

**People's Republic of Bangladesh
Prime Minister's Office
Bangladesh Investment Development Authority
Bangladesh Economic Zones Authority
Ministry of Industries**

**Project for Promoting Investment and
Enhancing Industrial Competitiveness
in the People's Republic of Bangladesh**

**Final Report
Attachment (PMU)**

May 2022

Japan International Cooperation Agency (JICA)

**Koei Research & Consulting Inc.
UNICO International Corporation
World Business Associates Co., Ltd.**

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22-098

Project for Promoting Investment and Enhancing Industrial Competitiveness
in the People's Republic of Bangladesh

Final Report
Attachment (PMU)

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Outline for the First Project Coordination Committee (PCC)

1. Date:	28 September 2017
2. Time:	11:00 - 13:00
3. Venue:	Conference Room at PMO
4. Language	English
5. Objectives:	<ol style="list-style-type: none">1) Official kick-off of the Project, with introduction of participants2) To present Inception Report (Draft) for official approval at PCC3) To present current policy, situation and achievement in investment promotion, EZ development and industrial development4) To discuss strategy for developing linkage between investment and domestic industry
6. Organizers:	PMO and JICA
7. Participants:	<ol style="list-style-type: none">1) PMO2) BIDA and members of PIC-13) BEZA and members of PIC-24) MOI, BITAC, SMEF and members of PIC-35) JICA HQ and Bangladesh Office6) JICA Advisory Group7) JICA Project Team
8. Observers:	<ol style="list-style-type: none">1) Embassy of Japan2) JETRO
9. Chairs:	Senior Secretary, PMO Chief Representative, JICA Bangladesh Office
10. MC:	PMO

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH
PRIME MINISTER'S OFFICE

OLD SANGSHAD BHABAN
DHAKA

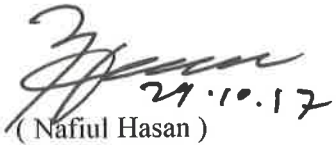
No. 03.068.014.09.00.017.2016- 631



Date : 29 October 2017

Subject: Minutes of Project Coordination Committee (PCC) of the "Project for Promoting Investment and Enhancing Industrial Competitiveness".

The minutes of Project Coordination Committee (PCC) of "The Project for Promoting Investment and Enhancing Industrial Competitiveness" held on 28-09-2017 is hereby sent for your kind information and necessary action.


(Nafiul Hasan)

Director-1

Phone: 9137850

Email: dir1@pmo.gov.bd

Distribution (not according to seniority):

01. Mr. Paban Chowdhury, Executive Chairman, BEZA, BDBL Bhaban, Karwan Bazar, Dhaka.
02. Mr. Nabash Chandra Mandal, Executive Member-2, BIDA, Plot # E-6/B, Agargaon, Dhaka.
03. Mr Md. Tofazzel Hossain Miah, Director General-1, Prime Minister's Office, Tejgaon, Dhaka.
04. Mr. Sheikh Foyjul Amin, Joint Secretary, Power Division, Dhaka.
05. Ms. Yasmin Sultana, Joint Secretary (policy wing), Ministry of Industries, Dhaka.
06. Mr. Shafiqul Islam, Managing Director, SME Foundation, Royal Tower, 4 Panthapath, Dhaka.
07. Mr. Dilip Kumar Sharma, Ndc, Director General, BITAC, Tejgaon, I/A, Dhaka.
08. Mr. Mamun Murshed, Director-2, Prime Minister's Office, Tejgaon, Dhaka.
09. Mr. Md. Aminur Rahman, Deputy Secretary, Ministry of Industries, Dhaka.
10. Mr. Bashir Ahamed, Deputy Secretary, ERD, Block # 15, Sher-E-Bangla Nagar, Dhaka.
11. Mr. Mohammed Shoheler Rahman, Manager (MIS & Research), BEZA, Dhaka.
12. Mr. Md. Ariful Hoque, Director, BIDA, Plot # E-6/B, Sher-E-Bangla Nagar, Agargaon, Dhaka.
13. Mr. Azizur Rahman, First Secretary (Customs and Bond), NBR, Segunbagicha, Dhaka
14. Mr. Takashi Shimokyoda, First Secretary, Embassy of Japan, Plot # 5 & 7, Dutabash Road, Baridhara, Dhaka-1212.
15. Mr. Takatoshi Nishikata, Chief Representative, JICA, 3rd Floor, Bay's Galleria (CWS-A19), Gulshan-1, Dhaka-1212.
16. Mr. Daisuke Arai, Country Representative, JETRO, I-K Tower 3rd Floor, Plot # CEN(A)-2, North Avenue, Gulshan-2, Dhaka-1212.
17. Ms. Ferdous Ara Begum, CEO, BUILD, DCCI Building, 65-66 Motijheel C/A, Dhaka-1000.
18. Mr. Afsarul Arefin, Additional Secretary, FBCCI, Federation Bhaban, 60 Motijheel, Dhaka.
19. Mr. AHM Maniruzzaman, Deputy Secretary, DCCI, DCCI Building, 65-66 Motijheel C/A, Dhaka.
20. Mr. M Abdur Rahman, Deputy Chief, Trade and Investment Facilitation Cell, Metropolitan Chamber of Commerce and Industry, Chamber Building, 122-124 Motijheel C/A, Dhaka.

Copy:

PS to Senior Secretary, Prime Minister's Office, Tejgaon, Dhaka.

MINUTES OF MEETING

**The 1st Project Coordination Committee (PCC)
for
The Project for Promoting Investment and Enhancing Industrial Competitiveness
in
The People's Republic of Bangladesh**

Held on:
September 28, 2017
Conference Room, Prime Minister's Office, Dhaka

**JICA Project for Promoting Investment and Enhancing Industrial Competitiveness in
The People's Republic of Bangladesh
Minutes of Meeting**

The 1st Project Coordination Committee (PCC) Meeting

Date: Thursday, 28 September 2017, 11:00 ~13:30

Venue: Conference Room at Prime Minister's Office (PMO)

Participants: See Attachment 2

1. The Chairperson welcomed the participants to the meeting. She noted with gratitude the role Japan has been playing since the independence of Bangladesh in its development. She said that Bangladesh has been making significant economic progress in the last few years and it is aware of the need to improve its investment climate and regulatory environment in order to further accelerate growth. As a result of continuous effort made in this regard, international competitiveness ranking of Bangladesh has been recently improved by 7 points.

2. As per instruction of the Chairperson, then, Mr. Nafiul Hasan, Director of PMO, described the outline and objectives of the Project and tabled the agenda (Attachment 1) for the meeting.

3. Mr. Md. Tofazzel Hossain Miah, Director General 1 of the Prime Minister's Office in his opening remarks pointed out the trajectory of the economic development of Bangladesh which is in the transformation phase from agriculture to a modern economy oriented around manufacturing and service sector. He reflected on the favorable conditions for foreign direct investment (equal treatment, legal protection etc.) in Bangladesh, global economic integration requiring Bangladesh to increase its capital-stock and production capacity. He was of the opinion that in this regard, the difficulties which Bangladesh faces include slow processing of documents in the public administration, overlapping procedures, lack of infrastructure and skills and capacity of manpower etc. The government is trying to reduce regulatory delays. While there are remarkable achievements, compared to the other economies, such as Bangladesh's prudent macro and fiscal policy which contributed to the successful invitation of FDIs, there are much improvements to be made. For implementing this Project, he expressed his expectation that it needs to build on the previous experience such as BEPZA's automated OSS system. In particular, use of results from Bangladesh Investment Climate Fund (BICF) is important, and national level OSS development is needed with further discussion. He also mentioned the Bangladesh government's profound commitment for investment and industrial development, and the results of this Project can be an important input to the process.

4. Mr. Susumu Katsumata, Deputy Director General, JICA mentioned that this Project is built on the previous studies and dispatch of experts and that the elements that had come out from such technical assistance activities will be integrated in this Project. The aim will be to promote investment and strengthen the industrial competitiveness. He also mentioned that JICA aims to contribute to policy formulation by inviting academic advisory team, in order to materialize a good cycle, consisting of promotion of FDI, which induces domestic industry investment and eventually leading to the industrial diversification. He expressed his willingness to work together with the participating counterpart organizations present in the meeting.

5. Professor Tetsushi Sonobe, Vice President of National Graduate Institute for Policy Studies made his remarks, "strategy for developing linkages between foreign investment and domestic industry", by distributing notes summarized in 20 points. During his deliberation, he pointed out that Ministry of Industry (MoI) would need to present the skills and types of industries available in Bangladesh to BIDA and BEZA, both of which in turn, have direct contacts with the foreign investors to attract their investment. He underlined the importance of the team work and information sharing among the three organizations present in the meeting. He noted that the need for Japanese companies to repeatedly explain the same thing to various persons in the same set of organizations discourages them from investing and change of mind-set along with team-work can change such a scenario. He suggested that the implementation of this Project would provide a good opportunity to establish a team spirit to enhance the communication. He insisted the first step of communication is the information sharing within own organization. He also pointed out the importance of the coordinating role of the PMO as well as its leadership for encouraging the communication among the three counterpart organizations.

6. JICA study team, represented by Mr. Hidekazu Tanaka, Project Team Leader, then made a presentation titled "JICA Project Inception Report and planned activities for the 1st Year". He explained that the contents of presentation were the summary of the inception report drafted in May 2017. Mr. Tanaka also mentioned that the contents of inception report is based on Record of Discussion agreed by all concerned parties in January 2017, and it would be finalized after discussions in the present meeting by reflecting the comments from the participants. Then background, objectives and component activities of the Project were explained by each of the component leaders.

7. The Chair expressed her appreciation for the detailed work done by the Project Team. The Chair also asked the representatives from each counterpart organizations to make remarks on the inception report

8. Mr. Paban Chowdhury, the Executive Chairman of BEZA, mentioned that the mission of BEZA is



to expand FDI, to strengthen the linkage with the private sector and to reduce dependency on garment industry. He pointed out that the current provision of providing 9 services on-line is not enough and in collaboration with JICA Project Team, BEZA identified 19 more services to be provided on-line. Eventually the list would be extended to 50 services. He informed that BEZA is currently working on formulating the standard operating procedure for making BEZA's OSS platform and it is expected to act as the standard for other agencies providing similar OSS services.

9. In response to BEZA's remarks, Professor Sonobe expressed his opinion that changing the perception held by the foreign manufacturers depends on the capacity improvement and attitude by the Bangladeshi side, which ultimately lead to many positive changes.

