



**International  
Finance Corporation**  
World Bank Group

## Bangladesh Investment Climate Fund

# **Economic Zones: Future Opportunities for Management Consultancies Feasibility Studies, Site Assessments, and Master Plans**

**The Institute for Management Consultants Bangladesh (IMCB)**

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**European  
Union**

# Deborah S. Porte

- Background
- Education
  - Geography (Bachelor)
  - Urban Planning (Master)
  - Architecture (Master)
  - Engineering (Master)
- Expertise
  - 20 years experience
  - Public and Private Sector Background
  - Full EZ Advisory Services
  - The Services Group/AECOM
- Countries
  - Algeria, Armenia, Bangladesh, Bhutan, Cambodia, China, Colombia, Djibouti, Egypt, India, Jordan, Kazakhstan, Kenya, Kurdistan, Kuwait, Laos, Lebanon, Malaysia, Mali, Morocco, Myanmar, Nepal, Papua New Guinea, Peru, Rwanda, Senegal, Sierra Leone, Sri Lanka, Tanzania, Thailand, Tunisia, Turkey, United Arab Emirates, Viet Nam, West Bank/Gaza, Zambia

# Full Service EZ Advisory Services

- Services To Offer

- Legal, Regulatory and Institutional
- Competitiveness
- Benchmarking
- Transportation
- Marketing
- Investment Promotion
- Demand Forecasting
- **Site Assessments**
- **Master Planning**
- **Infrastructure Planning**
- **Cost Estimations**
- **Environmental**
- **Social**
- Economic Modeling
- Financial Modeling
- PPPs
- Implementation

- Types of Clients

- Public Sector
  - Governments
  - Ministries, Agencies, Depts
  - SEZ Authorities
- Private Sector
  - Individuals
  - Companies
  - Joint Ventures
  - Business Associations
  - Real Estate Developers
- Donors
  - WBG
  - DFID
  - ADB
  - European Union
  - USAID
- NGOs

# Good News! Opportunity is UNLIMITED

- Compulsory for:
  - **Economic Zone Approval and Leasing Plots** in Bangladesh
- Skills are limited on a Global Basis
- Few firms have In-house Economic Zones expertise, experience, and capacity
  - Aecom
  - Deloitte
  - IDA
  - SIDA

**YOU ARE ONLY LIMITED BY YOUR IMAGINATION**

# Range of Services

- PRIMARY Focus (Mandatory Requirements)
  - Feasibility Assessments
  - Site Assessments
  - Master Plans
  - Infrastructure Plans
  - Environmental Impact Assessments (EIA)
  - Social Impact Assessments (SIA)
  
- SECONDARY Focus (Advisory Services)
  - Land Ownership Reviews/Recommendations
  - Planning Process/Recommendations
  - Infrastructure Assessments/Recommendations
  - Environmental Mitigation Measures
  - Resettlement Action Plans
  - Full Service Consulting for EZs

# Feasibility Study

- Component 1:
  - Competitive Advantage/Industry Sector Assessment
  - Demand Forecast
  - Marketing & Branding Plan
- Component 2:
  - Planning Framework
  - Master Plan/Infrastructure Plans/Guidelines
  - Environmental/Social Assessment
- Component 3:
  - Institutional Framework
- Component 4:
  - Economic/Financial Modeling
- Component 5:
  - Implementation/Advisory Services



# Feasibility Studies: Time, Costs, Teams

- **Feasibility Studies**

- Timeframe

- 4-6 months on average

- International Firms

- In-house team with capacity
- Experience and competency

- Domestic Firms

- Learning curve/building capacity

- Team Composition

- Industry Sector Assessment/Demand Projections/Marketing

- Industry Sector Expert/Competitive Expert
- Marketing Expert

- Master Planning/Infrastructure Plans

- **Architect/Planner**
- Engineers
- Transportation Expert
- Environmental Expert
- Social Expert

- Financial/Economic Analysis

- Economist
- Financial Expert

- Institutional Framework

- Institutional Expert/Change Management Expert

# Site Assessments

- Assess A Number of Sites
- Evaluate By Factors
  - Access to land (land title, private/public ownership)
  - Access to highways, port, airport, rail
  - Access to on and off-site infrastructure and utilities (water, power, telecom)
  - Access to labor
  - Environmental implications
  - Social/resettlement issues
- Compare Via A Matrix
  - Weighted or non-weighted
- Determine Best Location for Economic Zone

