPP experts	0.0%	00.0 %	0.0%	12.0%	20.0%	100.0 %
Total		Count (Frequency)	0	0	2	8	15	25
		% within Level of employees	0.0%	0.0%	8.0%	32.0%	60.0%	100.0 %

Chart-07:Prospects of PPPs in Bangladesh



4.3 Conclusion

To conclude this chapter, the outcomes extract from assessed data through questionnaire survey and semi-structured interview has been crossed-checked. However, certain code numbers were used for specific purposes for data analysis -which has been interpreted by SPSS. In order to assemble data questionnaire survey along with semi-structured interview has been conducted in this study, which also been evaluated accordingly on the basis of footage and recorded note throughout the process of interview. Therefore, qualitative data has been coded manually and quantitative data has been coded by numerical software in this study. Thus, in this qualitative research proposal a thematic analysis has been studied.



Chapter Five

Conclusion & Recommendations

5.1 Introduction

This chapter has tried to inclusive representation of advantages & constraints of PPPs and the prospects of applying it in Bangladesh. This part also emphasis on the fruitful conclusions surveyed from the research and the significance of each fundamental outcome are figured out in connection with the existing literature which is cited in the part of literature review (Chapter-2). Furthermore, summary of the research findings and a study has been deliberated here to make a positive input to the clarification on the research topic in association with the framework of the research methodology and research questions as well. This chapter has also taken an initiative to recognize the space of further research and limitations of the study. However, in connection with the advantages, constraints and prospects of PPPs in Bangladesh several valued recommendations have been formulated in a logical approach.

5.2 Discussion on core findings

The key findings of this study have been obtained into 7 (seven) fundamental classes in terms of analyzed data. Mostly identifying the visions and manners of the respondents of PPP practitioners/professionals/consultants with diverse experience, age, level and gender about –

- 1) PPPs and its long-term effect on socio-economic growth
- 2). PPPs is up-to date& effective modality than conventional method
- 3). Positive approaches and significant benefits of PPPs
- 4). Challenges & potential risks of PPPs
- 5). Constraints to implement PPPs in Bangladesh

- 6). Core requirements and formulation of strategies to make PPPs success in Bangladesh and
- 7). Prospects of PPPs in Bangladesh.

Hence, above mentioned variables are linked with the prospects of PPPs in Bangladesh. However, all of these key findings are stated and deliberated below in association with the review of literature.

5.2.1 The core finding-1: PPPs and its long-term effect on socio-economic growth

The literatures recommended that there is an optimistic and substantial long-term impact of private sector participation in the coverage, excellence of service and labor productivity of the utilities, particularly when regulation is functional (Andres et al., 2013). According to the socio-economic value PPPs are required & durable in infrastructure financing as they promote technical and allocative competence among public projects (Sappington & Stiglitz, 1987). It is articulated through qualitative data that PPPs plays vital role in socio- economic development through bridging the infrastructural gaps. It is articulated through quantitative and qualitative datathat all of the respondents certified the role and significance of PPPs for long standing contribution on socio-economic growth of a country.

5.2.2 The core finding (2): PPPs is up-to date& effective modality than conventional method

It is agreed by most of the respondents in the questionnaire survey and interview that the PPPs modality for public infrastructural development & services are up-to-date, need- based and future oriented. Barlow et.al., (2010) stated that PPPs covers in-country planning's for structure and maintenance of public infrastructures and delivery of services, this sub-category correspondents more directly to the traditional method.

5.2.3 The core finding (3): The Positive approach and significant benefits of PPPs

According to karisa&Dantas (2006) PPPs were instrumentals in the development of high-performance in France from the mid-1950. All of the respondents' viewed in favor of this finding signifies that the collaborative management approach of PPPs improves efficiency, quality, innovation, encouraging trust between partners and reduces conflicts in order to effective implementation of development projects (O'Flynn, 2009).

5.2.4 The core finding-4: The challenges and potential risks of PPPs

The core risks of PPPs involve in the fact that, lack of cautious regulatory framework and monitoring of the process applied for the selection of the private entity and of the completion of PPP projects, such projects can be treat as devouring the national resources (Anderson, et. al., 2002). The survey data represents that, there are some potential risks & constraints in-terms of project selection, financial structuring, political situation, procurement strategies and other complications may hinder proper implementation of PPP projects.