10. Ms. Ferdaus Ara Begum, Chief Executive Officer, BUILD, citing the examples from Vietnam, China, Malaysia and Thailand presented by JICA Project Team, asked to consider which country would be an appropriate model for Bangladesh. She emphasized the role of coordinating organizations such as BIDA and MoI. She expressed her opinion that the PMO can play the role of a coordinating organization in an effective manner and that BUILD as a member of Private Sector Development Policy Coordination Committee (PSDPCC), can play a part in such a process at the national level.

11. Mr. Abdur Rahman, Deputy Chief from Metropolitan Chamber of Commerce and Industry, Dhaka, wanted to know what elements among the points of Professor Sonobe's presentation (high quality raw material, parts and services, manpower and markets) would be the target subjects of this Project. In this regard, he referred to the Vision 2021 which aims Bangladesh to become a middle-income country as well as the commitment of Bangladeshi government to SDGs.

12. Mr. AHM Maniruzzaman, Deputy Secretary from Dhaka Chamber of Commerce and Industry pointed out that the volume of foreign investment in Bangladesh is not yet sufficient compared to global trend and a large part of it is through reinvestment. He was of the opinion that Bangladesh needs to explore success factors of greenfield investment like Vietnam and Indonesia as well as through merger and acquisition like India. He suggested to involve Bangladesh Securities Exchange Commission and also proposed to establish a cross-country benchmarking with Vietnam and India.

13. In response to the remark by Mr. Maniruzzaman, Professor Sonobe stated that this Project should seek to establish a "Bangladesh Model" of investment promotion and strengthening of industrial linkages.

14. After those discussions, the representatives of counterpart organizations related to the three

components made their presentations. The title and presenters were:

- 1) "Current Investment Promotion Policy and Investment Trend" by Mr. Nabhash Chandra Mandal, Executive Member, BIDA,
- 2) "Economic Zone Policy and OSS Development Plan" by Mr. Mohammed Shoheler, Deputy Secretary, BEZA,
- 3) "Presentation of Ministry of Industries" by Ms. Yasmin Sultana, Joint Secretary, MoI,
- 4) "Bangladesh Industrial Technical Assistance Centre" by Dr. Syed Md. Ihsanul Karim, Director, BITAC
- 5) "Current Conditions of Light Industry and Plastic Industry" by Mr. Nazeem Hassan Satter, DGM & Board Secretary, SMEF.

15. In the presentations special focus was on challenges and expectations for this Project.

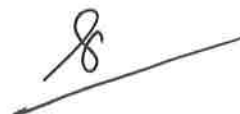
16. Referring to the presentation of expectation by BIDA, Mr. Tanaka intervened by pointing out that the items 5 (land bank) and 6 (IT system) in their last slide titled as "BIDA's expectation and needs from the Project" were not included in the scope of the Record of Discussions, while sector studies are subject for further discussion. The Chair pointed out that the issues and activities that BIDA would like to carry out from the project must be in line with the approach and the framework of the project. BIDA agreed to withdraw the items 5 and 6 from the list of expectation.

17. After the presentation, Mr. Hitoshi Ara, Senior Representative of JICA Bangladesh Office, explained the approach of the Project which was to identify the issues through currently conducted capacity assessment and will subsequently come up with roadmaps and action plans, based on the outcomes of the on-going studies to design the appropriate types of Business Development Service (BDS) to be provided.

18. Mr. Altap Hossen, Assistant Secretary, the Federation of Bangladesh Chamber of Commerce and Industry mentioned that in forming linkages, it must be considered that substantial gap exists in terms of capacity building of local industries.

19. Dr. Dilip Kumar Sharma, Director General BITAC said that BITAC is ready for the needs assessment and ready to submit the needs that they already identified.

20. Mr. Azizur Rahman, First Secretary Customs, NBR, expressed his appreciation for the efforts in establishing OSS which requires coordination among relevant ministries and government offices.



21. Ms. Ara Begum questioned the number of targeted enterprises for the gap analysis and whether the packaging industry was included in that study. Mr. Keisuke Sugiyama, the leader of the Component 3, answered that 50 companies each had been selected for plastic and light industry sectors. He also said that although packaging industry was included the focus has been on those that have the possibility of conducting business with large foreign and domestic companies.

22. Mr. Nafiul Hasan, Director, Prime Minister's Office then expressed the opinion that that majority of the training session should be conducted in Bangladesh and there should ^{be} efforts to develop digital training modules which can then be used in future. He also pointed out the parallel initiatives conducted by IFC and JICA on OSS and proposed a coordination meeting among World Bank/IFC, JICA, BIDA and BEZA. According to his observation, mapping of problems, issues and service processes have been carried out by Business Investment Climate Fund II project and will further be done in BICF2 which can be utilized in this project. He also mentioned that further written comments on Inception Report may be invited from the participants .

23. The Chair then asked the participating organizations to send their written comments on the Inception Report by a due date. It was agreed that the Inception Report will be finalized by reflecting the comments from the participating organizations. The Chair subsequently raised her concern on the lack of information sharing within the same organization, and asked each organization concerned to nominate two or three persons to be the focal point of each organization regarding the project.

24. Mr. Hitoshi Shoji, the deputy team leader mentioned that he expects those focal points members to contact each other regularly via e-mail and telephone calls so that they can share the progress and current issues of this project and once such mechanism is established, it will require less work in the Coordination Committees which will not meet very frequently.

25. Professor Sonobe pointed out that in order to strengthen coordination, PCC meeting should be held regularly and asked the appropriate time span for defining "regularly". The Chair subsequently proposed biannual meeting and this proposal was agreed. Professor Sonobe also referred to "Kaizen" and proposed to practice it among the government officials. The Chair responded by saying that the need of information sharing is high and she wants the government officials to practice "Kaizen" in their daily activities.


26. As the conclusion of the meeting, the following decisions were confirmed;

1) A network of focal point of each organization is to be established; three participating organizations of the project will each give names of three persons to the PMO in this regard;



- 2) The Project's action plan will be prepared by March/April 2018;
- 3) PCC meeting is to be held every six months and PIC will be held every three months;
- 4) Overseas training/mission may follow as planned in the Inception Report;
- 5) The comment on the draft Inception Report to be submitted to PMO by October 5th, and if no comment is to be submitted by that date, it is considered that the draft Inception Report is accepted;
- 6) A brief activity report (in one page) is to be submitted to PMO on monthly basis, with copy to the respective counterparts through network.
- 7) Planning and approval procedures of the Bangladesh government in relation to the project must be completed within the shortest possible timeframe.

The Chair thanked everyone for their contribution to the proceedings and declared the closure of the meeting.


25-10-2017

Chairperson of the 1st PCC Meeting
(Ms. Suraiya Begum *ndc*, Senior Secretary)
Prime Minister's Office
The People's Republic of Bangladesh

List of documents distributed

- Outline for the First Project Coordination Committee (PCC)
- Agenda of the First Project Coordination Committee (PCC)
- Remarks on strategy for developing linkages between foreign investment and domestic industry (Prof Tetsushi Sonobe)
- JICA Project Inception Report and planned activities for the 1st year (slide presentation)
- Inception Report (draft), May 2017
- Slide presentations by each counterpart organizations
 - 1) Current Investment Promotion Policy and Investment Trend (BIDA)
 - 2) Economic Zone Policy and OSS Development Plan (BEZA)
 - 3) Presentation of Ministry of Industries
 - 4) Bangladesh Industrial Technical Assistance Centre (BITAC)
 - 5) Current Conditions of Light Engineering and Plastic Industry (SMEF)

**Project for Promoting Investment and Enhancing Industrial Competitiveness
in the People's Republic of Bangladesh**

Outline for the First Project Coordination Committee (PCC)

1. Date:	28 September 2017
2. Time:	11:00 - 13:00
3. Venue:	Conference Room at PMO
4. Language	English
5. Objectives:	<ol style="list-style-type: none"> 1) Official kick-off of the Project, with introduction of participants 2) To present Inception Report (Draft) for official approval at PCC 3) To present current policy, situation and achievement in investment promotion, EZ development and industrial development 4) To discuss strategy for developing linkage between investment and domestic industry
6. Organizers:	PMO and JICA
7. Participants:	<ol style="list-style-type: none"> 1) PMO 2) BIDA and members of PIC-1 3) BEZA and members of PIC-2 4) MOI, BITAC, SMEF and members of PIC-3 5) JICA HQ and Bangladesh Office 6) JICA Advisory Group 7) JICA Project Team
8. Observers:	<ol style="list-style-type: none"> 1) Embassy of Japan 2) JETRO
9. Chairs:	<p>Senior Secretary, PMO</p> <p>Chief Representative, JICA Bangladesh Office</p>
10. MC:	PMO

Agenda of the First Project Coordination Committee (PCC)

Time	Session Title	Presenter/ Lead
11:00	Opening Remarks 1	PMO
11:05	Opening Remarks 2	JICA
11:10	Remarks on strategy for developing linkages between foreign investment and domestic industry	JICA Advisory Group
11:30	Presentation 1: JICA Project Inception Report and planned activities for the 1 st Year	JICA Project Team
11:50	Comments to JICA Project presentations	PMO and CP
12:00	Presentation 2: Investment promotion policy and current investment trend	BIDA
12:15	Presentation 3: EZ development policy, development and OSS operation plans	BEZA
12:30	Presentation 4: Industrial Policy and current conditions of light engineering and plastic industry	MOI, BITAC and SMEF
12:45	Question and Answer	All participants
12:55	Closing Remarks	

