



INVESTMENT PROMOTION SEMINAR

DEVELOPMENT OF ECONOMIC ZONES IN CHITTAGONG AND COX'S BAZAR

ECONOMIC ZONES : INVESTMENT DESTINATION FOR LOCAL AND FOREIGN INVESTMENT

January 15, 2017

Junichiro Motoyama, MBA, Ph.D.

Team Leader

Project for Development of Economic Zones and
Capacity Enhancement of Bangladesh Economic Zones Authority

AGENDA

1. Objectives of the JICA Study and its outcomes,
2. Functions and Benefits of Economic Zones
3. Short-term Economic Zones in the vicinity of Dhaka,
4. Medium-term Economic Zones at Maheskhali Island,
5. Critical Success Factors for Economic Zone Development,
6. Endeavors deployed by BEZA for attracting Japanese Investors

1.1 OBJECTIVES OF THE JICA STUDY

- 1.The present conditions and status of the legal system development and business environment shall be confirmed.
- 2.The Economic Zone Development Concept shall be discussed and a set of Economic Zone Development Guidelines shall be established.
- 3.Candidate Sites suitable for the development of the Short-term Economic Zone shall be selected, and the Development Basic Plan shall be prepared.
- 4.A Master Plan for the Medium-term Economic Zone at Matarbari and its surrounding areas shall be prepared.
- 5.Capacity Enhancement of the BEZA Staff shall be implemented and an Action Plan for Capacity Development of BEZA shall be prepared.

1.2 OUTCOMES OF THE JICA STUDY

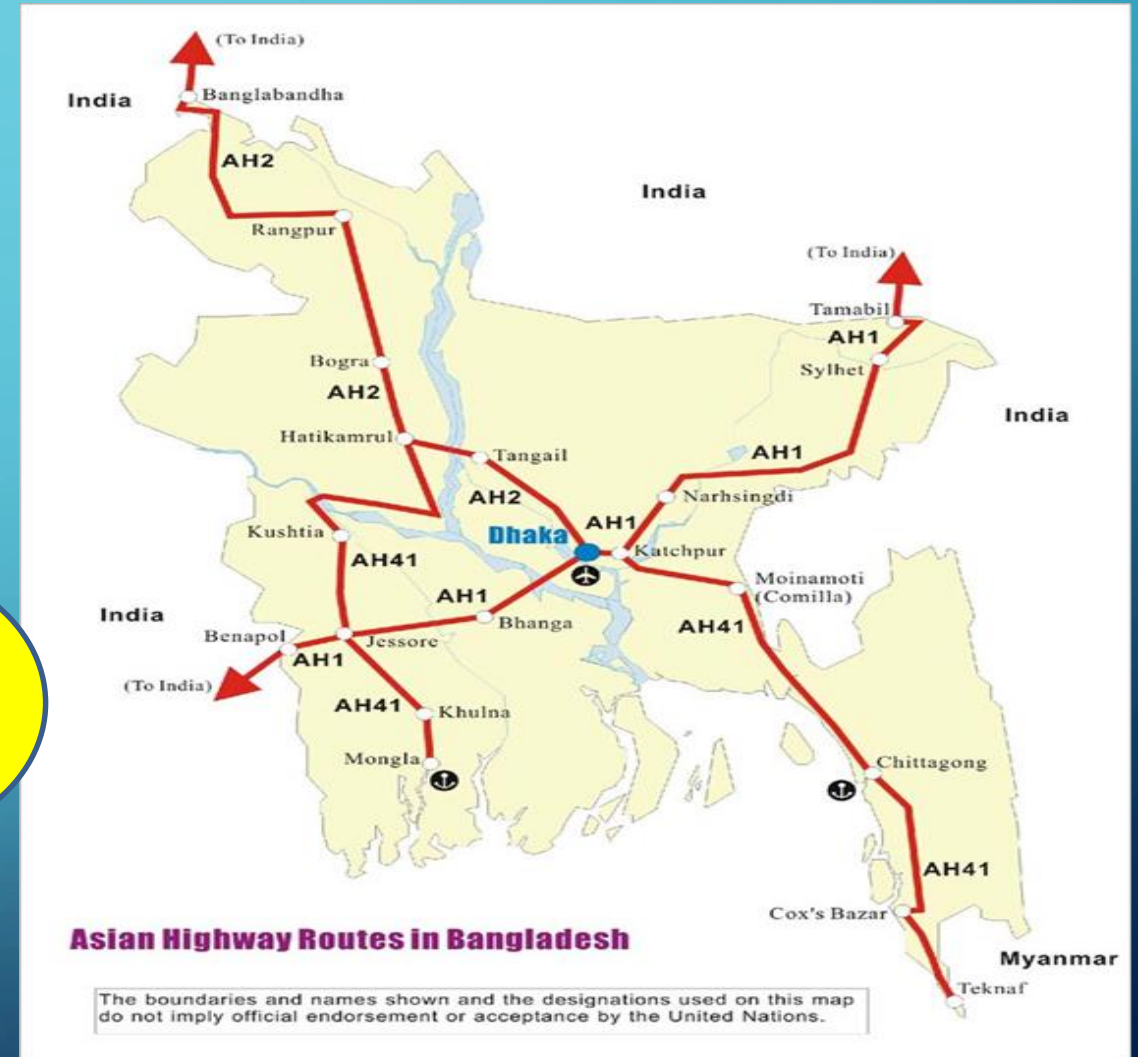
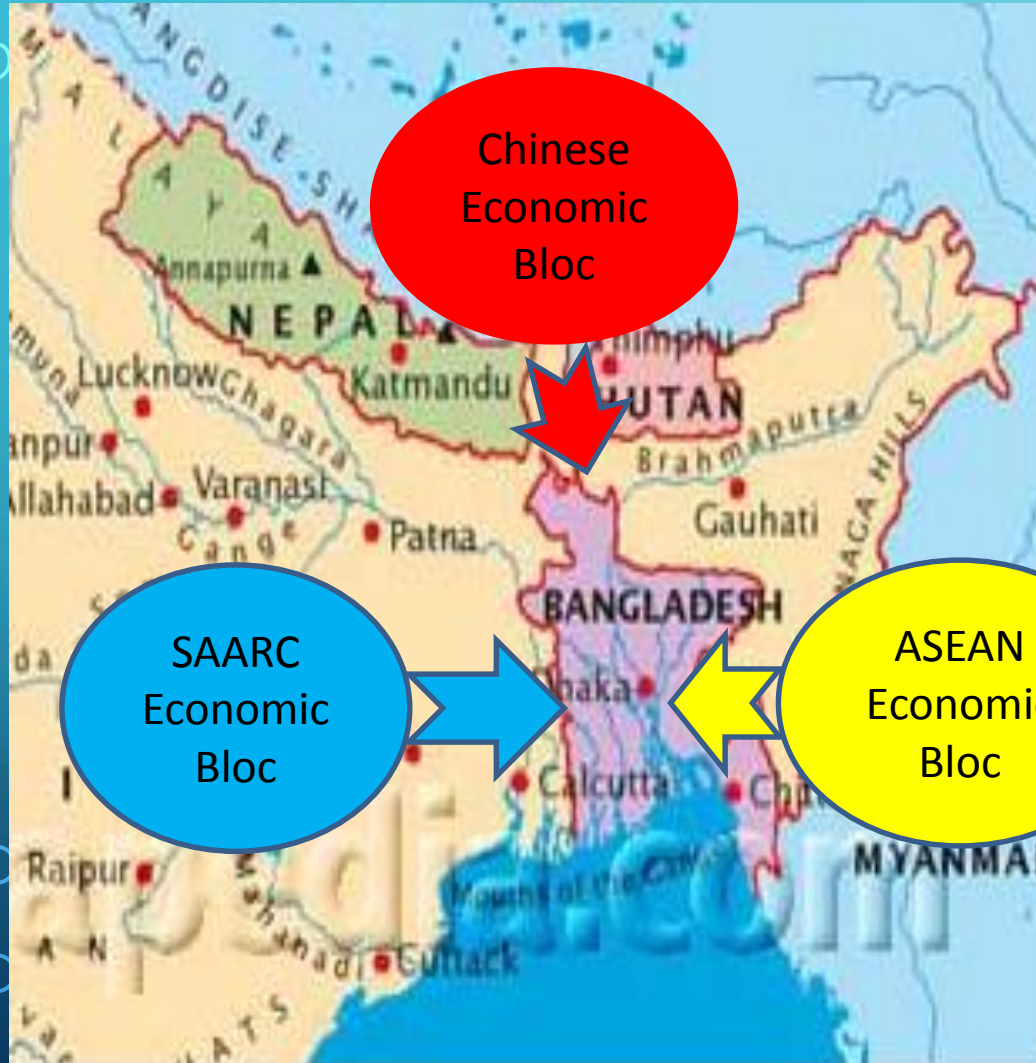
1. Basic Development Plans for the Short-term EZ Development at Araihaazar and Nayanpur, in the vicinity of Dhaka,
2. Master Plan for the Medium-term EZ Development at Maheskhali Island, Cox's Bazar,
3. Economic Zone Development Guide (Draft)
4. Capacity Enhancement Action Plan for BEZA Staff
5. Operation and Management Manual for BEZA
6. Publicity Materials: BEZA Promotion Pamphlet in Japanese and Visualized Presentation Materials in English

2. FUNCTIONS AND BENEFITS OF ECONOMIC ZONES

The fundamental benefits of Economic Zones derive from capturing the gains from specialization and exchange, which include;

- Creation of Employment,
- Generation of Foreign Exchange through Export,
- Creation of Economic Value Added to the Local Resources,
- Contributing to Structural Transformation of the Economy;
Diversification, Upgrades and Increased Openness.

2.1 BANGLADESH: A LINKING-PIN OF THE MAJOR REGIONAL ECONOMIES



2.2 POSITIVE BUSINESS ENVIRONMENT AND PHENOMENA AROUND BANGLADESH

- Bangladesh locates at the strategic centric location between ASEAN, SAARC and Chinese Economic Blocs,
- Infrastructure development towards a “Seamless Asia”,
- Promotion of development programs through Initiatives of Bay of Bengal Industrial Growth Belt (Big-B),
- Promotion of regional trade and investment by activating the functions of Bay of Bengal Initiative for Multi-sectorial Technical and Economic Cooperation (BIMSTEC),
- Further expansion of global supply chain among ASEAN member countries based on the “fragmentation theory”,
- Realization of the ASEAN singular market in 2015 and shifting production venue to Emerging Countries.

3.1 IDENTIFICATION OF CANDIDATE SITE FOR THE SHORT-TERM ECONOMIC ZONES



Evaluation Criteria:

1) Qualitative Evaluation:

- Within 60 km direct distance or one and half hours travel time by a car from the central Dhaka.
- Free from any serious contravention from the requirement of SEA,
- Not identified as a case in dispute,
- Land acquisition shall be done by GoB and be transferred to the developer at an affordable rate,

2. Quantitative Evaluation:

- Location & Distance from Dhaka,
- Land acquisition costs,
- Size, Shape, Expandability of Land,
- Surrounding Context,
- Magnitude on Resettlement,
- Availability of Infrastructure & Utilities,
- Risk of Natural Disasters,

Both of Araihaazar and Nayanpur Candidate Sites are conveniently located along with Dhaka Bypass and Dhaka–Mymensingh highway.

3.2 DEVELOPMENT CONCEPT AND RECOMMENDED INDUSTRIES

Through the Intensive gathering and analysis of information on the development potential of Bangladesh, especially on the population, potential market, production cost, and others, together with the risks and issues related to investment, the Development Concept for the Short-term EZ development and Recommended Industries are identified.

1. Development Concept for the Short-term Economic Zones

An export processing zone complex model was adopted focusing mainly on export oriented industries, but the investment of domestic and domestic demand oriented industries shall also be promoted.