5.2.5 The core finding-5: Constrains to implement PPPs in Bangladesh

This fundamental finding is measured by most of the respondents equally in quantitative and qualitative analysis of data. One of the constraint might be unfamiliarity with the concept of PPP and its application in real sense is unfolding in Bangladesh (Ahmed, 2016). It is noticeable, through analyzing the qualitative data a substantial number of respondents viewed lack of backing from the development partners, standard context for project development compliances, timely end of linked projects and in absence of capable consultancy are major constraints for implementation PPPs in Bangladesh (Rashed, et al., 2015).

5.2.6 The core finding-06: Core requirements & formulation of strategies to make PPPs success in Bangladesh

Abdel Aziz, A.M. (2007) deliberates the principles that essential to be considered in order to ensure the effective execution of a PPP projects- which are also applicable for Bangladesh. These principles include: purposes of utilizing private finance to select a PPP project, appropriately allocation of risks to private entity, developing an inclusive PPP legal frame,

assessing the value for money and to standardize the approaches and procurement system . Through both the qualitative and quantitative data survey this key finding is measured by the respondents. Most of the respondents viewed that in order to successful implementation of PPP projects in Bangladesh certain core areas need to be addressed these includes- expand of domestic financing capacity of local financial institutions, increase of technical assistance and sovereign loans supported by the development partners , proper address of link projects , and dependable feasibility study of PPP projects by skilled consultancy firms (Rashed, 2015).

5.2.7 The core finding 7: Prospects of PPPs in Bangladesh

The plan of achieving SDG's goals & becoming a developed country most of the respondents emphasizes on the enrichment of infrastructure investment from about two to six percent of GDP, by means of PPPs as a key tool. However, both the qualitative & quantitative data survey responses that – PPPs would complement traditional procurement in the advance of social and economic infrastructure in Bangladesh to deliver the public services that can empower private sector entrepreneurships and unlock the country's growth potential (Ahmed, 2016).

5.3 Abstract of the Research Findings

Throughout above deliberated core findings the significant proposition has appeared from this research. Moreover, through this findings prospects of using PPP modality in Bangladesh has recognized despite considerable risks prevail implementing PPP projects. Hence above discussed various findings has been outlined the prospects and advantages of applying PPP projects. These findings are observed by diverse PPP professionals, executors, specialists and consultants in a different way. In specifically, qualitative and quantitative data articulated that the key findings represented certain bright prospects of applying PPP projects in Bangladesh as there are manifold advantages of PPPs : multiple solutions for the private financing of Public projects, reducing budgets for the central or local governments, usage of private expertise and management within the public projects, developed proficiency in the project development, quicker execution tenure , technical innovation and advanced excellence level of the provided services.

5.4 Conclusion

To conclude, the analyzing process of quantitative and qualitative data represented seven key results, which strengthened dealing with the research question. Moreover, this study tried to distinguish the efficacy or advantages of using PPP modality and its prospects in Bangladesh. However, this research adept rational values along with mixed method approach for data collection to obtain research objective. Finally, findings are exposed by diagram and tabular demonstration reinforced with present literature.

5.4.2 Analyzing data and Methodology

To justify the reliability and validity of the research the data collection procedure involved the approach of mixed method throughout questionnaire survey and semi-structured interview. However, both qualitative and quantitative data was processed physically and through the application of software. Lastly, seven key findings were drawn in the research that repeated the prospects of PPPs in Bangladesh.

5.6 Scope of the research

This study does not have every single resolution in terms of constraints and risks of PPPs and its fruitful implementation in Bangladesh. This study determines a lot of features for further research to streamline the proposals. The sample measured for this study was not very large in comparison to population size, as the people relating PPP activities are working different modes of working places. So, there is huge opportunities in numerous grounds of this quarter. Finally, the researcher made all study and interventions which can show the way forward to a bright prospect of cognizant. Hence impending study should further survey the prospects of PPPs modality in Bangladesh limiting it's constrains and risks. Thus, in future more research work could be conducted on this ground.