List of Attendants

No	Name	Organization	Position
Bangladesh side			
1.	Ms. Suraiya Begum (Chair)	PMO	Senior Secretary
2.	Mr. Paban Chowdhury	BEZA	Executive Chairperson
3.	Mr. M. Tofazzel Hossain Miah	PMO	Director General 1
4.	Mr. Nabhash Chandra Mandal	BIDA	Executive Member
5.	Mr. Nafiul Hasan	PMO	Director
6.	Mr. AHM Maniruzzaman	Dhaka CCI	Deputy Secretary, R&D
7.	Ms. Yasmin Sultana	Mol	Joint Secretary
8.	Dr. Dilip Kumar Sharma	BITAC	Director General
9.	Ms. Ferdous Ara Begum	BUILD	Chief Executive Officer
10.	Mr. Azizur Rahman	NBR	First Secretary Customs
11.	Mr. Aminur Rahman	Mol	Deputy Secretary
12.	Mr. Mohammed Shoheler	BEZA	Deputy Secretary
13.	Mr. Ariful Hoque	BIDA	Director
14.	Mr. Monoranfan Biswas	ERD, Finance Ministry	Deputy Secretary
15.	Mr. Altap Hossen	Federation of Bangladesh CCI	Assistant Secretary
16.	Mr. Abdur Rahman	Metropolitan CCI	Deputy Chief
17.	Dr. Syed Md. Ihsanul Karim	BITAC	Director
18.	Mr. Nazeem Hassan Satter	SMEF	DGM & Board Secretary
Japanese side			
19.	Prof. Tetsushi Sonobe	JICA Advisory Team/ GRIPS	Vice President
20.	Asst. Prof. Yusuke Takagi	JICA Advisory Team/ GRIPS	Assistant Professor
21.	Mr. Takashi Shimokyoda	Embassy of Japan	First Secretary
22.	Mr. Masatoshi Higuchi	Embassy of Japan	Second Secretary
23.	Mr. Gazi Rahman	Embassy of Japan	Economic Specialist
24.	Mr. Susumu Katsumata	JICA Head Office	Deputy Director General
25.	Mr. Toru Homma	JICA Head Office	Senior Advisor
26.	Mr. Hitoshi Ara	JICA Bangladesh Office	Senior Representative
27.	Mr. Seiko Yamabe	JICA Bangladesh Office	Representative
28.	Ms. Syeda Sadia Hasan	JICA Bangladesh Office	Deputy Program Manager
29.	Mr. Daisuke Arai	JETRO Dhaka Office	Country Representative
30.	Mr. Taiki Koga	JETRO Dhaka Office	Representative
31.	Mr. Hidekazu Tanaka	JICA Project Team	Project Leader/ Component Leader 1
32.	Mr. Hitoshi Shoji	JICA Project Team	Deputy Project Leader
33.	Mr. Taro Tsubogo	JICA Project Team	Co-component Leader 1
34.	Mr. Takuji Kameyama	JICA Project Team	Component Leader 2
35.	Mr. Akihiko Morinaga	JICA Project Team	Co-component Leader 2
36.	Mr. Keisuke Sugiyama	JICA Project Team	Component Leader 3
37.	Mr. Zakir Hossain	JICA Project Team	National Consultant (Component 2)

Outline for the 2nd Project Coordination Committee (PCC)

1. Date:	25 (Wed) April 2018
2. Time:	15:00 - 16:30
3. Venue:	Conference Room at PMO
4. Language	English
5. Objectives:	<ol style="list-style-type: none">1) To report the progress of Project Component-1, 2, 32) To present Action Plans by each component-1, 2, 3 (for 2018-)3) To discuss the Project progress and contents of Action Plans4) To discuss other issues related with the Project implementation
6. Organizers:	PMO and JICA Project Team
7. Participants:	<ol style="list-style-type: none">1) PMO2) BIDA and members of PIC-13) BEZA and members of PIC-24) MOI, BITAC, SMEF and members of PIC-35) Embassy of Japan (Observer)6) JICA HQ and Advisory Committee/ Bangladesh Office7) JICA Project Team8) JETRO Dhaka (Observer)
8. Chair	Md. Nojibur Rhaman, Principal Secretary
9. Master of Ceremony	Mr. Devabrata Chakraborty, Director, PMO

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH
PRIME MINISTER'S OFFICE

OLD SANGSHAD BHABAN
DHAKA

No. 03.068.014.09.00.017.2016- 298

Date : May 16, 2018

Subject: Minutes of the Project Coordination Committee (PCC) for the "Promoting Investment and Enhancing Industrial Competitiveness Project".

The minutes of the 2nd meeting of the Project Coordination Committee (PCC) for the "Promoting Investment and Enhancing Industrial Competitiveness Project" held on April 25, 2018 is hereby sent for your kind information and necessary action.


16.05.18

(Devabrata Chakraborty)

Director-1

Phone: 9137850

Email: dir1@pmo.gov.bd

Distribution (not according to seniority):

1. Executive Chairman, BIDA, Agargaon, Sher-E-Bangla Nagar, Dhaka.
2. Chairman, BEZA, Monem Business District, Bir Uttam C.R Dutta Road, Dhaka.
3. Mr. Nabhash Chandra Mandal, Executive Member, BIDA, Agargaon, Dhaka.
4. Ms. Parag, Additional Secretary, Ministry of Industries, Shilpa Bhaban, Motijheel C/A, Dhaka.
5. Mr. Shafiqul Islam, Managing Director, SME Foundation, Royal Tower, 4 Panthapath, Dhaka.
6. Dr. Md. Mofizur Rahman, Director General, BITAC, Tejgaon I/A, Dhaka
7. Mr. Bashir Ahamed, Joint Secretary, ERD, Block # 15, Shere Bangla Nagar, Dhaka.
8. Ms. Yasmin Sultana, Joint Secretary, Ministry of Industries, Shilpa Bhaban, Motijheel, Dhaka.
9. Mr. Shoheler Rahman Chowdhury, General Manager (Planning), BEZA, Monem Business District, 111 Bir Uttam C.R Dutta Road, Dhaka.
10. Dr. Malay Chowdhury, Manager, BEZA, 111 Bir Uttam C.R Dutta Road, Dhaka.
11. Dr. Syed Ihsanul Karim, Director, BITAC, Tejgaon I/A, Dhaka.
12. Mr. Takashi Shimokyoda, 1st Secretary, Embassy of Japan, Plot# 5 & 7, Dutabash Road, Baridhara, Dhaka.
13. Mr. Takatoshi Nishikata, Chief Representative, JICA, 3rd Floor, Bay's Galleria (CWS-A19), Gulshan-1, Dhaka-1212.
14. Mr. Daisuke Arai, Country Representative, JETRO, I-K Tower, 3rd Floor, Plot # CEN(A)-2, North Avenue, Gulshan-2, Dhaka-1212.
15. Ms. Ferdous Ara Begum, CEO, BUILD, DCCI Building, 65-66 Motijheel C/A, Dhaka-1000.
16. Mr. Afsarul Arefin, Additional Secretary, FBCCI, Federation Bhaban, 60 Motijheel, Dhaka.
17. Mr. AHM Maniruzzaman, Deputy Secretary, DCCI, DCCI Building, 65-66 Motijheel C/A, Dhaka.
18. Mr. M Abdur Rahman, Deputy Chief, MCCI, Chamber Building, 122-124, Motijheel CA, Dhaka.

Copy (for kind information):

1. Director General-1, Prime Minister's Office, Tejgaon, Dhaka.
2. PS to Principal Secretary to the Honorable Prime Minister, Prime Minister's Office, Dhaka.

MINUTES OF MEETING

**The 2nd Project Coordination Committee (PCC)
for
The Project for Promoting Investment and Enhancing Industrial Competitiveness
in
The People's Republic of Bangladesh**

Held on:

April 25, 2018

Conference Room, Prime Minister's Office, Dhaka

**JICA Project for Promoting Investment and Enhancing Industrial Competitiveness in
The People's Republic of Bangladesh
Minutes of Meeting**

The 2nd Project Coordination Committee (PCC) Meeting

Date: Wednesday, April 25, 2018, 15:25 ~16:30

Venue: Conference Room at Prime Minister's Office (PMO), Dhaka

Participants: See Attachment 2

1. The 2nd PCC was chaired by Mr. Md. Nojibur Rahman, Principal Secretary to the Honorable Prime Minister and was attended by the members of Bangladesh counterpart organizations and stakeholders, representatives of JICA Advisory Committee, Embassy of Japan, JETRO, JICA and Project Team members.

2. The Chair opened the meeting by welcoming all participants for their attendance. He underlined that the second PCC meeting after the commencement of Project was very important, since there would be a report on the progress and findings of the Project activities undertaken by BEZA, BIDA, and MOI (for BITAC and SMEF) during the first year, and the proposed plans for the coming years. Then he requested the Director -1 of the PMO to start the meeting as per the agenda.

3. Mr. Nakamura, Director General for Industrial Development and Public Policy Department of JICA, expressed sincere gratitude to all the participants for their presence today. This Project started one year ago and this PCC meeting should be considered to be very important to share progress and findings obtained through the first year preparatory period, and also to present action plans for the remaining 4-years period. He also emphasized that this Project would be expected to be a leading model in involving several counterpart organizations to collaborate for investment promotion, economic zone development and industry development.

4. Mr. Nakamura also expressed his thanks for the Bangladesh counterparts of the three component activities expecting future collaboration for smooth implementation of the Project. He also stated that this type of technical assistance would be the first model case under JICA, and expected to be a model to be applied not only in Bangladesh but also in other parts of the world. The smooth linkage and coordination among all three components and counterparts should strengthen domestic industrial base which ultimately support economic growth of Bangladesh. The Chair thanked Mr. Nakamura and asked the Director-1 to start presentations by the Project Team.

5. Mr. Hidekazu Tanaka, Team Leader of the Project, started his presentation titled as "Review of the 1st PCC and Inter-linkage between Components for Bangladesh Model". His presentation was composed of two parts; the first part focused on the linkage among the three components considered as "Bangladesh Model", and the second part covered brief review of activities taken by each component. In the first part, he proposed the necessary actions to be taken for materializing "Bangladesh Model". In the second part,



he outlined the component activities and the individual component-wise presentation to be followed by the respective Component Leaders explaining their implementation progress and future action plans.

6. Professor Sonobe, Chair of JICA Advisory Committee, described this Project a uniquely good model for which colleagues from Bangladesh might feel proud. He congratulated both sides (project teams and the counterparts) for their efforts. Professor Sonobe mentioned his findings on his visit to Honda in Dhaka on that day and learned on Honda's manufacturing operations in 47 other countries and expressed his satisfaction on Bangladesh's selection by Honda to be the next overseas production site. According to him, one of the countries Honda invested had created more than 300,000 employment opportunities including indirect employment in the local suppliers of second and third tiers. Since the supply chain of motorcycle industry is extensive, its impact on local employment is very strong and such wide range of supply chain, for both upstream (parts and components) and downstream (distribution and services) will eventually stimulate the other sectors of industry. Professor Sonobe stressed that if Honda could prove successful in Bangladesh, many other companies from Japan would be interested to invest and subsequently encourage other Asian companies to invest in Bangladesh. He underlined that for the success of industrialization, collaboration among the three actors, i.e. BIDA, BEZA and MOI (for BITAC and SMEF), would be essential, while admitting inter-ministerial collaboration as so easy also in Japan. He also mentioned importance of human resource development for engineers through school education system. Referring to the current technical education quality in Bangladesh, he stated that the manufacturing companies would be able to assist develop the technical school education curriculum for future prospective employees.