2. Recommended Industries

- | | |
|---|--------------------------------------|
| 1. Apparel And Ready-made Garment, | 2. Apparel Accessories, |
| 3. Textiles, Home Textiles, | 4. Motorcycle & Motorcycle Parts, |
| 5. Automobile & Automobile Parts
(Including Wire Harnesses), | 6. Metal & Non-ferrous Processing, |
| 8. Mechanical Parts, | 7. Electric And Electronic, |
| 10. Plastic Processing, | 9. General Assembly, |
| 12. Medicine, Health Foods, Cosmetics, Etc. | 11. Foods & Agricultural Processing, |



[illegible]

3.5 ON-SITE AND OFF-SITE INFRASTRUCTURE FACILITIES FOR THE SHORT-TERM ECONOMIC ZONES

On-site Infrastructure;

- Road & Drainage Systems,
- Electric Power Supply Systems,
- Logistic Center,
- Water Supply & Sewerage Systems,
- Gas Supply Systems,
- Administration Buildings,

Off-site Infrastructure;

- Access Road including a short-cut highway,
- High-voltage and Low-voltage Electric Supply Systems,
- Gas Connection with Main Trunk Line,
- Industrial Waste Treatment Plant,

4. MEDIUM-TERM ECONOMIC ZONE DEVELOPMENT

BIG-B DEVELOPMENT CONCEPT: A CRITICAL KEY INITIATIVE FOR INDUSTRIALIZATION OF BANGLADESH

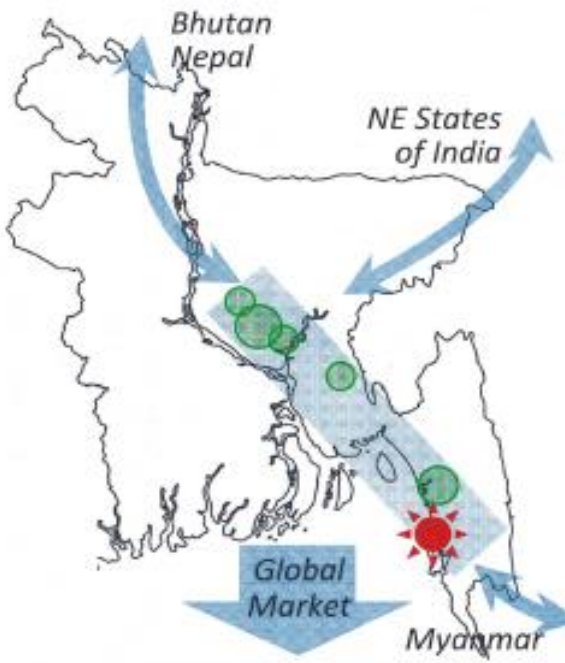
BIG-B as Engine of Growth (Bay of Bengal Industrial Growth Belt)

2014 – 2017/18 (4/5 Years)
600 Billion JPY ODA Loans

Power and Energy
Reliable Power for Industries

Transport
Regional Logistics Hub

Invest Promotion
Enabling Environment






Japan International Cooperation Agency

1

Matarbari Integrated Development Design of Future Expansion

Power & Energy Base (Coal, LNG, Oil)
Special Economic & Industrial Zones
Integrated Cox's Bazar Development



Japan International Cooperation Agency

4

Source: Japan International Cooperation Agency

4. MAJOR DEVELOPMENT ELEMENTS AT THE SOUTH CHITTAGONG REGION UNDER GIG-B CONCEPT

1. Development Concept for Cox's Bazar Zone:

- a. Electric Power & Energy Hub Development
- b. Deep-sea Port Development
- c. Industrial Development
- d. Regional Development (Supporting Infrastructures for Socio-economic Activities and Urban Development)

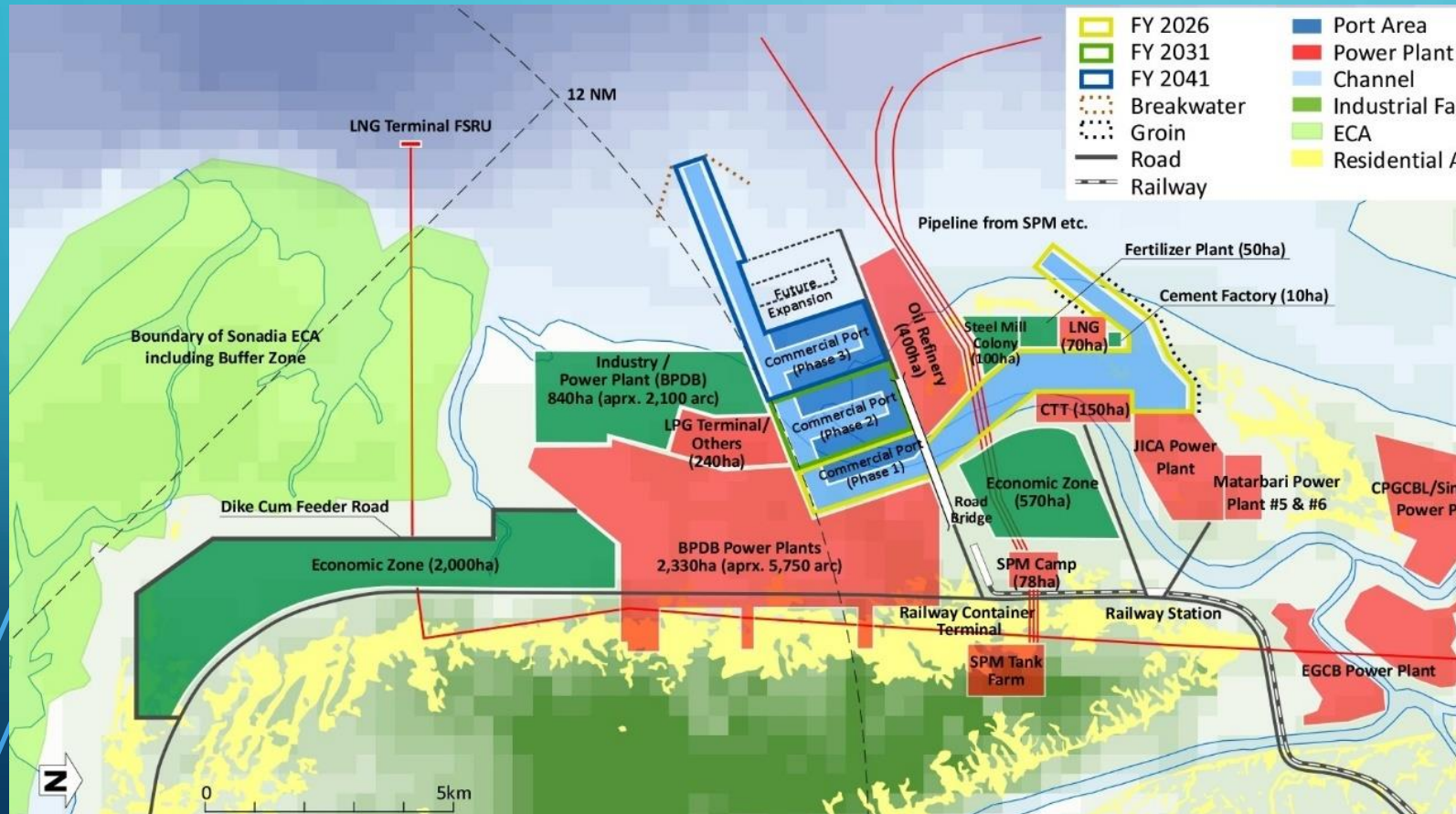
2. Facilities to be developed at Core Area of Cox's Bazar Sub-zone (Matarbari & Maheskhali Islands):

- a. Electric Power Stations, Coal & LNG Terminal, Oil Refinery and other Energy Plants
- b. Multi-purpose Deep-sea Port
- c. Economic Zones for Industrial Development (Steel & Iron Industries, Fertilizer, etc.)

4.1 CORE AREA DEVELOPMENT PLAN: OPTION 1'

(THE MOST POTENTIAL SITE FOR HEAVY & FUNDAMENTAL INDUSTRIAL DEVELOPMENT)

Since a deep sea port for the coal-fired power plant project is developed at Matarbari Island within a few years time under the Big-B Concept, development of Economic Zones (EZs) at the sites adjacent to the deep sea port are recommended.



There will be two (2) types of EZs; Seaboard EZ for heavy industry and chemical industry and General EZ for light engineering, food processing industries and other industries. Objectives of Seaboard EZ are to make a back-ward linkage on Ready-made Garment (RMG) Industries as well as develop an industrial cluster consists of ship-breaking, electric furnace and ship-building, Objectives of General EZ are to make a better linkage between the industries in the EZs and domestic industries and to promote foreign trade.

4.2 SEABOARD ECONOMIC ZONE DEVELOPMENT

(A MEDIUM-TERM ECONOMIC ZONE DEVELOPMENT PROGRAM)

1. Development Concept

“Environmental Harmonized Heavy and Chemical Industry Complex”

Emphasizing the investment of heavy and chemical industries, for which due consideration shall be paid to environmental protection and reduction of CO₂, it shall be attracted to establish a foundation of industrialization to develop manufacturing in Bangladesh.

2. Recommended Industries

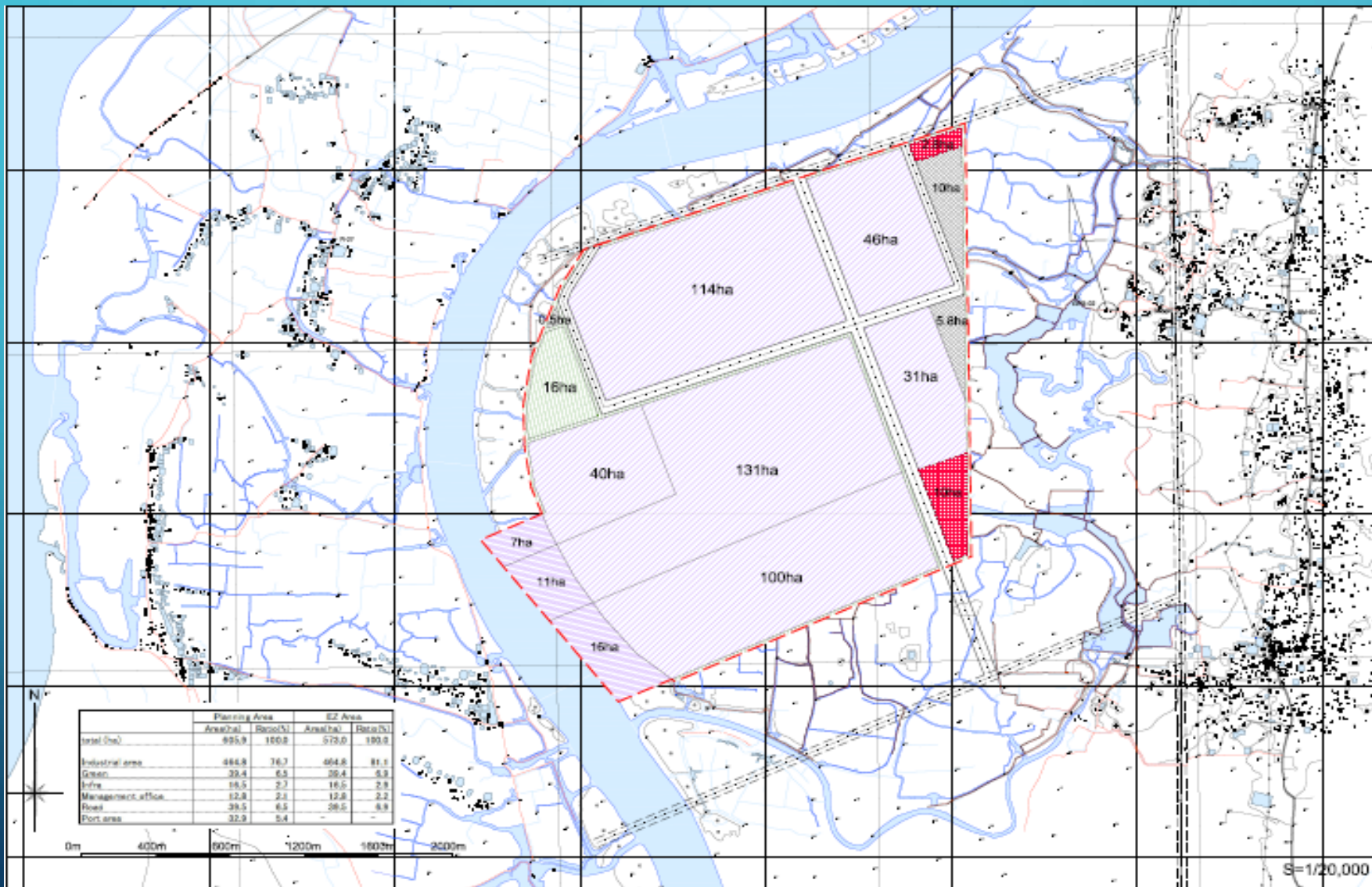
(1) Heavy Industry Zone:

- a. Iron & Steel (electrical furnace, steel rolling mill, steel process mill)
- b. Shipyard (shipbuilding, ship repair and maintenance)
- c. Ship scrap, ship recycling (harmonized with environment and labor safety)
- d. Non-iron metal
- e. Heavy machinery, construction machinery

(2) Chemical Industry Zone:

- a. Chemical processes & chemical products (Synthetic Fibers)
- b. Tire

4.2 LAYOUT PLAN OF THE SEABOARD ECONOMIC ZONE



Source: JICA Survey Team

4.2 ON-SITE AND OFF-SITE INFRASTRUCTURE FACILITIES

On-site Infrastructure;

The internal road networks, storm water drainage networks, flood retention pond including pumping systems, water supply and sewerage treatment systems, sub-station and power distribution systems, gas distribution systems, telecommunication systems,

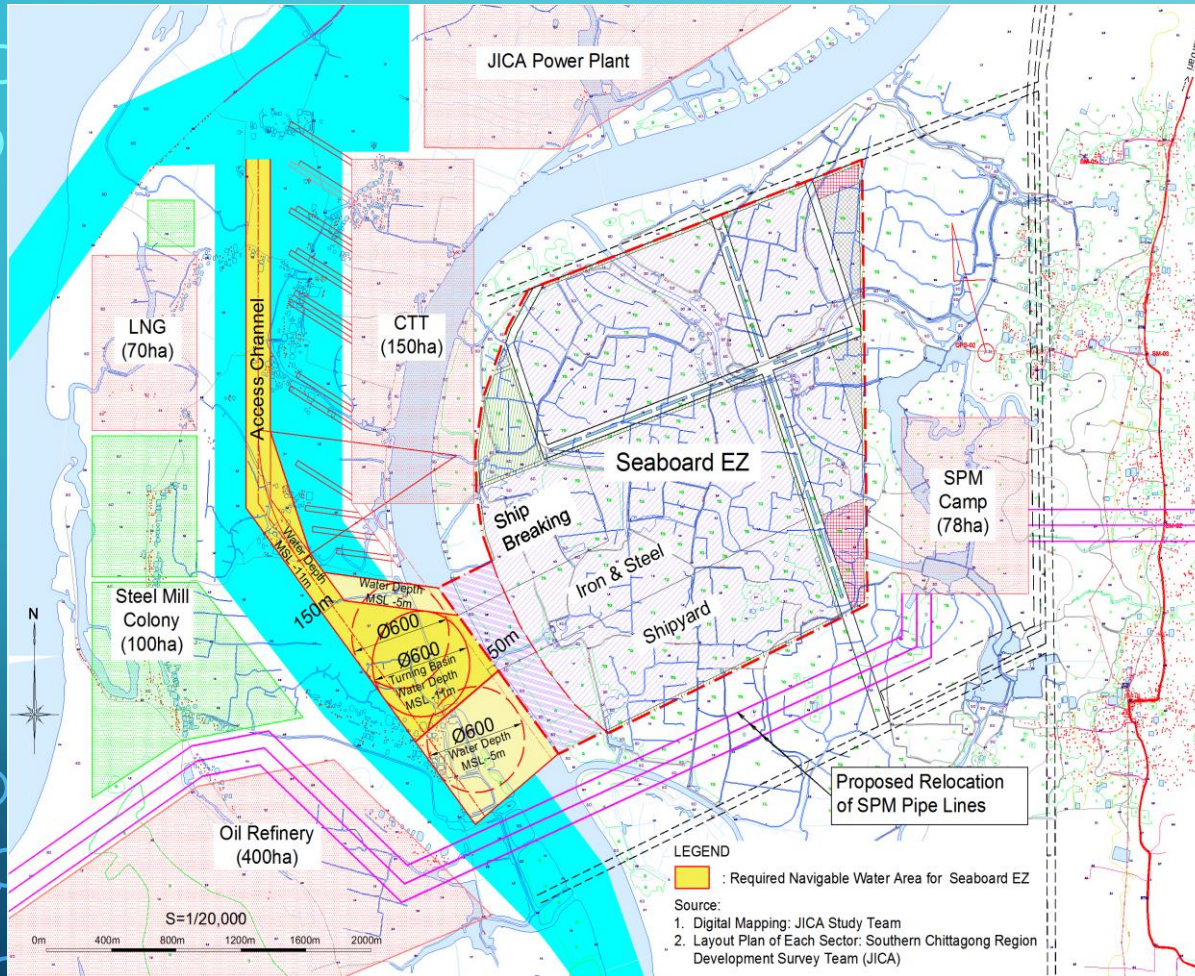
Off-site Infrastructure;

The Disaster Prevention Structures (Dike and Pumping Systems), the Access Roads from the truck highway, Railway Systems, Water Supply, Electric and Gas Supplies, Telecommunications facilities.

4.2 INDUSTRIAL PORT & DEDICATED JETTIES ATTACHED TO THE SEABOARD ECONOMIC ZONE

Specifications of Industrial Port and Navigation Channel

1. Design ship of call is Panamax size which requires a maximum water depth of MSL-11m.
2. Navigation Channel from JICA Power Plant to Seaboard EZ shall be dredged to MSL-11m with 150m width.
3. Turning Basin in front of the EZ shall be prepared with a diameter of 600m.
4. Water depth for ship recycling and shipbuilding industries areas is MSL -5m.



4.3 GENERAL ECONOMIC ZONE DEVELOPMENT

(A Medium-term Economic Zone Development Program)

1. Development Concept

“Center of Excellence for the General Manufacturing Industries”

Emphasizing the investment of FDIs for fabricated industry with an attempt to develop supporting industry, forming industrial cluster. Location of the site was considered in view of developing supply chain and industrial linkage among Seaboard EZ, General EZ and surrounded area. Concurrently with developing General EZ, community and residence at urban area are to be developed in an integrated approach under government initiatives, leading to an integrated regional development.

2. Recommended Industries

[Transport machine zone]

Automobile & parts, motor cycle, parts, railroad wagon,

[Machinery & ICT zone]

General machinery, Production machinery
Electrical and Electric Products & Parts
IT device, communication equipment

[Food, medicine, medical goods zone]

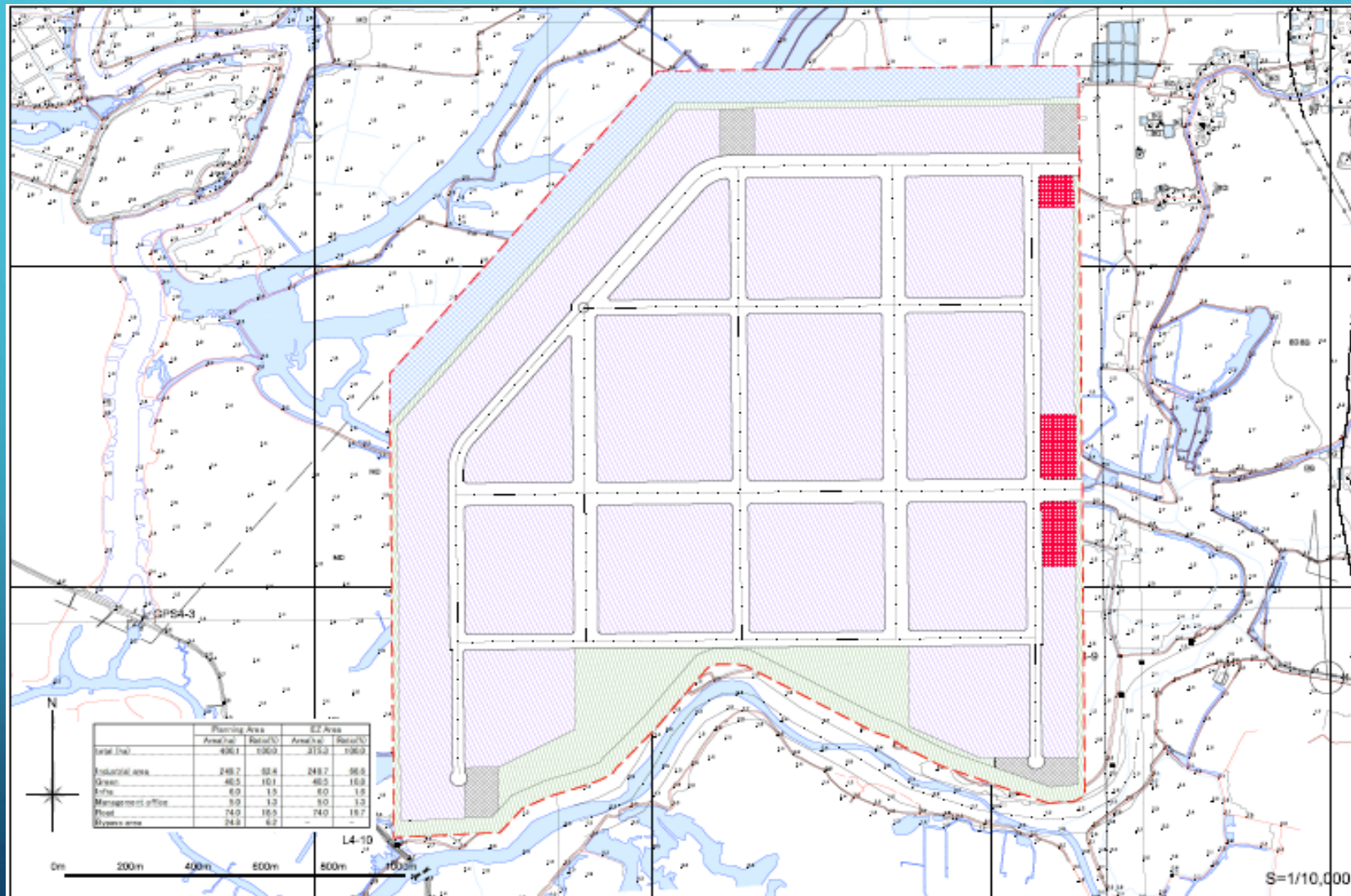
Food & Agro-processing(including halal foods)

Medicine, Medical Products, Nutrition,
Healthy foods, Cosmetics,

[Consumer products zone]

RMG & Apparel, Apparel Accessory,
Bicycle, Paper processing, Printing,
Daily & Consumer Products etc.