Rating Scale

Site Assessment Exercise	Site 1 Dhaka	Site 2 Chittagong	Site 3 Kulna	Site 4 Comilla
<b>Off-Site Utilities</b>				
Land availability	4	3	5	5
Expansion capabilities	3	1	5	5
Land ownership	4	5	5	1
Land use issues	5	4	3	1
Adjacencies	4	5	3	1
<b>Topography for Development</b>				
Land surface	4	4	4	4
Land quality	4	4	4	4
Soil quality	4	4	4	4
Flooding	3	1	4	5
Earthquakes	4	4	4	4
Earthworks needed	5	3	5	5
<b>Off-Site Infrastructure</b>				
Access to transport routes, ports, air and rail	5	5	2	2
Roads leading to the site	5	5	5	2
Upgrades or improvements to road needed	3	0	4	2
<b>Off-Site Utilities</b>				
Electricity	4	4	1	0
Industrial Voltage Capacity	4	4	1	0
Water	4	4	1	0
Telecommunications	4	4	1	0
<b>On-Site Infrastructure and Utilities</b>				
Roads	4	4	4	0
Electricity	5	5	5	0
Water	2	3	4	4
Telecommunications	0	0	2	2
Sewage treatment	2	3	2	4
Solid waste cell	2	3	2	4
<b>General Environmental Conditions</b>				
Climate	3	3	3	3
Air Quality	3	3	3	3
Noise	3	3	3	3
Ground water issues	3	3	3	0
Contaminated soils	5	1	4	3
<b>Biological Environment</b>				
Animals, wildlife, and fowl	5	5	5	3
Flora/fauna	5	5	3	3
Marine life	5	5	5	5
Agriculture and crops	5	5	5	5
Protected areas	5	5	0	5
<b>Human Environment</b>				
Livelihood disruption	5	3	5	5
Types and number of houses	3	5	3	3
Resettlement needed	4	5	3	3
Gender issues	5	5	5	5
Historic sites	5	5	5	5
Cultural sites	5	5	5	5
Religious sites	5	5	3	3
<b>GRAND TOTAL</b>	<b>162</b>	<b>153</b>	<b>143</b>	<b>121</b>

# Site Assessments: Time, Costs, Teams

- **Site Assessments**

- **Timeframe**

- 2 weeks-1 month on average

- **International**

- In-house team with capacity
- Experience and competency

- **Domestic**

- Learning curve/building capacity

- **Potential Team Composition**

- **Architect/Planner**

- Engineers
- Cost Estimator
- Surveyor
- Transportation Expert
- Environmental Expert
- Social Expert

- **Specialists**

- Geotechnical Experts (Soil sampling, boreholes etc)

# Master Plan

- Structure Plan
  - Opportunities and Constraints of Site
- Master Plan
  - Plot layout
- Land Use Plan
  - Land Use Designations
- Zoning Plan
  - Height Limits, Density and Setback Requirements
- Phasing Plan
  - Development Sequencing
- Development Guidelines
  - Access, Orientation, Massing, Landscaping, Signage
- Infrastructure Plans
  - Roads, Water, Drainage, EPT, Power, Telecom, etc
- Cost Estimates
  - Infrastructure
- Environmental Impact Assessment
- Social Impact Assessment



# Master Plans: Time, Costs, Teams

- **Master Plan**

- **Timeframe**

- 2 month-1 year on average

- **International**

- In-house team with capacity
- Experience and competency

- **Domestic**

- Learning curve/building capacity

- **Potential Team Composition**

- **Architect/Planner**

- Engineers
- Cost Estimator
- CAD Operators
- Transportation Expert
- Environmental Expert
- Social Expert

- **Specialists**

- Geotechnical Experts (Soil sampling, boreholes etc)
- Economist
- Industry Sector Expert

# Bangladesh Issues

- EZ concept is new to Bangladesh
- Limited expertise in-country
- Consultants need to think outside the box
- Capacity Building is required for everyone
- Champions and leaders need to appear

# Building Capacity

- Study EZ development which is appropriate to the Bangladesh context
- Take EZ jobs/projects with Donors
- Work with Bangladesh firms with EZ Experience
- Hold/attend seminars and conferences on EZs
- Joint venture with International Teams

# Government Responsibilities

- Capacity Building
  - Economic Zones
  - Responsibilities
  - Type of assistance they will need in the future
- Writing TORs
  - Harder than it seems
  - So they get the proposals they want
- Reviewing proposals
  - Identifying best practice methodologies, approaches and tools
  - Knowing expertise and capabilities
- Introducing projects to the consulting teams
  - Understanding the building blocks of the project
- Monitoring progress
- Evaluating final products
  - Knowing a good product

# How to Get the Next Job

- Give the client what they want
  - Proposals
  - Team
  - Meet Review Committee Objectives
- Stick to the Terms of Reference
  - Extras are rarely appreciated
- Understand the project
  - Come prepared with a strong methodology and approach
- Look to be innovative
  - Review projects from international teams, desk research, past reports
- Deliver on-time
  - Professionalism
- Invoice on-time