7. Then the **three** Component Leaders of JICA Project Team conducted their Presentations [*a. Promotion of BIDA's Business Environment, b. Improvement of BEZA's OSS operation procedures, c. Enhancement of Industrial Competitiveness of BITAC and SME Foundation*]. After presentations by each Component Leaders, the Chair turned to Bangladeshi counterparts for their comments.

8. Mr. PabanChowdhury, Executive Chairman of BEZA, commented that the national consensus for OSS had already been made among BIDA, BEZA, Hi-Tech Park Authority and BEPZA as designated OSS agencies and currently under the process of establishing legal framework. The OSS Act had already been passed in the parliament and the OSS Rules would be formalized within one and a half month, although challenges remained in the integration of services from other government authorities.

9. Mr. Nabhash Chandra Mandal, Executive Member of BIDA, commented about their expectations from the Project. He explained the three main agenda for BIDA: (i) formation of Project Implementation Unit (PIU) within BIDA, (ii) drafting the Action Plan and (iii) preparation of TAPP for the Project. He also informed that the TAPP of the project for BIDA would be soon approved by the Executive Chairman.

10. Ms. Parag, Additional Secretary of MOI, commented that the vendors in light engineering and plastic sectors would be ready soon, although the main focus must be given on the backward linkage support for Honda. She informed that development of manufacturing industries, besides assembling industries, would also be important. For the purpose of developing BITAC for its technical support, she requested JICA to provide the required equipments so that it would significantly improve the capacity of BITAC.



11. Responding to the comments by Bangladeshi counterparts, Professor Sonobe mentioned that he was very pleased with the performance of each component and the counterparts of this Project. He said that the key of the Project's success would be to create synergy through intense communications and collaborations. He would like to invite small group of members headed by the Principal Secretary to Japan, in order to explore how to establish the "Bangladesh Model". For Bangladesh, now a progressing economy from Least Developed to a Developing economy, the human resource development would be very much required to avoid the so-called middle-income trap. For the synergy effect, he suggested a collective training course to be conducted in Japan, with participants from various government agencies. If required, he would be ready to help organize lectures by the faculty members at GRIPS in Japan.

12. At this stage the chairperson again acknowledged the contribution of Japan in the development efforts in Bangladesh and also emphasized on the need of studying the Japanese experience very closely. He encouraged all the GoB agencies to have intensive interaction with the visiting delegation.

13. Decisions:

a. JICA and Bangladesh counterparts of the projects will continue close coordination for successful implementation of the three components;

b. JICA may provide required technical equipments for capacity development of BITAC and SME Foundation based on the result of the assessment, if necessary;

c. JICA will provide necessary training support to Bangladesh counterparts of all three components of the project.

14. Finally, the Chair concluded the meeting by stating that the PMO would always provide required support to JICA and other agencies for the success of this Project.



(Md. Nojibur Rahman)

Principal Secretary to the Honorable Prime Minister
Prime Minister's Office
The People's Republic of Bangladesh
and
Chairperson of the 2nd PCC Meeting

List of documents distributed

- Agenda of the 2nd Project Coordination Committee (PCC)
- Presentation slides by the JICA Project Team
- Progress Report (Main reports for all Bangladeshi participants and Attachments for the head of each Component Counterparts)

The 2nd Project Coordination Committee (PCC)

Outline

1. Date:	25 (Wed) April 2018
2. Time:	15:00 - 16:30
3. Venue:	Conference Room at PMO
4. Language	English
5. Objectives:	<ol style="list-style-type: none"> 1) To report the progress of Project Component-1, 2, 3 2) To present Action Plans by each component-1, 2, 3 (for 2018-) 3) To discuss the Project progress and contents of Action Plans 4) To discuss other issues related with the Project implementation
6. Organizers:	PMO and JICA Project Team
7. Participants:	<ol style="list-style-type: none"> 1) PMO 2) BIDA and members of PIC-1 3) BEZA and members of PIC-2 4) MOI, BITAC, SMEF and members of PIC-3 5) Embassy of Japan (Observer) 6) JICA HQ and Advisory Committee/ Bangladesh Office 7) JICA Project Team 8) JETRO Dhaka (Observer)
8. Chair	Md. Nojibur Rhaman, Principal Secretary
9. Master of Ceremony	Mr. Devabrata Chakraborty, Director, PMO

Agenda for the 2nd Project Coordination Committee (PCC)

Time	Session Title	Presenter/Lead
15:00	Welcome Address and Opening Remarks by the Chair	Chair, Mr. Md. NojiburRahman, Principal Secretary, PMO
15:05	Remarks by JICA	Mr. Toshiyuki Nakamura, Director General, Industrial Development and Public Policy Department, JICA
15:10	Presentation 1: Review and Inter-linkage among Components for “Bangladesh Model”	Mr. Hidekazu Tanaka, Team Leader, JICA Project Team
15:20	Comments from the Chair of JICA Advisory Committee for the Project	Professor Tetsushi Sonobe, Vice President, National Graduate Institute for Policy Studies (GRIPS)
15:30	Discussion and Q&A	All Participants
15:45	Presentation 2: Component 1 - Progress and Action Plan	Mr. Taro Tsubogo, Leader, Component 1, JICA Project Team
15:55	Presentation 3: Component 2 - Progress and Action Plan	Mr. Akihiko Morinaga, Leader, Component 2, JICA Project Team
16:05	Presentation 4: Component 3 - Progress and Action Plan	Mr. Yoji Watanabe, Leader, Component 3, JICA Project Team
16:15	Discussion & Q/A	All Participants
16:30	Closing Remarks by the Chair	PMO

Note: The PCC Meeting started at 15:25 and ended at 16:30

List of Attendants

No.	Name	Position	Organization
Bangladesh Side			
1	Mr. Md. Nojibur Rahman, ,	Principal Secretary	PMO
2	Mr. Paban Chowdhury	Chairman	BEZA
3	Mr. Nabhash Chandra Mandal	Executive Member	BIDA
4	Mr. Moinul Islam	Secretary	BIDA
5	Mr. Ariful Hoque	Director	BIDA
6	Mr. Shoheler Rahman Chowdhury	General Manager	BEZA
7	Dr. Malay Chowdhury	Manager	BEZA
8	Ms. Parag Haque	Additional Secretary	Ministry of Industries
9	Ms. Yasmin Sultana	Joint Secretary	Ministry of Industries
10	Dr. Md. Mofizur Rahman	Director General	BITAC
11	Dr. Syed Ihsanul Karim	Director	BITAC
12	Mr. Shafiqul Islam	Managing Director	SME Foundation
13	Mr. Nazim H Sattar	Deputy General Manager	SME Foundation
14	Ms. Ferdous Ara Begum	CEO	BUILD
15	Mr. AfsarulArefin	Additional Secretary	FBCCI
16	Mr. M Abdur Rahman	Deputy Chief	MCCIs
17	Mr. Devabrata Chakraborty	Director-1	PMO
Japanese Side			
18	Dr. TetsushiSonobe	JICA Advisory Team/ Vice President	National Graduate Institute for Policy Studies (GRIPS)
19	Mr. Takashi Shimokyoda	First Secretary	Embassy of Japan
20	Mr. Masatoshi Higuchi	Second Secretary	Embassy of Japan
21	Mr. Daisuke Arai	Country Representative	JETRO Bangladesh
22	Mr. Taiki Koga	Representative	JETRO Bangladesh
23	Mr. Toshiyuki Nakamura	Director General	Industrial Development and Public Policy Department, JICA
24	Mr. Toru Homma	Advisor	Industrial Development and Public Policy Department, JICA
25	Mr. YoshibumiBito	Senior Representative	JICA Bangladesh Office
26	Ms. Seiko Yamabe	Representative	JICA Bangladesh Office
27	Ms. Syeda Sadia Hasan	Deputy Program Manager	JICA Bangladesh Office
28	Mr. Hidekazu Tanaka	Team Leader	BIPIC Project
29	Mr. Hitoshi Shoji	Deputy Team Leader	BIPIC Project
30	Mr. Taro Tsubogo	Component Leader	BIPIC, Component 1
31	Mr. Takashi Shimada	Expert	BIPIC, Component 1

32	Mr. Takuji Kameyama	Component Leader	BIPIC, Component 2
33	Mr. Akihiko Morinaga	Component Leader	BIPIC, Component 2
34	Ms. Yumi Fujibayashi	Expert	BIPIC, Component 2
35	Mr. Junichiro Motoyama	Expert	BIPIC, Component 2
36	Mr. Shinji Tanaka	Expert	BIPIC, Component 3
37	Mr. Yoji Watanabe	Component Leader	BIPIC, Component 3
38	Mr. Yuta Noguchi	Expert	BIPIC, Component 3
39	Mr. Takeshi Adachi	Expert	BIPIC, Component 3
40	Mr. Zakir Hussain	National Expert	BIPIC, Component 2
41	Mr. Sabbir Hussain	National Expert	BIPIC, Component 1
42	Mr. Abdullah al Mahmud	National Expert	BIPIC, Component 3

Outline for the Third Project Coordination Committee (PCC)

1. Date:	17 (Wed) October 2018
2. Time:	15:00 - 17:00 (2 hours)
3. Venue:	Conference Room at PMO
4. Language	English
5. Objectives:	<ol style="list-style-type: none">1) To report the progress of Project Component-1, 2, 32) To present issues to be discussed among Component-1, 2, 33) To discuss the Project progress and issues raised by each Component4) To discuss other issues related with the Project implementation
6. Organizers:	PMO and JICA Project Team
7. Participants:	<ol style="list-style-type: none">1) PMO2) BIDA and members of PIC-13) BEZA and members of PIC-24) MOI, BITAC, SMEF and members of PIC-35) Embassy of Japan (Observer)6) JICA HQ and Advisory Committee/ Bangladesh Office7) JICA Project Team8) JETRO Dhaka (Observer)
8. Chair	Mr. Md. Abul Kalam Azad, Principal Coordinator (SDG Affairs)
9. Master of Ceremony	Mr. Mohammad Ziau Hoque, Director-1, PMO

**JICA Project for Promoting Investment and Enhancing Industrial Competitiveness in
The People's Republic of Bangladesh
Minutes of Meeting**

The 3rd Project Coordination Committee (PCC) Meeting
Date: Wednesday, October 17, 2018, 15:00 ~17:00
Venue: Conference Room at Prime Minister's Office (PMO)
Participants: Attachment 2

The 3rd PCC meeting was chaired by Mr. Abul Kalam Azad, Principal Coordinator (SDG) of PMO, being attended by the members of Bangladeshi counterpart organizations and stakeholders, representatives of JICA Advisory Committee, JICA HQ, Embassy of Japan, JETRO, JICA Bangladesh and Project Team members.