4.3 LAYOUT PLAN OF THE GENERAL ECONOMIC ZONE



Source: JICA Survey Team

4.3 ON-SITE AND OFF-SITE INFRASTRUCTURE FACILITIES

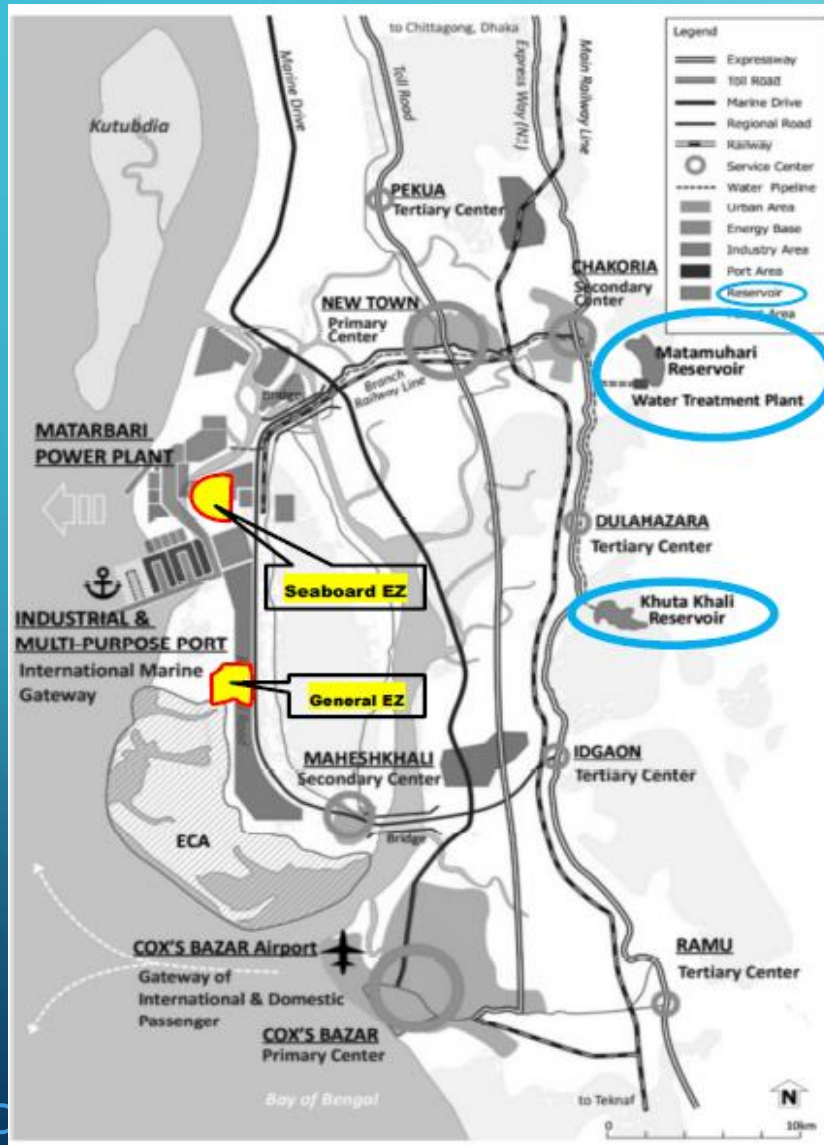
On-site Infrastructure;

The same On-site Infrastructure and Utility Facilities required for Sea board EZ shall be developed; the internal road networks, storm water drainage networks, flood retention pond including pumping systems, water supply and sewerage treatment systems, sub-station and power distribution systems, gas distribution systems, telecommunication systems,

Off-site Infrastructure;

The same Off-site Infrastructure and Utility Facilities which are required for Seaboard EZ shall be developed; the Disaster Prevention Structures (Dike and Pumping Systems), the Access Roads from the truck highway, Railway Systems, Water Supply, Electric and Gas Supplies, Telecommunications facilities.

4.4 ACCESS TRANSPORT AND WATER SUPPLY TO THE SITES



–Highway

Improvement of NR-1 to 4-lane and the development of new North-South regional road parallel to the existing Zila Road are planned.

–Railway

Existing railway ended at Dohazari station of Bandarban in the vicinity of southern Chittagong shall be extended to the proposed deep-sea port where Inland Container Depot is planned.

–Water Supply

Water demands for the entire core areas of Matarbari/Mahashkhali are estimated at 283,000m³ per day at the year of 2031. Industrial waters for those demands shall be provided by the dams to be developed at the Matamhuri and Khuta Khali Chara Rivers and piping systems to the core areas.

5. CRITICAL SUCCESS FACTORS FOR ECONOMIC ZONE DEVELOPMENT

1. High-level Political Commitment and Good Security Conditions,
2. Provision of Attractive Incentives to the Developer, Investor and other Partners,
3. Provision of critical Infrastructure and Support Services such as a high-quality Port and Road connections to the Economic Zones,
4. Provision of effective On-site Customs Services for efficient import and export procedures,
5. Seamless movement of Skilled Labor and Entrepreneurs between the Economic Zone and the Domestic Economy.

Source: Modified to SEZs in the ASEAN, UNIDO Viet Nam Office, 2015

5.1 HOW CAN WE MAKE OUR NATION COMPETITIVE?

(COMPETITIVE ADVANTAGES OF NATION BY MICHAEL E. PORTER)

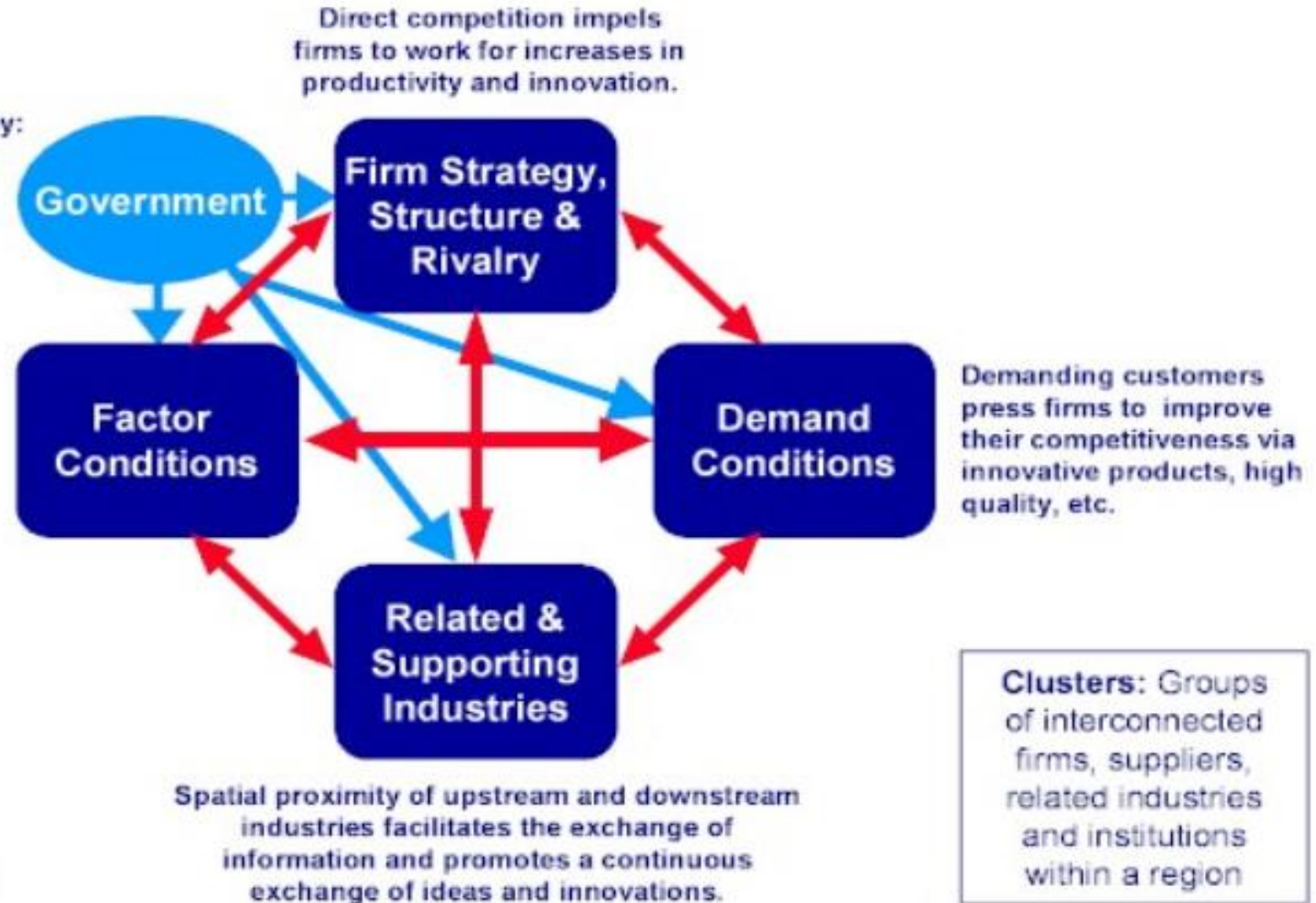
The government acts as a catalyst and challenger to increase the competitive performance of companies by:

- Stimulating early demand for advanced products.
- Focusing on special factor creation.
- Stimulating local rivalry by anti-trust regulations.
- Building clusters.

Key (or specialized) factors involve heavy, sustained investment, thereby creating competitive advantage as they are difficult to duplicate:

- **Key factors:** Skilled labor, capital & infrastructure
- **Non-key factors:** Raw materials, unskilled labour.













Source: Michael Porter, "Competitive Advantage of Nations", 1998.

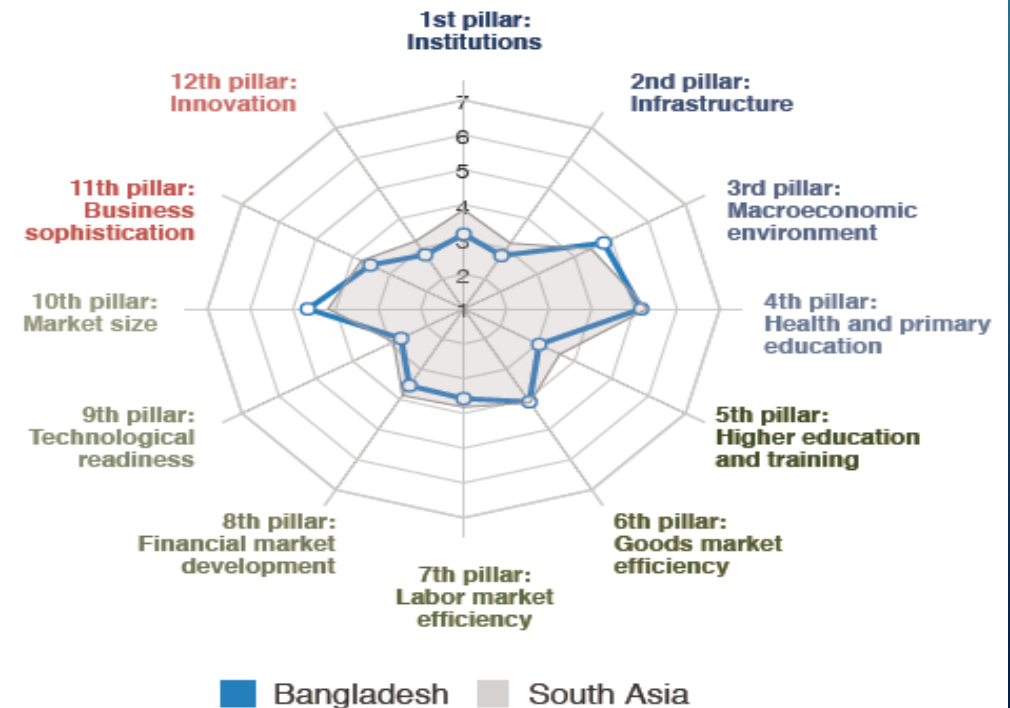


5.3 BANGLADESH IN THE ARENA OF WORLD BUSINESS COMPETITIONS

The World Economic Forum has assessed based on the twelve pillars with each pillar which is considered as an important determinant of competitiveness, and ranked **Bangladesh at 106 position out of 138 nations/regions** in its Global Competitiveness Report 2016–2017.