5.7 Recommendations

- The present project selection procedure is not appropriate to some extent. So perfect project screening & identification methods and feasibility studies are needed for sustainable implementation of PPP projects.
- The present PPP rules, Procurement guideline and other rules & regulations regarding PPP projects are not satisfying all complications, legitimate issues to implement projects. However, considering all issues in terms of all stages of project implementation standard documents and legal & regulatory PPP framework are needed to be developed.
- To ensure the integrity of the PPP procedures maximization of transparency and minimizing the scope of discretionary is necessary.
- To ensure the integrity of the restructuring procedures and select potential private partner it is necessary to maximize competition through the use of public tenders.
- To implement PPP projects successfully and within scheduled time linked projects should be addressed with importance by the concerned public authorities.
- To make contract and due diligence between public and private entities so that appropriate allocation of risks to private entity should ensure.
- To ensure assessing the value for money and standardize the approaches and procurement system.
- To attract private investment through PPP modality it is necessary to expand of domestic financing capacity of local financial institutions and increase technical assistance and sovereign loans supported by the development partners.

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Appendix-A

Participation Information Sheet

Title of the research-Advantages & Constraints of PPPs and Prospects of applying it in Bangladesh

Researcher- Md. RobiulAlam

What is the objective of this research?

This study will try to identify the scopes and drawbacks of PPPs and how Bangladesh could be able to apply this modality to develop its infrastructural capacity. Researcher have been working in PPP Authority of Bangladesh and experienced that there is an ample opportunity for Bangladesh to use PPP modality to bridge the infrastructural gaps owing to attain the view of SDGs and become a developed country by 2041.

Why have I been chosen this subject?

You have been selected as you are related to PPP activities.

Who is answerable for the study?

The researcher himself is accountable for the study.

What will occur to me if I participate?

As the results and contents of the study will not intrude your profession and your position as well, so, nothing will be occurred if you participate in this research.

Who has approved the research?

The concerned authority of BPATC has approved this research.

Contact details of the Researcher

Md. RobiulAlam

Email: alammohammed739@gmail.com



Bangladesh Public Administration Training Centre

Schedule of Semi-Structured Interview

Hi and a very nice day. I am Md. RobiulAlam participant of 129th ACAD conducting by BPATC. The semi-structured is intended for assembling data as an effort of my study to identify the advantages & constraints of PPPs and its prospects in Bangladesh. In order to complete my study successfully your participation in this interview will be helpful for me. As data whatsoever you provide will be conserved as secret and confidential. You are allowed to withdraw your information's at any stage of the research. The outcome of the study might be conveyed to your compliance as per your desire. The interview will not take more than 40 minutes of your valuable times and for the perfect analysis it will be noted.

Questions for Semi-Structured Interview

Question-1. What about your perception regarding PPP?

Question- 2. Do you have any experience to work with PPP modality?

Question- 3. How can you make difference PPP modality with the conventional procedure of Public work and service?

Question- 4. Do you think PPP modality is more effective in terms of quality, efficiency, innovative, highly customize, modern technical know-how and risk transfer?

Question- 5. Do you think PPPs is a new dimension to attract FDI?

Question-6. Do you think there are some drawbacks and potential risks of PPPs in context of Bangladesh and what these are?

Question-7. To what context PPP modality is feasible for Bangladesh?

Question -8. Do you think to make PPP modality functional in Bangladesh some major issues are needed to be addressed, if so what these are?

Question-9. What are the future prospects to implement PPPs in Bangladesh?

Question-10. What is your proposal (if any) about to make PPPs more functional in Bangladesh?

Thank you very much for your lively co-operation

APPENDIX- C

Survey Questionnaire

Bangladesh Public Administration Training Centre
129th Advance Course on Administration Development

Topic: Advantages & Constraints of PPPs and Prospects of applying it in Bangladesh

Questionnaire

1. Please mark your name (not mandatory) _____
2. Please place 'X' in appropriate alternative: Female ☐ Male ☐
3. Mention your profession/occupation:
4. Insert the name of your organization/ working place: -----
5. Mention the type of your organization/ working place (Mark 'X' please)
☐ Government/Public Office
☐ Private farm
☐ Research Centre/Consultancy firm
☐

For other case (please mention):

6. Please mention the phase of PPPs at which you've experienced? If any (Mark 'X' please)

☐ Identification/screening Phase

☐ Feasibility study Phase

☐ Development Phase

☐ Procurement Phase

- ☐Contract Phase
- ☐Implementation phase
- ☐Operational phase
- ☐Others

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7. Do you think PPP is an effective modality to developed public infrastructure & services? (Please mark ‘x’)

- ☐ Yes
- ☐ No

8. What are the obstructions that hamper implementation of PPPs? (Please mark ‘x’ in boxes)

- ☐ Improper project Selection
- ☐ Substandard feasibility study
- ☐ Lack of co-financing and incentives for private partners
- ☐ Lengthy official procedures of public sectors
- ☐ Lack of skilled PPP professionals
- ☐ Reluctancy of Procuring public authority
- ☐Lack of alternative financing and loan facilities for the private partners
- ☐Others

For other cases, please state:

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11. weight the following statements according to your view: (Please mark ‘x’).