2. Mr. Hiroyuki Kawanishi, Senior Deputy Director General for Industrial Development and Public Policy Department of JICA, expressed that the Project is making progress, following its plans through its three components. It is expected that PCC meeting will be an occasion for interactions on the linkages among counterparts and stakeholders, while PMO has an important governing role over these organizations along with all other relevant organizations, departments and ministries.

3. Professor Tetsushi Sonobe, Chair of JICA Advisor Committee and Vice President of GRIPS, appreciated the good chemistry he had been having with Bangladeshi people, and expected this also applies to this Project. He said that those changes for PCC i.e conducting presentation by Bangladeshi counterparts and focusing the presentation on the agenda which are important to be shared and coordinated by other components were requested right by himself with the expectation to bring about a good coordination in implementation of the project.

4. Director -1, PMO, reported follow-up of the decisions of the previous PCC, referring the handout document, "Follow-up of Decisions made by PCC#2 document". Then the Chair asked the floor if there is any comment on this.

5. Dr. Syed Ihsanul Karim, representative of BITAC, raised issue about the provision of technical equipment from JICA Project. He reported that the support from JICA Project for the equipments are still needed.

6. The representative from three counterpart organizations, BIDA, BEZA and MOI presented their components and informed the meeting about their progress of implementation.

At the end of the presentation by Mr. Moinul Islam, Secretary, BIDA, proposed to include the reinforcement of collaboration for linkage among the three counterpart organizations as one of the conclusions of today's meeting. He also stated that the quick approval of TAPP is expected as BIDA recently submitted.

7. The Chair thanked each of the components for their presentations. He requested JICA team if there is anything to supplement on each component's presentation.

8. Mr. Hidekazu Tanaka, Project Leader and Component-1 Leader, informed that he made a presentation at the workshops conducted at BIDA with participation of BEZA and MOI in September. Then he proposed to set up a platform to promote linkage formation among FDI and local suppliers, with participation of those three counterparts, consisting of core members from the project components.

9. The Chair, asked whether such platform needs to be set as formal or informal setting. He also pointed out that for each of the components, there are focal points and those focal points can constitute the proposed platform and they may meet for discussing their agendas.

10. Mr. Akihiko Morinaga, Leader of Component 2, made comments regarding OSS. He stated that all the Standard Operating Procedures (SOP) required for OSS had been prepared and drafted. While most of the ministries, departments and organisations have completed the task of finalizing the SOPs, some of them have not yet done and the negotiation for secondment of personnel from the technical ministries/agencies is yet to be agreed with some of them. Thus, he seeks support from PMO in those regards. He added BEZA conducted a joint inspection on the motor cycle company today. This is for building permit, fire fighting and factory licence and is being conducted by three institutions together. He underlined that this simultaneous inspection enables the concern entity to issue licence or permits quickly.
11. Mr. Keisuke Sugiyama, Leader of Component 3 mentioned that the presentation today was focused on Action Plan 1, which supports to produce prototype parts of motorcycle by local companies in view of matching with foreign assembler. During the PIC meeting conducted prior to this PCC, JICA Bangladesh Office pointed out the two ways of linkage formation, the one from the policy level approach and the other from the grass root approach. He said that what the current activities fall into the latter approach, and for the next PCC meeting, he would like to share their experiences as reference to linkage formation.
12. Mr. Toru Homma, Senior Advisor of JICA, expressed that he is pleased to see the changes in work process of PCC and congratulated the Bangladeshi team for their hard work. He hoped that the subsequent discussion in PCC would be focused on the points raised by each counterpart organizations.
13. Ms. Isha Shahmina Mannan, Senior Assistant Secretary of FBCCI, mentioned the importance of participation from the private sector in these workshops and FBCCI is interested in attending it in future. Mr. Moinul Islam, on behalf of BIDA, informed that invitations of the workshop were sent to DCCI and MCCI and promised to invite FBCCI in future.
14. Chair directed BIDA to carefully scrutinize the recommendation and identify what reform is required by April, 2019.
15. Dr. Mofizur Rahman, Director General of BITAC, mentioned that as BEZA is planning to establish 100 economic zones, there need to train huge number of technical experts. A detail labour market analysis is also required.
16. Mr. Paban Chowdhury, Executive Chairman, BEZA explained that the World Bank and other Development Partners were providing technical support. Further support of DPs may strengthen the skill development activity. The Chair also asked about the number of OSS services to be provided at initial stage, and whether SOPs had been completed. In reply the Executive Chairman said that he intends to start OSS services with 9 licences and that he still needs to discuss with the Ministries to finalize a couple of SOPs, while he added that those would be completed soon.
17. The Chair asked BEZA to finalize agreements on SOP with the concerned ministries/agencies by the end of October. He also instructed BEZA to inform PMO if the negotiation related to the secondment of personnel from the licencing ministries/agencies cannot be settled. The Chair also asked BEZA about simplification of procedure to obtain license, since there were numbers of license and permits required.
18. Ms Parag, Additional Secretary of MOI stated that the JICA Project team was focusing on only motor cycle industry as the ultimate beneficiary while it is not the only industry for the Light Engineering and Plastic sector. As there are more areas beside motorcycle industry that needs to be looked into, she insisted the component 3 of JICA Project team also would need to look into the other industries. She also mentioned that the project should start all the 9 action plans together as early as possible and need for a comprehensive action plan. Mr. Sugiyama reaffirmed that the project targets for Light Engineering and Plastic industries as a whole and motorcycle industry was focused as a pilot case.

19. Ms. Ferdaus Ara, CEO, BUILD, said that now a days, a large quantity of bicycle are being exported to the European countries. In this context, bicycle industries also can take part in this project. Mr. Sugiyama said the bicycle industry is a part of Light Engineering industry and already being covered by this project.

20. In concluding remarks Professor Sonobe said that he was very happy to see the PCC meeting for the first time acting as a coordination meeting among components and hoped this function to be continued. He thought a coordination was about “communication with intentions”. Without indicating real intentions, it is difficult to make meaningful decisions for the participants. This PCC discussed around the short-term steps while further discussion would be necessary for advancing steps further by presenting “should-be-future” and comparing it to the current situation. He emphasised on the creation of platform for linkage formation for better coordination among the components.

21. The Chair made a remark by pointing out that in order to utilize a full potential of the country’s demographic structure, the country needs to move fast. With the proposal from the Ministry of Finance, Skill Development Agency was created under PMO. He emphasized to train skilled labourers and technicians as the demand for such workforce would be more than doubled with development of EZs in Mirasari and Matarbari. Thus, training the trainers is highly needed. He concluded the PCC Meeting by underlining the equal importance on speed of implementation and quality of training.

Decisions:

22. The following decisions were taken in the meeting.

- a) A platform needs to be created with focal point of each counterpart organization (By Component 1)
- b) Policy coordination exercise for linkage promotion needs careful scrutiny and be present in the next PCC meeting in April 2019 (By Component 1)
- c) SOPs for OSS be finalized by the end of October 2018 (By Component 2)
- d) Reporting of the progress of negotiation and pending issues to PMO on finalization of SOP for OSS and the appointment of focal point in each of the ministry/agency providing OSS (By Component 2)
- e) Detailed implementation schedule for each of the action plan to be submitted to PMO in two weeks (By Component 3)

23. Finally the chair concluded the meeting with thanks to members and looking forward for further cooperation in this regard.



(Mr. Md. Abul Kalam Azad)
Principal Coordinator (SDG)
Prime Minister’s Office
and
Chairperson of the 3rd PCC Meeting

Outline for the Fourth Project Coordination Committee (PCC)

1. Date:	25 (Thursday) April 2019
2. Time:	15:00~17:00 (2 hours)
3. Venue:	Conference Room at PMO
4. Language	English
5. Objectives:	<ol style="list-style-type: none">1) To report the progress of Project Component-1, 2, 32) To present issues to be discussed among Component-1, 2, 33) To discuss the Project progress and issues raised by each Component4) To discuss other issues related with the Project implementation
6. Organizers:	PMO and JICA Project Team
7. Participants:	<ol style="list-style-type: none">1) PMO2) BIDA and members of PIC-13) BEZA and members of PIC-24) MOI, BITAC, SMEF and members of PIC-35) Embassy of Japan6) JETRO Dhaka7) JICA HQ and Advisory Committee/ Bangladesh Office8) JICA Project Team
8. Chair	Mr. Md. Nojibur Rhaman, Principal Secretary
9. Master of Ceremony	Mr. Md. Ziaul Haque, Director-1, PMO

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH
PRIME MINISTER'S OFFICE

OLD SANGSHAD BHABAN
DHAKA

No. 03.068.014.09.00.017.2016(part-2)- 284

Date: 31 Boishakh 1426
14 May 2019

Subject: Meeting of Project Coordination Committee (PCC) of the Project for Promoting Investment and Enhancing Industrial Competitiveness.

The minutes of the 4th meeting of the Project Coordination Committee (PCC) of the "Project for Promoting Investment and Enhancing Industrial Competitiveness" held on 25 April 2019 is send for your kind information and necessary actions.


(Atul Sarker)
Director
Phone: 55029421
Email: dir1@pmo.gov.bd

Distribution (not according to seniority):

1. Executive Chairman, BIDA, Agargaon, Sher-E-Bangla Nagar, Dhaka.
2. Chairman, BEZA, Monem Business District, Bir Uttam C.R Dutta Road, Dhaka.
3. Mr. Moinul Islam, Executive Member, BIDA, Agargaon, Dhaka.
4. Ms. Parag, Additional Secretary, Ministry of Industries, Shilpa Bhaban, Motijheel C/A, Dhaka.
5. Mr. Shafiqul Islam, Managing Director, SME Foundation, Royal Tower, 4 Panthapath, Dhaka.
6. Dr. Md. Mofizur Rahman, Director General, BITAC, Tejgaon I/A, Dhaka
7. Mr. Bashir Ahamed, Joint Secretary, ERD, Block # 15, Shere Bangla Nagar, Dhaka.
8. Ms. Yasmin Sultana, Joint Secretary, Ministry of Industries, Shilpa Bhaban, Motijheel, Dhaka.
9. Mr. Shoheler Rahman Chowdhury, General Manager (Planning), BEZA, Monem Business District, 111 Bir Uttam C.R Dutta Road, Dhaka.
10. Dr. Malay Chowdhury, Manager, BEZA, 111 Bir Uttam C.R Dutta Road, Dhaka.
11. Dr. Syed Ihsanul Karim, Director, BITAC, Tejgaon I/A, Dhaka.
12. First Secretary, Embassy of Japan, Plot# 5 & 7, Dutabash Road, Baridhara, Dhaka.
13. Hitoshi Hirata, Chief Representative, JICA, 3rd Floor, Bay's Galleria (CWS-A19), Gulshan-1, Dhaka.
14. Chief Representative, JETRO, I-K Tower, 3rd Floor, Plot # CEN(A)-2, North Avenue, Gulshan-2, Dhaka.
15. Ms. Ferdous Ara Begum, CEO, BUILD, DCCI Building, 65-66 Motijheel C/A, Dhaka-1000.
16. Mr. Afsarul Arefin, Additional Secretary, FBCCI, Federation Bhaban, 60 Motijheel, Dhaka.
17. Mr. AHM Maniruzzaman, Deputy Secretary, DCCI, DCCI Building, 65-66 Motijheel C/A, Dhaka.
18. Mr. M Abdur Rahman, Deputy Chief, MCCI, Chamber Building, 122-124, Motijheel CA, Dhaka.