Performance overview

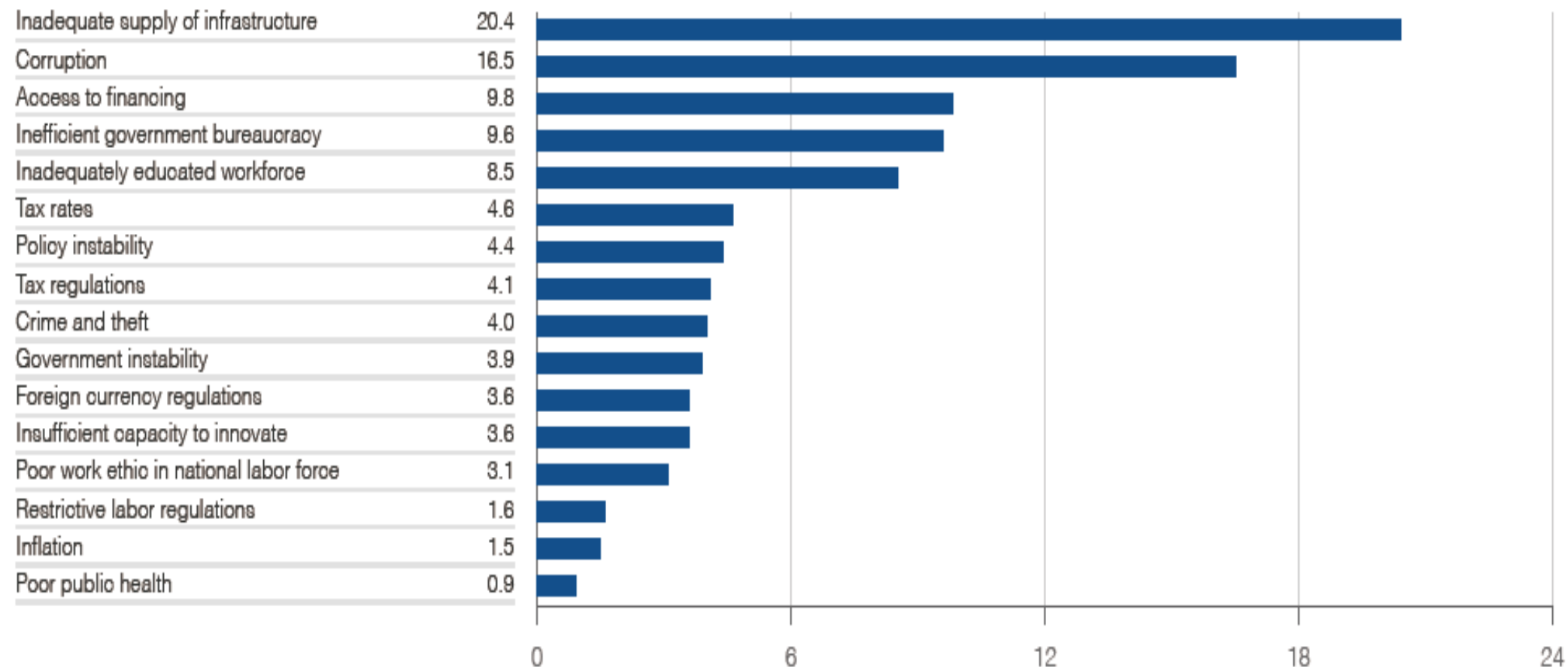
	Rank / 138	Score (1-7)	Trend	Distance from best	Edition	2012-13	2013-14	2014-15	2015-16	2016-17
Global Competitiveness Index	106	3.8	—	<div><div></div><div></div><div></div><div></div><div></div></div>	Rank	118 / 144	110 / 148	109 / 144	107 / 140	106 / 138
Subindex A: Basic requirements	105	4.0	—	<div><div></div><div></div><div></div><div></div><div></div></div>	Score	3.6	3.7	3.7	3.8	3.8
 1st pillar: Institutions	125	3.1	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 2nd pillar: Infrastructure	114	2.8	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 3rd pillar: Macroeconomic environment	65	4.8	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 4th pillar: Health and primary education	105	5.2	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
Subindex B: Efficiency enhancers	107	3.6	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 5th pillar: Higher education and training	118	3.0	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 6th pillar: Goods market efficiency	96	4.1	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 7th pillar: Labor market efficiency	120	3.6	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 8th pillar: Financial market development	99	3.5	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 9th pillar: Technological readiness	122	2.7	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 10th pillar: Market size	38	4.6	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
Subindex C: Innovation and sophistication factors	116	3.2	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 11th pillar: Business sophistication	107	3.5	—	<div><div></div><div></div><div></div><div></div><div></div></div>						
 12th pillar: Innovation	121	2.8	—	<div><div></div><div></div><div></div><div></div><div></div></div>						



5.3 AREAS TO BE IMPROVED FOR THE PROMOTION OF FDI

Most problematic factors for doing business

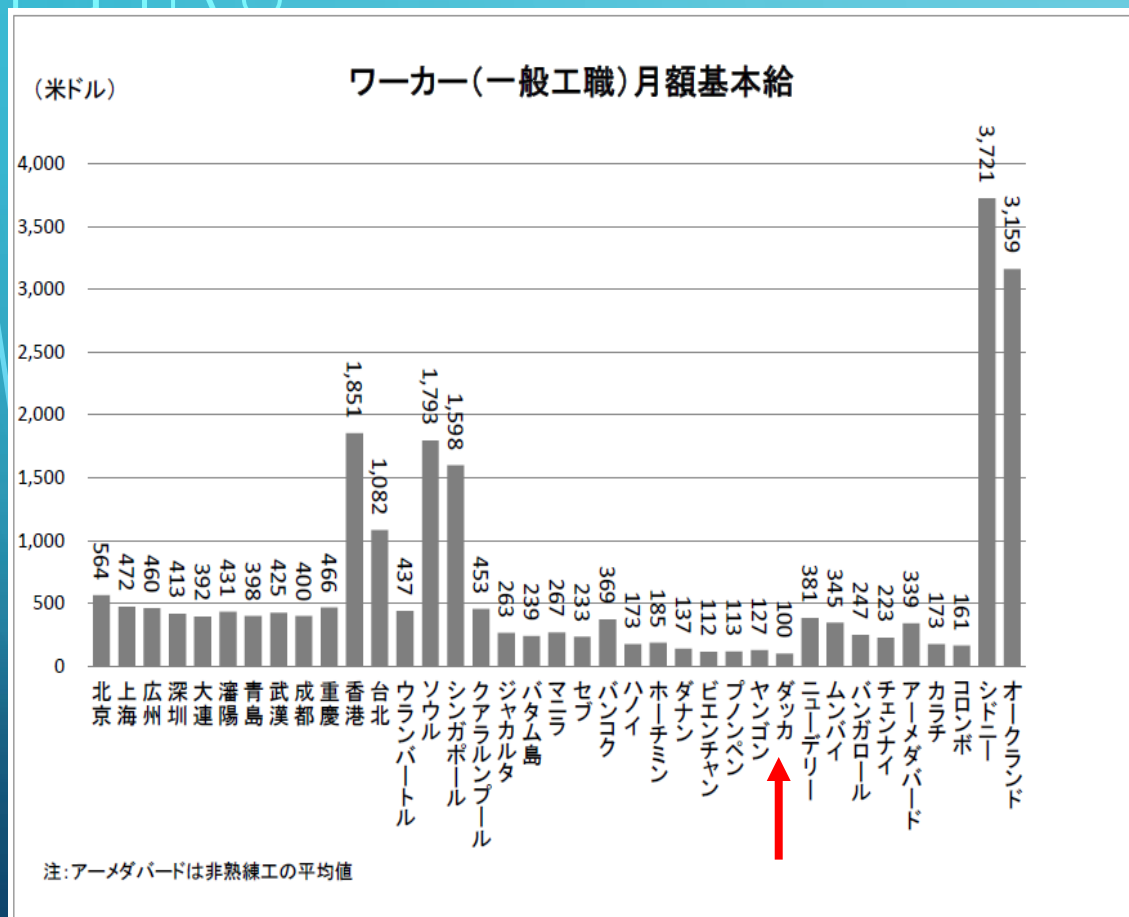
Source: World Economic Forum, Executive Opinion Survey 2016



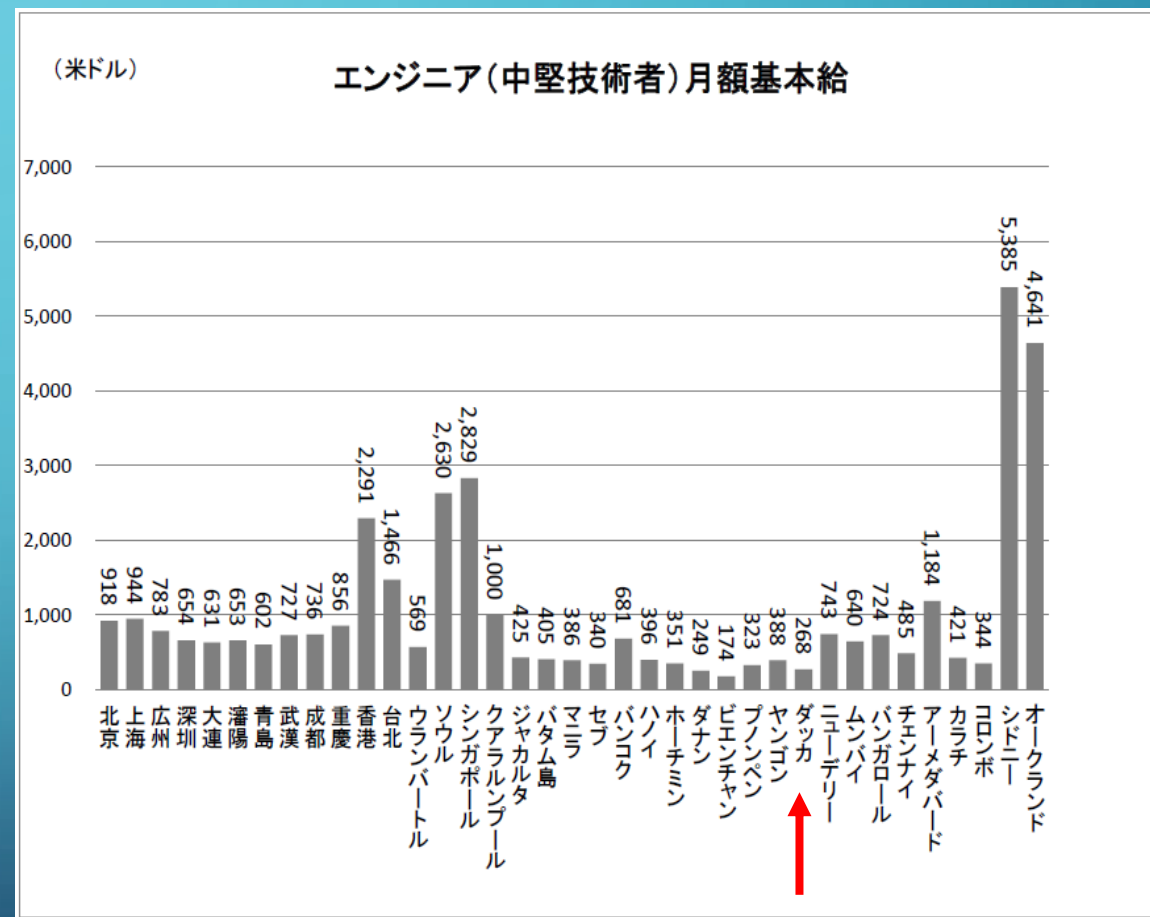
Note: From the list of factors, respondents to the World Economic Forum's Executive Opinion Survey were asked to select the five most problematic factors for doing business in their country and to rank them between 1 (most problematic) and 5. The score corresponds to the responses weighted according to their rankings.

5.4 POTENTIALS OF BANGLADESH AS AN INVESTMENT DESTINATION (1)

Basic Salary for General Workers (US\$)



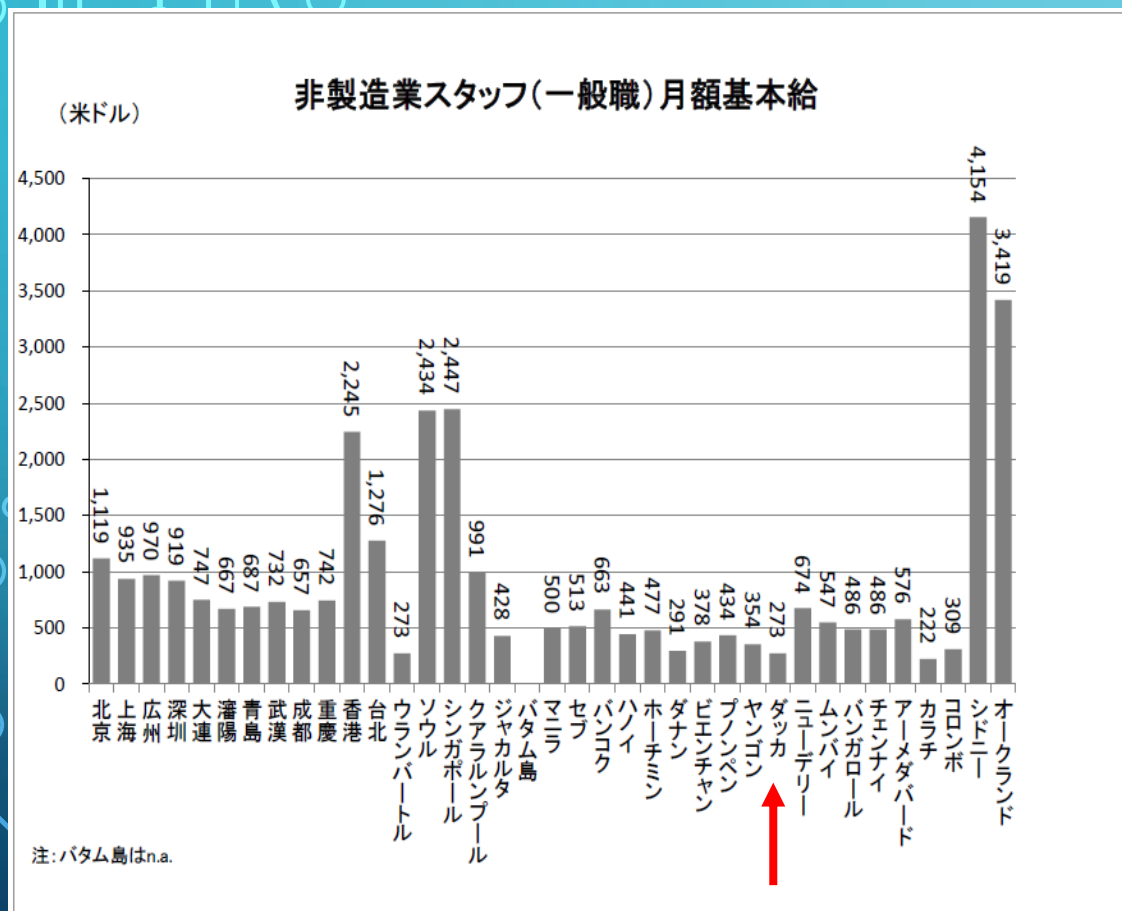
Basic Salary for Engineers (middle class) (US\$)