Issues	Statements	View of the respondents				
		Strongly Agree(SA)	Agree(A)	Neutral(N)	Disagree(DA)	Strongly Disagree(SDA)
		5	4	3	2	1
PPP modality	PPP is a new concept/dimension for developing public infrastructure and services					
	PPPs is a legally - obligatory contract between government and private partner for delivery public services					
	PPP is not privatization					
Long-term effect of PPP	For steady and sustainable development PPPs plays vital role					
	According to the socio-economic value PPPs are required & durable in infrastructure financing					
	PPPs has optimistic and substantial long-term impact in the coverage, excellence of service					

Issues	Statements	View of the respondents				
		Strongly Agree(SA)	Agree(A)	Neutral(N)	Disagree(DA)	Strongly Disagree(SDA)
		5	4	3	2	1
	Distinctive guideline needs for both foreign and local for effective training					
	Strategies should be formed to evaluate the performance of public sector employees					
	Efficiency of training procedure confirms impartiality and multiplicity at workplace					
	Lively participation of trainees and excellence of trainer's are responsible for fruitfulness of training					
Advantages of PPPs	Through PPP modality potential risks could be transferred to the private entity					
	The collaborative management approach of PPPs improves efficiency , quality,innovation, of public projects					
	The PPPs is more focused towards outputs rather than					

Issues	Statements	View of the respondents				
		Strongly Agree(SA)	Agree(A)	Neutral(N)	Disagree(DA)	Strongly Disagree(SDA)
		5	4	3	2	1
	input.					
	The PPPs makes better use of principles of result based management and better risk allocation.					
	The PPPs creating a value for the money, and strengthening of public management.					
	Through a PPP the public sector will focus more on acquiring services at the most cost-effective manner					
	PPPs are implemented faster and in a more cost-efficient way					

Issues	Statements	View of the respondents				
		Strongly Agree(SA)	Agree(A)	Neutral(N)	Disagree(DA)	Strongly Disagree(SDA)
		5	4	3	2	1
Constraints /Risks of PPPs	PPPs project preparation procedure is a bit complex and time consuming					
	There are economic, political, legal, transactional and operational risks in PPPs					
	Operational costs of PPP projects is more than the conventional projects.					
Potential risks of PPPs to implement						
	To make an effective training the					

Issues	Statements	View of the respondents				
		Strongly Agree(SA)	Agree(A)	Neutral(N)	Disagree(DA)	Strongly Disagree(SDA)
		5	4	3	2	1
in Bangladesh	interactive skills and characteristics of a trainer plays significant roles					
	To implement the PPP project linked projects are not completing in due time. Delay s and cost overruns have significant implications on PPPs. There is a substantial uncertainty in terms of standard compliances for PPP project development including the procurement, environmental and social due diligence					
	Delay and cost overruns have significant implications to implement PPPs in Bangladesh					
	There is a substantial uncertainty for PPP project development in Bangladesh in terms of procurement, environmental and social due diligence					

Issues	Statements	View of the respondents				
		Strongly Agree(SA)	Agree(A)	Neutral(N)	Disagree(DA)	Strongly Disagree(SDA)
		5	4	3	2	1
Prospects of PPPs in Bangladesh	The government of Bangladesh (GoB) is presentation its strong commitment to PPP, by allocating a PPP budget and co-financing					
	Following other countries PPP could have been valued as a significant way forward for easing infrastructure development in Bangladesh					
	PPP might be one of the key ways forward to attract FDI for bangladesh					
	To meet the Sustainable Development Goal (SDG) and to graduate as a developed country PPP could be a worthwhile avenue.					
	Implementing 30% ADP through PPP modality Bangladesh would be able to bridge the infrastructural successfully					

12. Please put your suggestions/ views in relation to training and performance improvement for the public sector employees:

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Thank you so much for your cordial support