Copy:

1. Director General-1, Prime Minister's Office, Dhaka.
2. PS to Principal Secretary to the Honorable Prime Minister/PS to Secretary, PMO, Dhaka.
3. PS to Principal Coordinator (SDG Affairs), Prime Minister's Office, Tejgaon, Dhaka.

**JICA Project for Promoting Investment and Enhancing Industrial Competitiveness
in the People's Republic of Bangladesh**

Minutes of Meeting

Chaired by: Mr. Md. Nojibur Rahman
Principal Secretary to the Honourable Prime Minister

Date: Thursday, April 25, 2019, 15:00 PM

Venue: Conference Room at Prime Minister's Office (PMO)

Participants: See the attachment

The Fourth PCC was chaired by Mr. Md. Nojibur Rahman, Principal Secretary to the Honourable Prime Minister being attended by the members of Bangladeshi counterpart organizations and stakeholders, representatives of JICA Advisory Committee, JICA Headquarters, JICA Bangladesh Office and JICA Project Team. The Chair started the meeting by welcoming all the participants and requested the master of ceremony to commence discussions with the agendas of the meeting.

2. Mr. Hironobu Murakami, Deputy Director General, Industrial Development and Public Policy Department of JICA in his opening speech welcomed all the participants and expressed that he is honoured to be present at this PCC meeting and informed his recent assigned position the Deputy Director General of Industrial Development Department. He is happy to see the progress of this project, which is considered as one of the largest and the most ambitious one by JICA for investment promotion and industrial development. Since the Third PCC in October 2018, a number of remarkable progress took place. He welcomed the initiative of linkage formation platform, establishment of One Stop Service Centre (OSSC) by BEZA and various training programs implemented by Ministry of Industries (MoI).

3. Due to technical reason Professor Tetsushi Sonobe could not attend but his message was read out by Mr. Hidekazu Tanaka where the main points as mentioned, are 1) the main counterparts, BIDA BEZA and MOI, hold key to successful development of industries in Bangladesh, 2) the missions of these main counterparts (investment promotion, EZ building and helping domestic firms) are complementary each other, and 3) because of importance of policy coordination, Linkage Formation Platform has direct bearing on the future success of this Project.

4. Director 1, PMO, reported the follow-up and implementations of the Third PCC meeting, referring the handout document "Follow-up of Conclusions made by the Third PCC (17 October, 2018). Thereafter the three counterpart organizations were requested to make presentations in succession. Representatives from BIDA, BEZA and MoI presented on the components and informed the meeting about the progress made organizations.

5. At the end of presentation, the Chair proposed a performance appraisal mechanism for the three components by using the following two approaches:

5.1 Approach 1, consisting of contribution from the participants using;

- a. self-assessments,
- b. peer reviews for cross verifications among the three components; and,
- c. stakeholders' assessments from PMO, BUILD, MCCI, DCCI, JICA who were attending the meeting.

5.2 Approach 2, consisting of Chair's assessment of the agencies by observing;

- a. strength of presentations,
- b. body language of the audience,
- c. if the component leaders are accompanied by the head of their agencies.

5.3 As per Chair's assessment, BEZA was the best performing agency as the head of the organisation was present, its presentation was good and there were a lot of absorption from the audience. He identified that the head of the agencies of other two organisations were not present while they should have been.

6. The Chair informed that the opening remarks of Mr. Murakami and the message of Professor Sonobe as read out by Mr. Tanaka were impressive. He also discussed that he wants to dispatch the officers from Public Private Partnership Authority (PPPA) and National Skill Development Authority (NSDA) to EZ in Mirsharai, as new skills are necessary there. BIDA can also be represented there to assess how the investment climate is flourishing in a SEZ. The Chairman of BEZA has agreed. He also proposed the PCC participants to consider PPPA and NSDA to be part of this forum.



7. Ms. Ferdous Ara, CEO, BUILD stated different issues concerning the presentations of the components. Those issues are related to granting of Smart Visa like Thailand; repatriation; tax holiday on assembling industries; empowerment of focal points assigned in OSSC from different organizations; ensuring 40% female workers in the industry while issuing factory licence; training programs initiated by MoI. Representatives from three components responded categorically on all of those issues.

8. Mr. Toru Homma thanked all the components and stated that they are very active. By referring to the study tour to Thailand by Component 1 and 3 which were dispatched almost at the same time, he stated that he would like to see what were extracted by these study visits. Considering the purpose of PCC which focuses on interaction among components, he wanted to hear from these components whether both of them can draw new ideas from the other component and whether a collective learning session for both components has been conducted.

9. Mr. Mohammad Salahuddin, Director General-I, PMO, raised a question to BEZA about time line as mentioned in the presentation on possible linkage development between EZs and the SMEs and he opined that 'three years' is a time too long to achieve the target of developing possible linkage between EZ and local enterprises. He also requested all of the components to submit Technical Assistance Project Proposal (TPP) to the Planning Commission.

10.1 Mr. Paban Choudhury, Executive Chairman, BEZA stated that it must not be forgotten that this Project is related with the establishment of the upcoming Japanese EZ. Referring to the presentation of MOI, he mentioned that BEZA's focus is on setting up manufacturing factory for the motorcycle parts for the Honda in Abdul Monem. EZ is a natural trend. He also mentioned that with the establishment of BEZA-OSSC, all the investors from local and global will definitely be benefited. He further emphasized that the basic aim of the Project is to ensure smooth services to the tenants of the Japanese EZ where Japanese investors may concentrate. He added that if any industry is recommended by the MOI to BEZA, in that case BEZA is ready to accommodate them tomorrow.

10.2 Finally, he mentioned that all over the world, OSS usually gives 6-9 types of services to the investors. But, BEZA is going to offer around 127 services through its OSSC, of 59 services can be offered from tomorrow, he mentioned.

11. Mr. Morinaga responded to observation of Ms. Ferdous about the issuance of factory license by Department of Inspection for Factories and Establishments (DIFE). He informed that the inspection by DIFE will be done according to the existing labour law. So, the presence of minimum number of female workers will be inspected and confirmed as per the standard. He referred the recent comment made by the Inspector General of DIFE where he mentioned that DIFE has to inspect labour conditions, building and electricity safety condition outside EZ. Thereafter, it is very difficult to allocate any staff to attend the investors at BEZA-OSSC. He added that like other departments (fire, building, electricity and environment), BEZA-OSSC can include DIFE Inspector in the team so that joint inspection can be arranged. He also mentioned that DIFE can concentrate only on main purpose of labour conditions and layout of the machinery of the factory. He is hopeful about the positive role of DIFE in the future in ensuring the compliance of the labour rules including the ratio of female workers at factory.

12. Ms. Yasmin Sultana, Joint Secretary, MOI informed that MOI is considering a formation of Public-Private Discussion Group among the study tour participants and had a primary discussion with the private organizations about the linkage formation between the manufacturers and suppliers. Trainings have been conducted by SMEF, BITAC, Bangladesh Institute of Management (BIM), Bangladesh Council of Scientific and Industrial Research (BCSIR), Bangladesh Institute of Plastic Engineering and Technology (BIPET), and Bangladesh Engineering Industry Owners Association (BEIOA). Among the participated private organizations are RFL, Baly Integrated Solution, Horizon Plastic, Luna Polymer Industry, Bengal Polymer Wares, and Aman Plastic Industries, etc. More private organizations will be included in the training program. TPP was examined by the Planning Wing of MOI and will be sent to the Planning Commission soon.

13. Mr. Abdur Rahman of MCCI informed that PCC is supposed to have these organizations of BIDA, BEZA and MOI involved in the policy formulation.

14. The Chair responded to Mr. Rahman's statement as a very good point. One Counterpart's performance depends on another. This is the ecosystem, organic relation. He added that the reason this forum is so big is that since they try to learn from and help each other to become successful. Professor Sonobe referred to at the last PCC a Bangladesh model for investment, focusing on real/key issues. The Chair added that Hon'ble Prime Minister Sheikh Hasina is preparing for an official trip to Japan and is Japan-focused. He also told that all three entities are working hard and that they are not failing the expectations.

15. Mr. Tanaka reminded that PCC is supposed to have a conclusion. In this sense, the Project Team has organised the LFP and prepared the policy matrix that are explained by each component for further action. Therefore, he would like to have a kind of endorsement on the policy matrix distributed as a PCC document. He

also explained that LFP Meetings to be met between each PCC to be able to see its progress at PCC. Thus, consent is needed on this as well.

16. The Chair asked Director General-I to get in touch with BB and NBR to discuss incentive matters and opined that they must also be present in the ecosystem. He added that "We are identifying gaps and filling up the gaps. This is very important."

17. In closing remarks Mr. Murakami expressed that he was impressed by the active participation of the Bangladeshi side in this PCC. By quoting his initial intervention which expected the more discussion on linkage development, he hoped that the Bangladeshi side would have clear plan of how to jointly create environment where foreign investment partners with local industries for sustainable development of Bangladesh. He wanted to leave the Bangladeshi participants to judge whether they have such an effective plan.

18. Closing remarks by Chairman

18.1 On closing, the Chair made remarks that the contents in the Policy Matrix are the subjects for further improvement in the future. And he expect that Ms. Ferdous and those friends from MCCI, DCCI and others will be contributing for improvement in particularly for more concrete policy measures.

18.2 Three copies of the result of tabulation sheet (for performance assessment) would be carried back by each three organizations, with one copy to Japanese mission. Hon'ble Prime minister had two video conferences with citizens in connection with the inauguration of EZs and underlined the importance of all these three organizations, stating more investment, more industrialization and more partnership with friends of Japan and other countries. It should be noted that some innovations created in this meeting have been quite impressive.