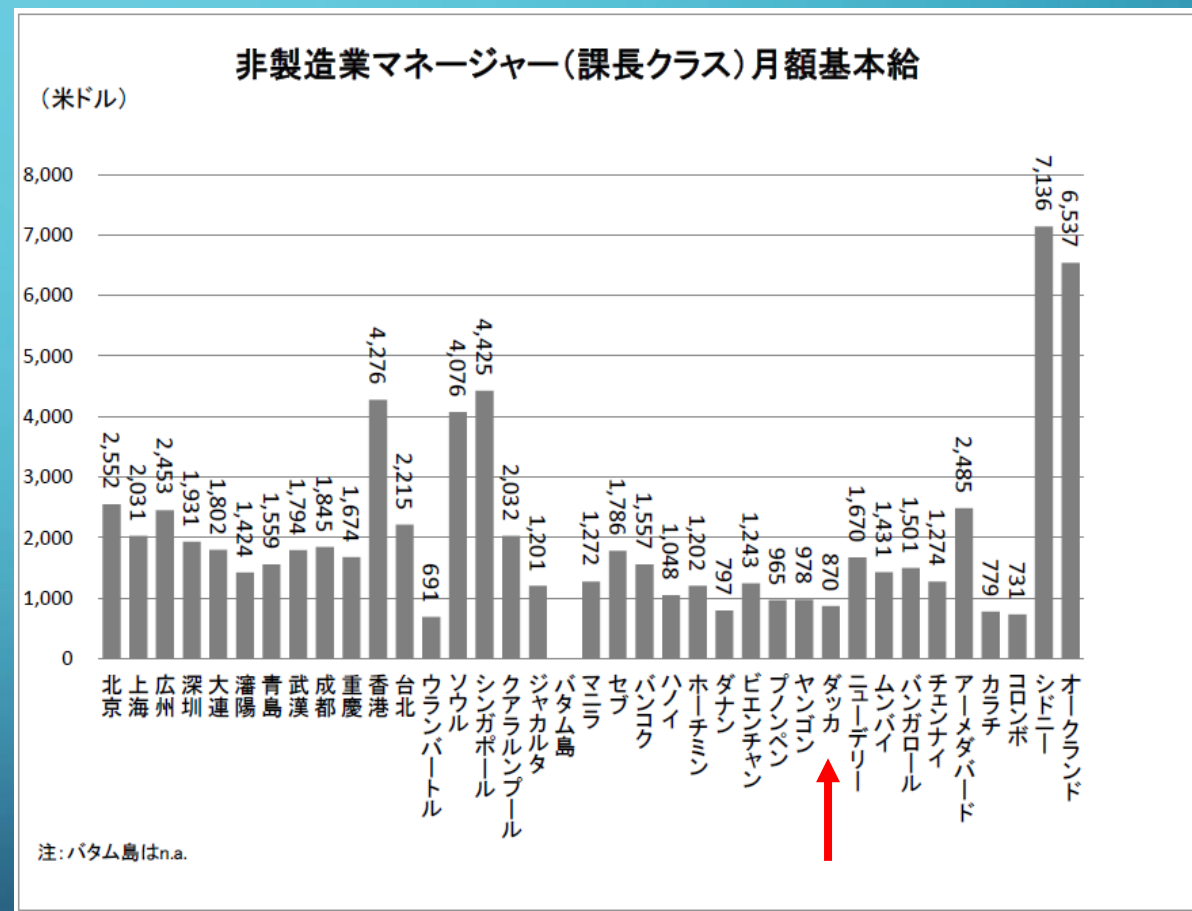
Source: Investment Costs Comparative Survey at the Major Cities in Asia & Oceania, 2015, JETRO

5.4 POTENTIALS OF BANGLADESH AS AN INVESTMENT DESTINATION (2)

Basic Salary for Administrative Staff (US\$)



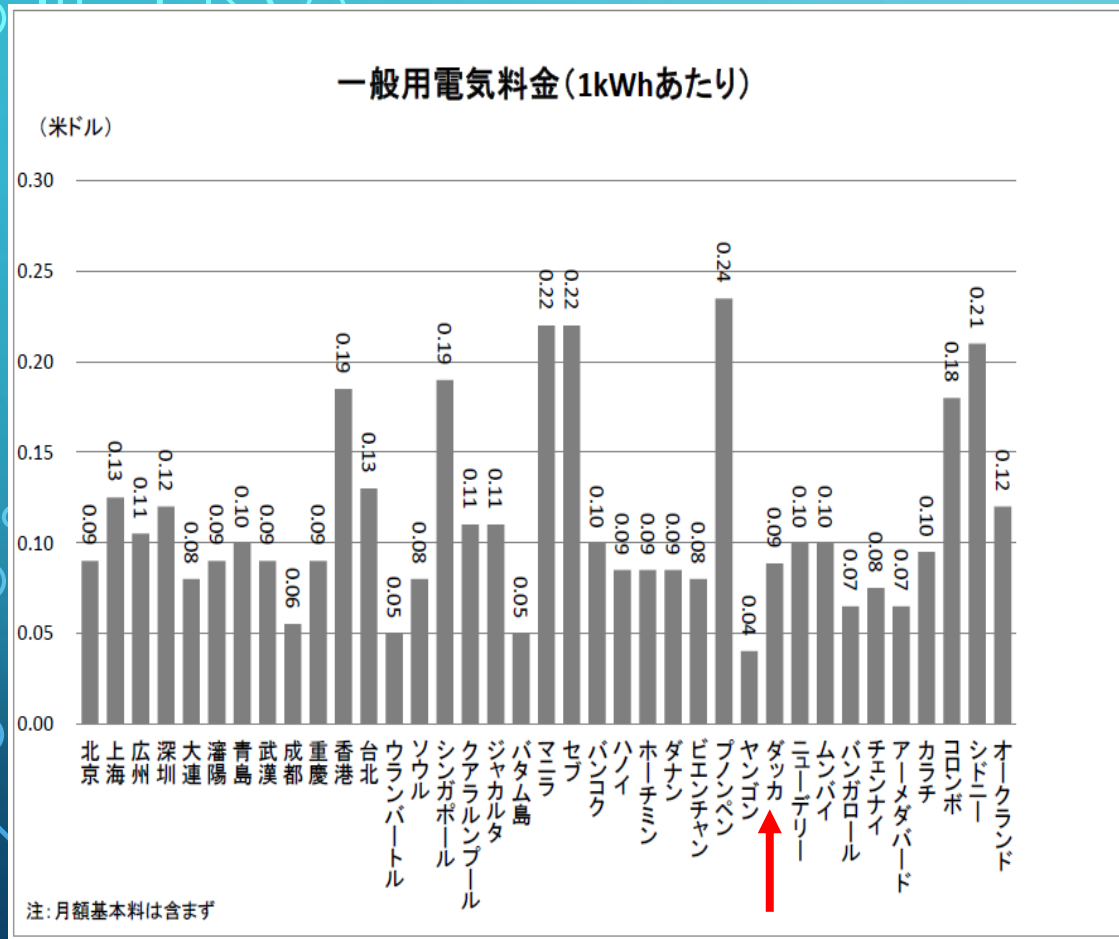
Basic Salary for Middle Class Manager (Administrative)(US\$)



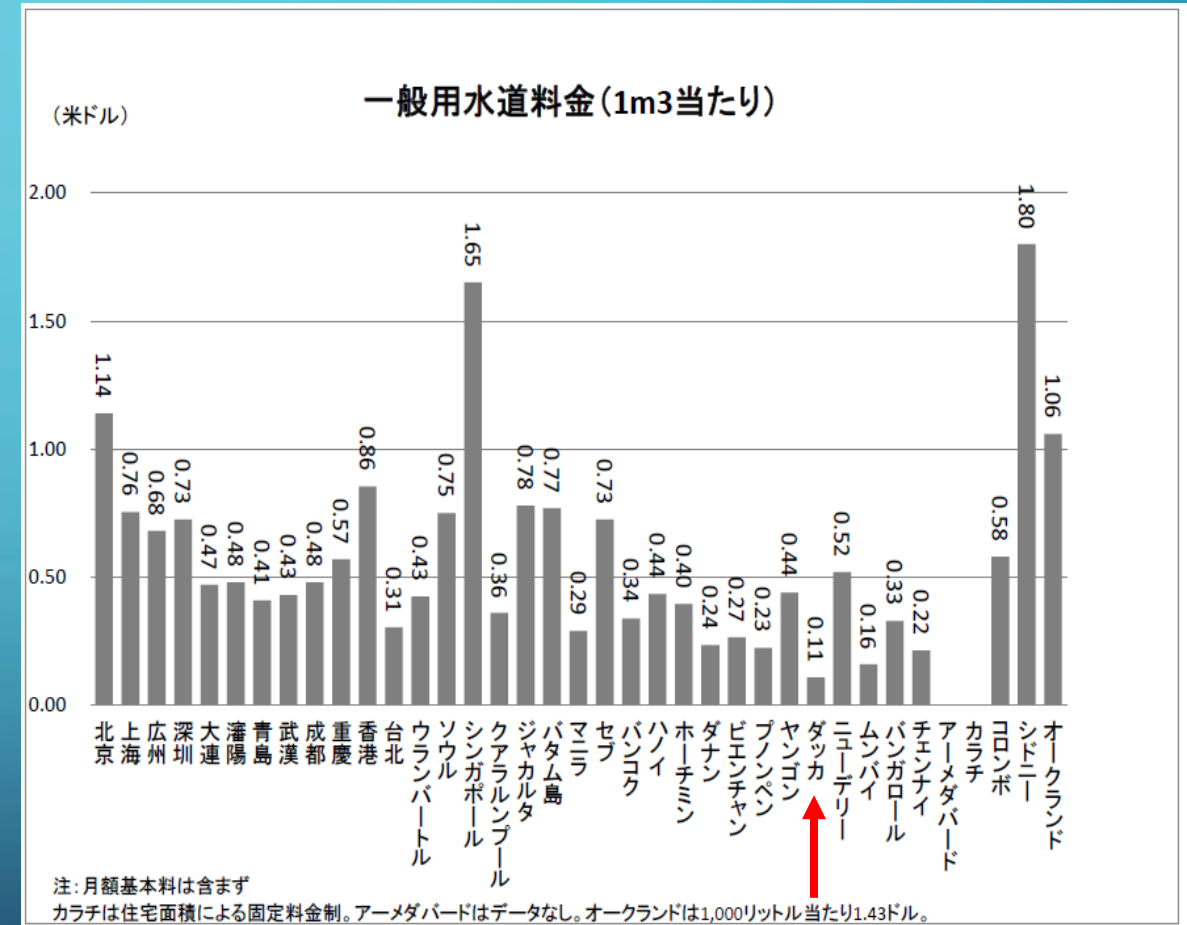
Source: Investment Costs Comparative Survey at the Major Cities in Asia & Oceania, 2015, JETRO

5.4 POTENTIALS OF BANGLADESH AS AN INVESTMENT DESTINATION (3)

Electric Power Supply Cost per 1 kwh (US)