19. The result of performance assessment was tabulated and announced as follow:

Evaluation subject	Score	BIDA	BEZA	MOI
1. Quick follow-up	Green	5	10	3
	Yellow	5	0	7
	Red	0	0	0
2. Clarity of presentation	Green	4	10	5
	Yellow	6	0	3
	Red	0	0	2
3. Partnership building	Green	3	7	3
	Yellow	7	3	7
	Red	0	0	0
4. Access to facilities	Green	5	10	1
	Yellow	4	0	9
	Red	1	0	0

Decisions: The following decisions were taken in the meeting.

1. The Policy Matrix discussed at the linkage formation platform was endorsed with further option of improvement through the discussion at the linkage formation platform meetings.
2. The PMO needs to encourage the active participation of NBR and BB to the discussions regarding incentives for linkage.
3. The work modality of the focal points at OSSC needs to be monitored for providing and for assuring investor-friendly operations.
4. Each component needs to make further effort to make up the weak points of performance evaluation by the peers.
5. BEZA may create conditions for investment of BIDA, NSDA and PPPA in various EZs.
6. The TPP of BEZA and MOI must be submitted to the Planning Commission as soon as possible.

Sd/-

(Md. Nojibur Rahman)
Principal Secretary to the Hon'ble Prime Minister
and
Chairperson of the 4th PCC Meeting.

Attachment-1

Project for Promoting Investment and Enhancing Industrial Competitiveness
in the People's Republic of Bangladesh

Outline for the Fourth Project Coordination Committee (PCC)

1. Date:	25 (Thursday) April 2019
2. Time:	15:00~17:00 (2 hours)
3. Venue:	Conference Room at PMO
4. Language	English
5. Objectives:	To report the progress of Project Component-1, 2, 3 To present issues to be discussed among Component-1, 2, 3 To discuss the Project progress and issues raised by each Component To discuss other issues related with the Project implementation
6. Organizers:	PMO and JICA Project Team
7. Participants:	PMO BIDA and members of PIC-1 BEZA and members of PIC-2 MOI, BITAC, SMEF and members of PIC-3 Embassy of Japan JETRO Dhaka JICA HQ and Advisory Committee/ Bangladesh Office JICA Project Team
8. Chair	Mr. Md. NojiburRhaman, Principal Secretary
9. Master of Ceremony	Mr. Md. Ziaul Haque, Director-1, PMO

Document Distribution:

1. Presentation material
2. Additional documents for presentation

Fourth Project Coordination Committee (PCC)

Agenda

Time	Session Title	Presenter/Lead
15:00	Welcome Address and Opening Remarks by the Chair	Chair: Mr. Md. NojiburRhaman, Principal Secretary, PMO
15:05	Remarks by JICA	Mr. Hironobu Murakami, Deputy Director General, Industrial Development and Public Policy Department, JICA
15:10	Remarks by the Chair of JICA Advisory Committee (through video message)	Professor Tetsushi Sonobe, Vice President, National Graduate Institute for Policy Studies (GRIPS)
15:20	Report on achievement and follow-up of 3rd PCC Meeting decisions	Director-1, PMO
Presentations by Bangladeshi counterparts on subjects to be shared and discussed among components		
15:30	Component 1: - Progress of Policy Development Support - Linkage Formation Platform (LFP) - Contribution of BIDA to the policy measures for industrial linkage development - Additional explanation by JICA Team	Mr. Moinul Islam, Executive Member 1, BIDA
15:50	Component 2: - Progress of BEZA OSSC operation - Further plan of BEZA for linkage formation - Additional explanation by JICA Team	Mr. Md. Shoheler Rahman Chowdhury, Joint Secretary, BEZA
16:10	Component 3: - Progress of the Action Plan (Plan 1 and Trainings of Trainers) - Activities of MOI for Linkage Formation - Additional explanation by JICA Team	Ms. Yasmin Sultana, Joint Secretary, MOI
Discussion and Comments		
16:30	Discussion & Q/A	All Participants
16:50	Comments by JICA	JICA
16:55	Closing Remarks by the Chair	PMO

List of Attendants

Name	Organization	Position
Bangladeshi side		
Mr. Nojibur Rahman (Chair)	PMO	Principal Secretary
Mr. Md. Salahuddin	PMO	Director General-1
Mr. Md. Ziaul Haque	PMO	Director-1
Mr. Moinul Islam	BIDA	Executive Member-1
Mr. Paban Chowdhury	BEZA	Executive Chairman
Mr. Shoheler Rahman Chowdhury	BEZA	General Manager (Planning)
Ms. Yasmin Sultana	Ministry of Industries	Joint Secretary
Mr.S.M.Shaheen Anwar	SME Foundation	Deputy Managing Director
Mr. Saimon Imtiaz	SME Foundation	Assistant Manager
Dr.Jalal Uddin	BITAC	Peng. Director
Mr. Ferdous Ara Begum	BUILD	CEO
Mr. Abdur Rahman	MCCI	Deputy Chief
Mr. AHM Maniruzzaman	DCCI	Deputy Secretary
Ms. IshaShahmina Mannan	FBCCI	Senior Assistant Secretary
Japanese side		
Mr. Hironobu Murakami	JICA Head Office	Deputy Director General
Mr. Toru Homma	JICA Head Office	Senior Advisor
Mr. Saki Ito	JICA Head Office	Assistant Director
Mr. Yoshibumi Bito	JICA Bangladesh Office	Senior Representative
Mr. S.M. SharifulAlam	JETRO Dhaka Office	Manager
Mr. Hidekazu Tanaka	JICA Project Team	Project Leader/ Component 1 Leader
Mr. Hitoshi Shoji	JICA Project Team	Deputy Project Leader
Mr. Taro Tsubogo	JICA Project Team	Co-component 1 Leader
Mr. Akihiko Morinaga	JICA Project Team	Component 2 Leader
Mr. Keisuke Sugiyama	JICA Project Team	Co-component 3 Leader
Mr. Takashi Shimada	JICA Project Team	Component 1
Mr. Junichiro Motoyama	JICA Project Team	Component 2
Mr. Tomoya Watanabe	JICA Project Team	Component 2
Mr. Kenji Hata	JICA Project Team	Component 3
Mr. Sabbir Hussain	JICA Project Team	National Consultant (Component 1)
Mr. Dilruba Hussain	JICA Project Team	National Consultant (Component 1)
Mr. Zakir Hossain	JICA Project Team	National Consultant (Component 2)
Mr. Md. Abdul Momin	JICA Project Team	National Consultant (Component 2)
Mr. Hasanul Islam	JICA Project Team	National Consultant (Component 2)
Mr. Md. Abul Faruque	JICA Project Team	National Consultant (Component 3)

Outline for the Fifth Project Coordination Committee (PCC)

1. Date:	24 (Thursday) October 2019
2. Time:	8:00~9:30 (1.5 hours)
3. Venue:	Conference Room at PMO
4. Language	English
5. Objectives:	<ol style="list-style-type: none">1) To report the mid-term progress of Project Component-1, 2, 32) To present target and plans for the remaining project period (April 2022) for each Component-1, 2, 33) To discuss the Project progress, target and plans by each Component4) To discuss other issues related with the Project implementation
6. Organizers:	PMO and JICA Project Team
7. Participants:	<ol style="list-style-type: none">1) PMO2) BIDA and members of PIC-13) BEZA and members of PIC-24) MOI, BITAC, SMEF and members of PIC-35) Embassy of Japan (Observer)6) JETRO Dhaka (Observer)7) JICA HQ and Advisory Committee/ Bangladesh Office8) JICA Project Team
8. Chair	Mr. Md. Nojibur Rahman, Principal Secretary
9. Master of Ceremony	Mr. Md. Ziaul Hoque, Director-1, PMO

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH
PRIME MINISTER'S OFFICE

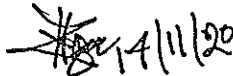
OLD SANGSHAD BHABAN
DHAKA

No. 03.068.014.09.00.017.2016(part-2)- 661

Date: 14 November 2019

Subject: The minutes of the 5th meeting of 'Project Coordination Committee (PCC)'.

The minutes of the 5th meeting of the Project Coordination Committee (PCC) of the "Project for Promoting Investment and Enhancing Industrial Competitiveness" held on 24 October 2019 is sent for your kind information and necessary action.


(Md. Ziaul Hoque)
Director-I
Phone: 55029421
Email: dir1@pmo.gov.bd

Distribution (not according to seniority):

1. Secretary, Ministry of Industries, Shilpa Bhaban, Motijheel C/A, Dhaka.
2. Executive Chairman, BEZA, Monem Business District, Bir Uttam C.R Dutta Road, Dhaka.
3. Executive Chairman, BIDA, Agargaon, Sher-E-Bangla Nagar, Dhaka.
4. Mr. Moinul Islam, Executive Member, BIDA, Agargaon, Dhaka.
5. Ms. Parag, Additional Secretary, Ministry of Industries, Shilpa Bhaban, Motijheel C/A, Dhaka.
6. Mr. Shafiqul Islam, Managing Director, SME Foundation, Royal Tower, 4 Panthapath, Dhaka.
7. Dr. Md. Mofizur Rahman, Director General, BITAC, Tejgaon I/A, Dhaka
8. Mr. Bashir Ahamed, Joint Secretary, ERD, Block # 15, Shere Bangla Nagar, Dhaka.
9. Mr. Mir Khairul Alam, Joint Secretary, Ministry of Industries, Shilpa Bhaban, Motijheel, Dhaka.
10. Mr. Shoheler Rahman Chowdhury, General Manager (Planning), BEZA, Monem Business District, 111 Bir Uttam C.R Dutta Road, Dhaka.
11. Dr. Malay Chowdhury, Manager, BEZA, 111 Bir Uttam C.R Dutta Road, Dhaka.
12. Dr. Syed Ihsanul Karim, Director, BITAC, Tejgaon I/A, Dhaka.
13. First Secretary, Embassy of Japan, Plot# 5 & 7, Dutabash Road, Baridhara, Dhaka.
14. Hitoshi Hirata, Chief Representative, JICA, 3rd Floor, Bay's Galleria (CWS-A19), Gulshan-1, Dhaka.
15. Chief Representative, JETRO, I-K Tower, 3rd Floor, Plot # CEN(A)-2, North Avenue, Gulshan-2, Dhaka.
16. Ms. Ferdous Ara Begum, CEO, BUILD, DCCI Building, 65-66 Motijheel C/A, Dhaka-1000.
17. Mr. Afsarul Arefin, Additional Secretary, FBCCI, Federation Bhaban, 60 Motijheel, Dhaka.
18. Mr. AHM Maniruzzaman, Deputy Secretary, DCCI, DCCI Building, 65-66 Motijheel C/A, Dhaka.
19. Mr. M Abdur Rahman, Deputy Chief, MCCI, Chamber Building, 122-124, Motijheel CA, Dhaka.

Copy:

1. Director General-1, Prime Minister's Office, Dhaka.
2. PS to Principal Secretary to the Honorable Prime Minister/PS to Secretary, PMO, Dhaka.
3. PS to Principal Coordinator (SDG Affairs), Prime Minister's Office, Tejgaon, Dhaka.

The People's Republic of Bangladesh
Prime Minister's Office
Tejgaon, Dhaka.

**JICA Project for Promoting Investment and Enhancing Industrial Competitiveness
in the People's Republic of Bangladesh**

Minutes of Meeting

Chaired by: Md. Nojibur Rahman
Principal Secretary to the Honourable Prime Minister

Date: Thursday, October 24, 2019, 08:00 AM

Venue: Conference Room at Prime Minister's Office (PMO)

Participants: See the attachment

The 5th PCC was chaired by Mr. Nojibur Rahman, Principal Secretary of PMO, being attended by the members of Bangladeshi counterpart organizations and stakeholders including SDG co-ordinator, representatives of JICA Advisory Committee, JICA Headquarters, JICA Bangladesh Office and JICA Project Team.

2. The Chair started the meeting by welcoming all the participants. He welcomed Mr. Abul Kalam Azad, SDG Co-ordinator and Mr. Sirazul Islam, Executive Chairman of BIDA. He requested for opening remarks from Mr. Azad.

3. Mr. Abul Kalam Azad informed about the high significance of this project that involves BIDA, BEZA and MOI for fostering industrial capacity and competitiveness in Bangladesh. The Project also focuses on the improvement of investment climate of Bangladesh. He informed about the achievement of one significant goal, i.e. One Stop Service Centre (OSSC) of BEZA and that many are yet to be achieved within the project duration.

4. Mr. Tomoyuki Yamada, Director, JICA, expressed his honour for attending the 5th PCC meeting. He said that amazing news coming to him one after another Joining in this Position, OSSC being one of them. The project activities are progressing, but it is reported that it is one of the most challenging ones as it encourages economic growth by inviting foreign investors to the country and making the government to coordinate. The OSSC is an eye-catching one for the investors and it is a positive signal given by the government. Inter-ministerial coordination, though PCC and Linkage Formation Platform (LFP) which are now operative, are expected to be a driving force for the government and to be continued. Regarding automotive industry policy, he referred to the experience of automobile industry development in Japan and said that Japan is pleased to support Bangladesh government in making some holistic strategy for the automotive sector.

5. The Chair added that the perspective of investment of the country is going to be brighter and brighter with Japanese assistance, citing the example of OSSC opening ceremony with the presence with H.E. Ambassador of Japan, Mr. Hiroki Ito. He also mentioned that the announcement of "Ease of Doing Business" ranking.



6. Professor Tetsushi Sonobe, Advisor to the JICA Project, positively remarked on a friendly relationship between Bangladesh and Japan. He congratulated for the successful inauguration of OSSC by BEZA, while noting that it is just a beginning. He admitted the great achievement in terms of coordination between different ministries and agents and public sector who worked behind the scene for this success, and that it will be a very good example for future development and further coordination. To underline the importance of coordination, he remarked that about the lessons can be learnt from large scale projects where larger amount of people and organisation must collaborate. He also stressed that the importance of communication, which is not chatting but the talk on core issues seriously among the stakeholders. He said once such skill is acquired, this will lead to a drastic change of society and stressed that the coordination should expand beyond these three components, as the investors needs not only the services rendered by the different organisations related to this project but also schools and hospitals

7. Director 1, PMO reported the status of follow-up of the decisions taken in the 4th PCC. After the follow up three counterpart organisations, i.e. BIDA, BEZA, MOI were requested to make presentations in succession.


8. The Chair appreciated the positive movements among the components and for their future projection. He then requested MOI, to present the draft of the Automobile Industry Policy.

9. Before entering into discussion session, Mr. Hidekazu Tanaka, JICA Project Leader, referred to the two other documents distributed for the meeting. The first one was the Matrix for Proposed Policy Measures and Action which contained 13 kinds of policies and which were presented during the last LFP meeting. He then requested each of BEZA, BIDA and MOI, through the Chair, to encourage to complete these policy measures and actions during the remaining period of the project. In this regard, Mr. Tanaka sought support of PMO with active involvement of NBR. The second was the Project Activity Flow Chart which described all the activities the project with time flow for both in the past and the remaining duration of the project.

10. The Chair firstly thanked for the presentation on Automobile Industrial Policy and opened the floor for remarks and discussion.

11. Mr. Toru Homma, JICA Headquarters, expressed his contentment to see the progress since last April, most notable ones were the launching of OSSC of BEZA, the prototyping progress at the plastic parts company and progress of LFP, including the further discussion on the development of the automobile industry policy in LFP. He then mentioned about the decision on establishing automobile factory of Toyota in Myanmar. He referred to three reasons for this decision to invest in Myanmar: those are market potential, and investment climate reform effort, in particular establishment of special economic zone and introduction of OSSC. Additional important factor is the government policy support such as import regulation, that benefited Myanmar in having positive decision from Toyota. Mr. Homma suggested that those things are what this project is dealing with in Bangladesh and stressed that Bangladesh is on the right track.

12. Mr. Sirazul Islam, Executive Chairman of BIDA, thanked Professor Sonobe for his remarks on the friendly relationship between the two nations during the opening remark. He appreciated the presentation of the automobile industry policy and informed that now there is a possibility to shift from the dependence on RMG export to the other sectors. He also said that manufacturing industries from Japan will come to Bangladesh. He appreciated the support of JICA for assisting in BIDA's tasks which is required for creating a better



investment climate for industry development. He informed about BIDA's progress with the JICA project team in various sectors, such as investment promotions, capacity building of BIDA etc. Mr. Sirazul also shared that BIDA's OSS has already been providing around 20 licensing services to investors online, which is good news for investors as they do not have to visit BIDA for application.

13. Mr. Paban Chowdhury, Executive Chairman of BEZA also said that he was encouraged by decision of establishment of automobile industry in Myanmar by Toyota, Japan. He also added that if Myanmar can invite Toyota, he thinks Bangladesh will also be able to invite it, too. He cited the names such as Sumitomo and Sojitsu as investors of EZ development and said that some other major and power industry were investing in Matabari and Moheshikhali. He explained that 100 foreign investors were manifested their intention he come to Bangladesh because of better environmental ecosystem in Bangladesh. Quoting the visit of vice president of Mitsubishi motor car company to Mirsarai and his discussion with the former Japanese Ambassador to Bangladesh, he expressed his expectation on the investment of Japanese car manufacturer in EZ in a couple of years as well as his engagement in that regard. On OSS Center which was launched on October 21st, Mr. Chowdhury explained that he was getting very positive response from both foreign and domestic investors, especially from the Japanese investors. He then stressed the importance of industrial linkage as well. MOI can play contributory role here.

14. Ms. Parag, Additional Secretary, stated that the draft of automobile industry policy presented today would undergo improvement through the extensive discussions from stakeholders and relevant ministries and departments in coming days. She further stated that the motorcycle industry was about to move the next step, i.e. manufacturing, as assembling had already been practiced. MOI has also been assisting for the backward linkage development between of motorcycle and plastic industries.

15. Mr. Salahuddin, Director General 1, PMO informed the Chair that along with MOI, BIDA was also working on the development of automobile policy but during the last LFP meeting, it was decided that MOI was going to formulate the Automobile Industrial Policy. He requested approval from the PCC about this takeover of the responsibility of preparing the policy.

16. In closing remarks Professor Sonobe thanked everyone for the optimism and assured that the automobile industry will be developed in Bangladesh. He requested the Bangladeshi side to consider a road map for materialising automobile industry development. The road map should plan the timing of arrival of assemblers and the declination of used car import, timing of which is critically important. He mentioned that the tier 1 is most important, who, upon being invited to Bangladesh, would mostly use imported parts initially. They can shift to procuring local contents and such can happen through teaching local parts manufacturers by these foreign investors. He stated that tier 2 and 3 should be from Bangladesh and reminded the participants of the maintenance of this sequence. He concluded by reiterating the elaboration of road map for success.

17. Mr. Hitoshi Hirata, Chief Representative/Advisory Committee of JICA Project congratulated all for the positive progress of the project. He informed that he is very impressed with the progress of LFP and its future important role in making policy for attracting FDI. He sought involvement of NBR and other relevant ministries in the platform and suggested that the platform can help a lot in the formulation of the automobile policy. He stated that the experiences of the project so far would be effective for elaborating support industry development policy. He referred to the revised guidelines of BIDA (repatriation of royalties/technical fees, work permit and project office) that were to be finalized soon and



this would be good news for the Japanese investors as those were pointed out during the Japan Bangladesh Public; Private dialogues. He concluded by stating that by 2022, the Araihasar SEZ will be open and it is necessary to show the good progress vis-à-vis the investors under the context of mega competition.

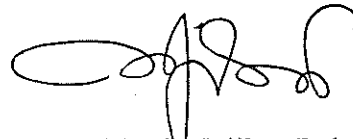
18. The Chair closed the session by informing about the involvement of Public Private Partnership Authority (PPPA) and National Skills Development Authority (NSDA) from the future meetings.

19. **Decisions:**

The following decisions were taken in the meeting:

1. The targets to be achieved by each component, presented at the PCC, shall be periodically checked their progress by the responsible counterpart agencies, which shall take necessary actions (BIDA, BEZA and MOI);
2. The policy discussion on the linkage industry promotion at the LFP shall be continued and intensified, and this process would lead to the elaboration of a linkage promotion policy (by PMO and JICA Team);
3. MOI shall finalize the elaboration of automobile industry policy with consultation with NBR and MOC and JICA Team will support MOI to elaborate the automobile policy (MOI);
4. The participation of PPP Authority and NSDA will be examined further (PMO);
5. Revised/new guidelines for royalty, work permit and project office shall be finalized and approved by the approving authority by the end of December 2019.

20. Finally the chair expressed his deep appreciation for contribution made by the participants and concluded the meeting.



(Md. Nojibur Rahman)
Principal Secretary to the Hon'ble Prime Minister