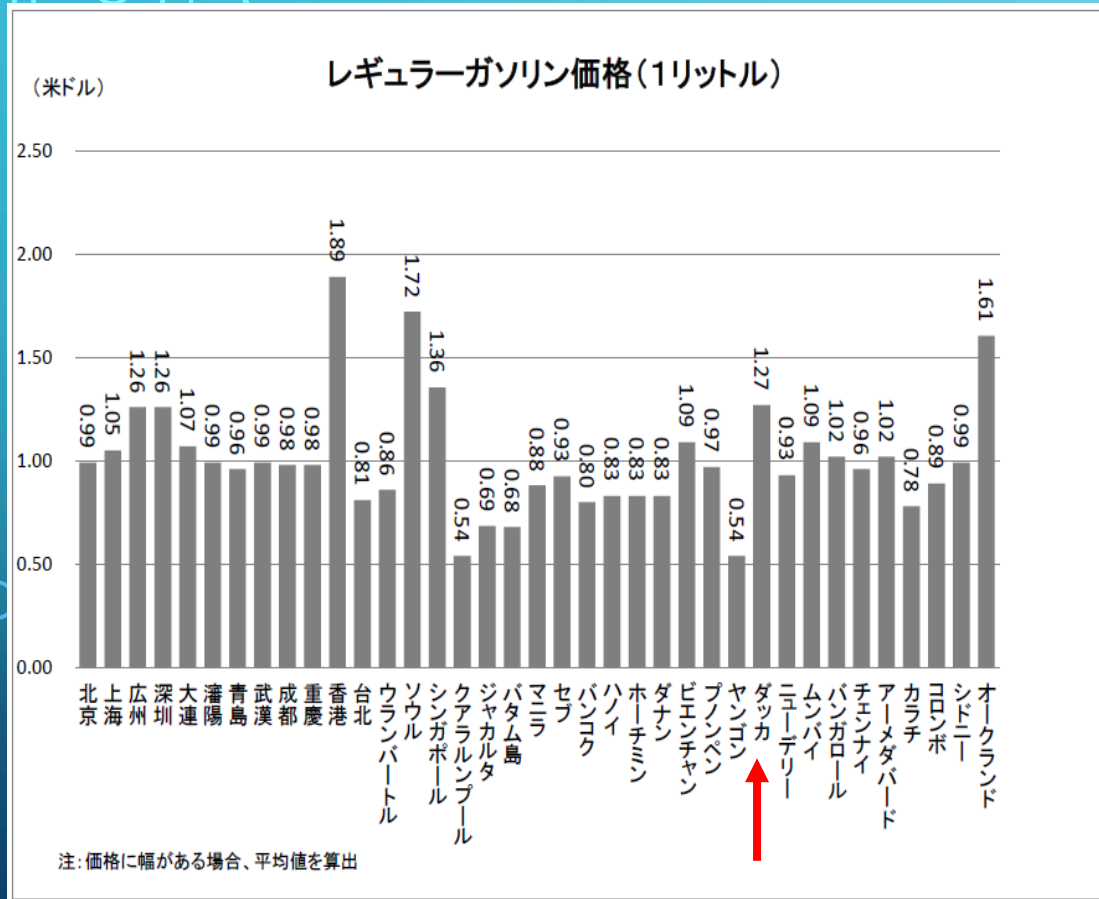
Water Supply Cost per 1 m3 (US\$)



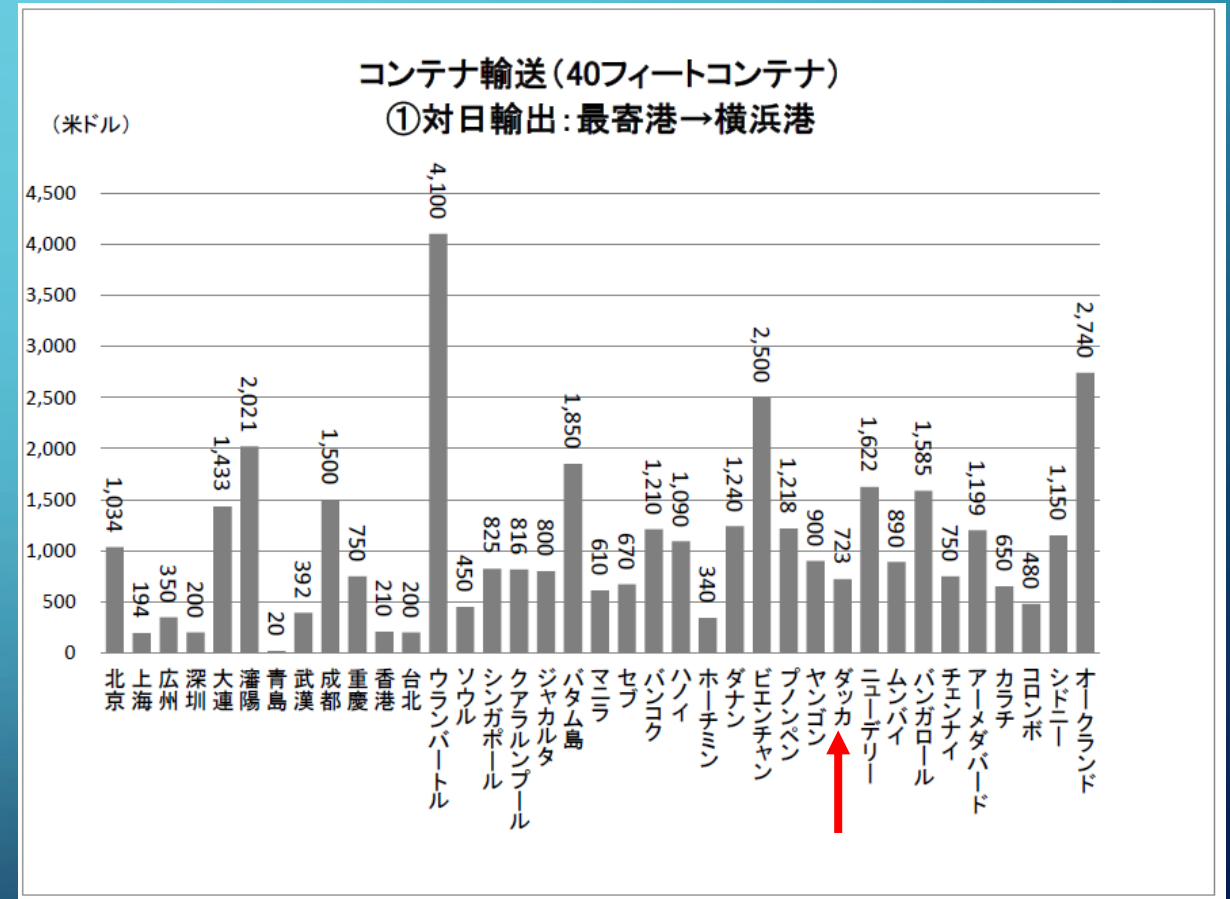
Source: Investment Costs Comparative Survey at the Major Cities in Asia & Oceania, 2015, JETRO

5.4 POTENTIALS OF BANGLADESH AS AN INVESTMENT DESTINATION (4)

Regular Gasoline Cost per 1 little (US\$)



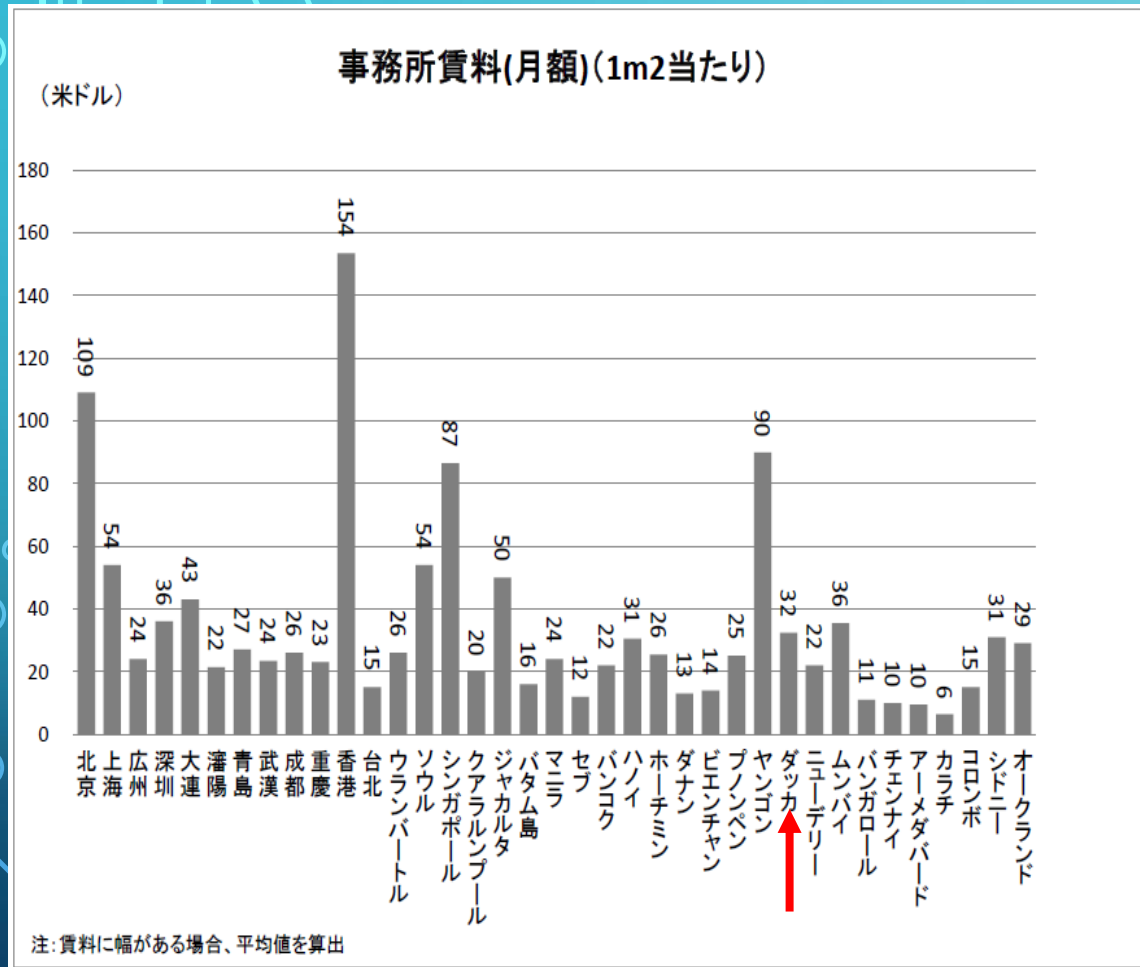
Container Freight to Yokohama per 40 feet container (US\$)



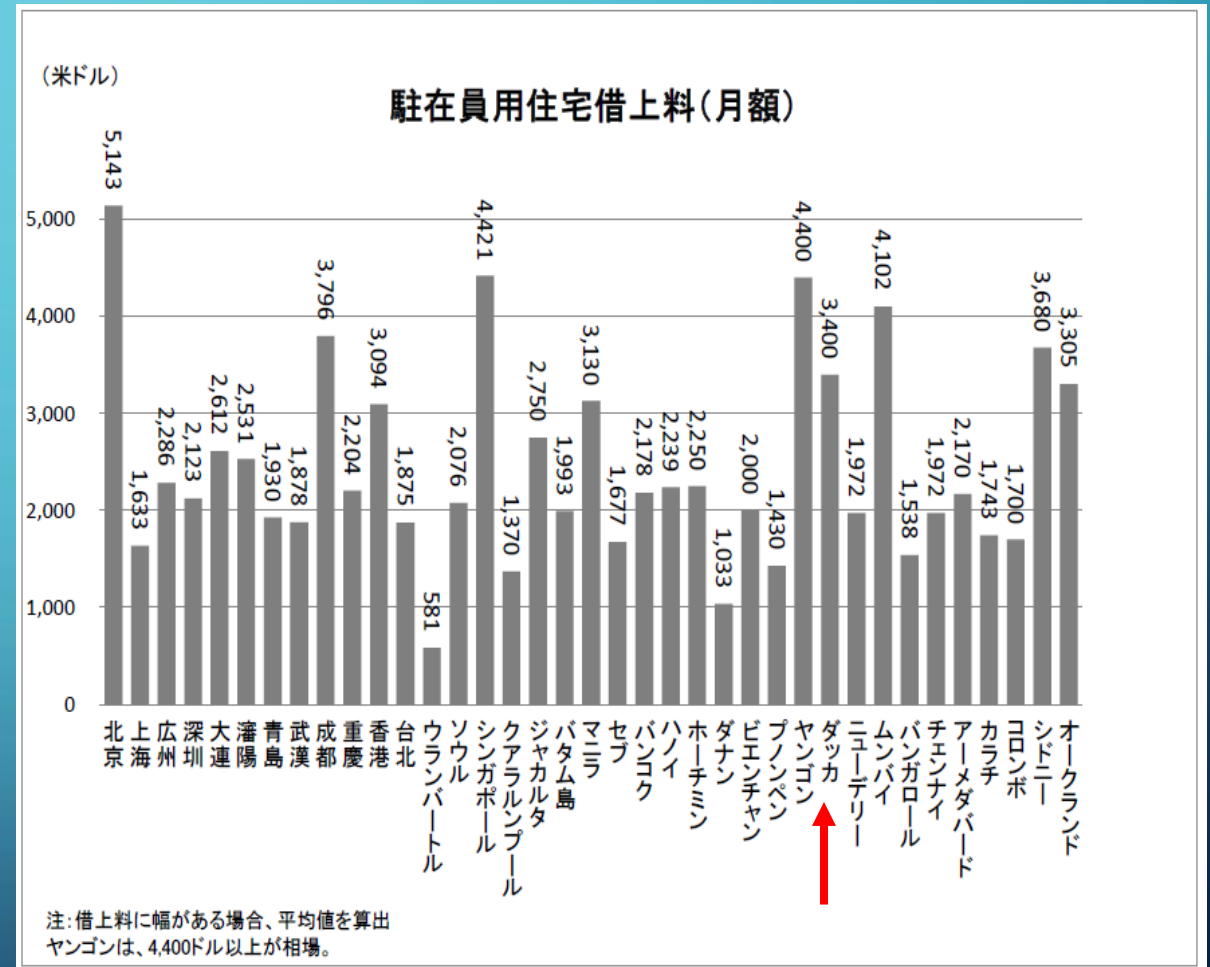
Source: Investment Costs Comparative Survey at the Major Cities in Asia & Oceania, 2015, JETRO

5.4 POTENTIALS OF BANGLADESH AS AN INVESTMENT DESTINATION (5)

Office Rental Fees per 1 m2 (US\$)



House Rental Fees per 1 m2 (US\$)



Source: Investment Costs Comparative Survey at the Major Cities in Asia & Oceania, 2015, JETRO

5.4 BRIEF SUMMARY OF PROS AND CONS OF BANGLADESH

1. BASIC SALARY FOR GENERAL WORKERS, ENGINEERS, ADMINISTRATIVE STAFF AND MIDDLE-CLASS MANAGERS:

Bangladesh has outstanding competitive edges in these cost factors compare to that of major ASEAN Countries and India in particular in the category of Administrative staff and Middle Class Managers. For General Workers and Middle-class Engineers, Bangladesh is slightly lower than that of CLMV Countries.

2. ELECTRIC POWER AND WATER SUPPLY COSTS:

Electric power supply costs in Bangladesh is slightly higher than that of Viet Nam, Laos, Myanmar, but lower than that of Mumbai and New Delhi. Water supply costs are much lower than that of CLMV Countries and India.

3. COST OF REGULAR GASOLINE AND CONTAINER FREIGHT TO YOKOHAMA:

Costs of regular gasoline in Bangladesh is much higher than any of ASEAN Countries and India. Container Freight of Bangladesh to Yokohama Port is comparatively lower compare to that of ASEAN Countries and India, except that of Ho Chi Ming.

4. OFFICE RENT AND HOUSE RENT:

Office rent in Bangladesh is almost same level with that of Hanoi, Ho Chi Ming and Mumbai but higher than that of major ASEAN Countries except Yangon. House Rent fore Foreign Mangers in Bangladesh is much higher than that of major ASEAN Countries and India, except Yangon and Mumbai.

6. ENDEAVORS DEPLOYED BY BEZA FOR ATTRACTING JAPANESE INVESTMENT (1)



Source: JICA Survey Team

6. ENDEAVORS DEPLOYED BY BEZA FOR ATTRACTING JAPANESE INVESTMENT (2)



6.2 RESULTS OF QUESTIONNAIRE SURVEYS AT THE INVESTMENT SEMINAR IN JAPAN (2016)

BEZA held Investment Seminars in Tokyo and Osaka in April, 2016 jointly with JETRO. 211 participants attended in Tokyo, while 122 participants attended in Osaka.

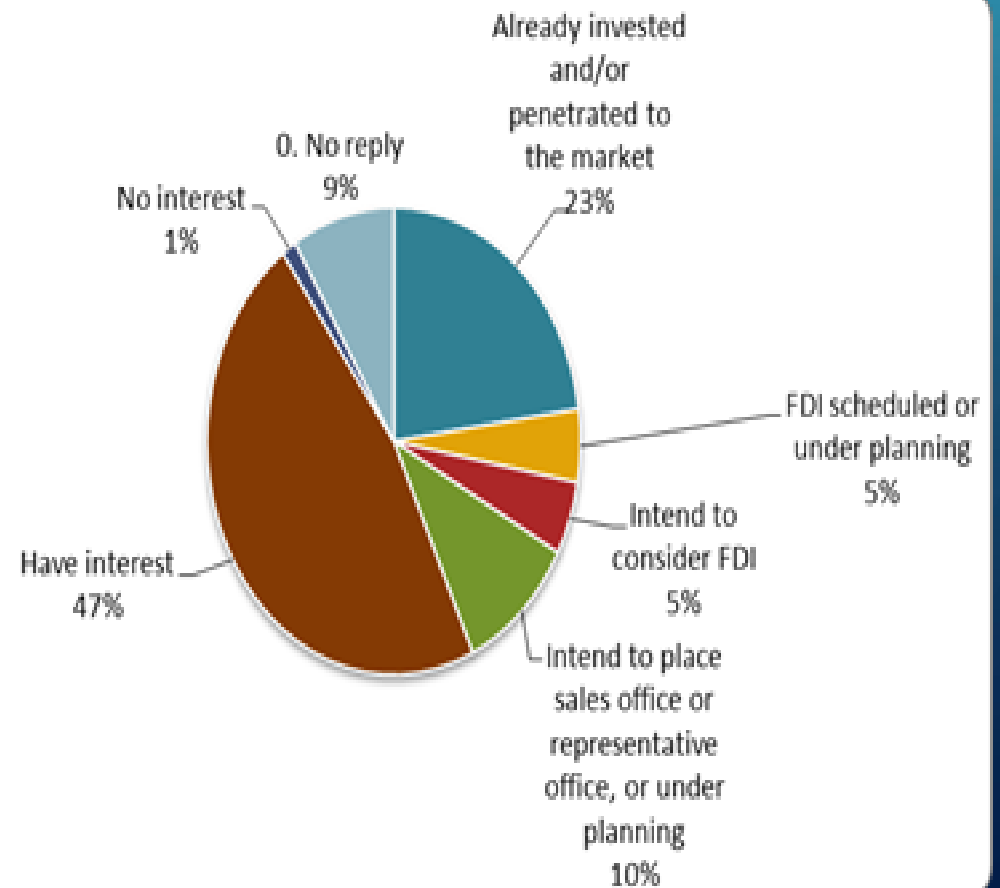
Distribution of participant's category

Industrial sector	Present	Ratio
1. Manufacturing	62	29.4%
2. Commerce(Trade, Distribution)	22	10.4%
3. Service (Transport, Finance, Consulting)	70	33.2%
4. Government, Public Organization	8	3.8%
5. Construction, Real Estate, Developer, Infrastructure	13	6.2%
6. Other (Media, Unknown)	36	17.1%
Total	211	100.0%

Distribution of participant's industries

Item	Reply	Reply ratio
Fabric, Textile	2	3%
Apparel, Ready made garment	4	7%
Apparel accessory	0	0%
Motorcycle/parts	1	2%
Automobile/parts	5	8%
Agricultural machinery/tool	0	0%
Metal / Non iron processing	0	0%
Electric/Electronic and parts	6	10%
Machinery / parts	4	7%
General assembling	0	0%
Plastics processing	0	0%
Agro-processing, food	1	2%
Medicine, medical tool	1	2%
Others	9	15%
O. No reply	51	85%
Total	60	

Future plan in Investing to Bangladesh



Source: JICA Survey Team

6.2 RESULTS OF QUESTIONNAIRE SURVEYS AT THE INVESTMENT SEMINAR IN JAPAN (2016)

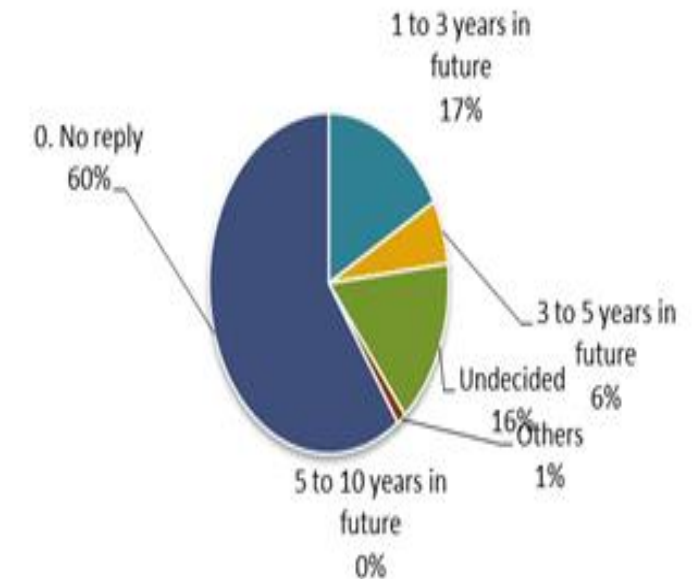
Interested venue to invest

Item	Reply	Reply ratio
Araihaazar Economic Zone supported by G2G	7	8%
Nayanpur Economic Zone supported by G2G	7	8%
Other Economic Zones	5	6%
Export Processing Zones	3	3%
Other private land than above	4	4%
O. No reply	63	71%
Total	89	

Industrial Sector interested in investment

Item	Reply	Reply ratio
Fabric, Textile	3	4%
Apparel, Ready made garment	4	6%
Apparel accessory	0	0%
Motorcycle/parts	0	0%
Automobile/parts	1	1%
Agricultural machinery/tool	0	0%
Metal / Non iron processing	0	0%
Electric/Electronic and parts	2	3%
Machinery / parts	2	3%
General assembling	0	0%
Plastics processing	1	1%
Agro-processing, food	1	1%
Medecine, medical tool	0	0%
Others	16	23%
O. No reply	53	75%
Total	71	

Scheduled time for future investment



Source: JICA Survey Team

6.2 RESULTS OF QUESTIONNAIRE SURVEYS AT THE INVESTMENT SEMINAR IN JAPAN (2016)

The Items to be covered by OSS

Item	Reply	Reply ratio
Approval of company name	7	3%
Certificate of incorporation	11	4%
Taxpayer's ID Number (TIN)	7	3%
Trade license	15	6%
Opening bank account	8	3%
VAT registration	10	4%
Approval by Central Bank	12	5%
BOI Registration	12	5%
Business clearance	4	2%
Environment clearance	5	2%
Building permit	8	3%
Factory audit license	3	1%
Approval for water connection	7	3%
Approval for electricity connection	7	3%
Fire license(temporary)	2	1%
Fire license	3	1%
Construction certificate	5	2%
Approval for telephone connection	1	0%
Approval for gas connection	5	2%
Work permit	14	5%
Chamber membership	0	0%
Export/Import certificate	15	6%
Custom clearance	18	7%
Registration of boilers	0	0%
Visa recommendation	6	2%
In-house power generation	4	2%
Foreign currency loan	5	2%
Bonded warehouse licence	6	2%
Warranty letter	2	1%
All	2	1%
Give greater importance to none	0	0%
Others	2	1%
No reply	50	20%
Total	256	

Responses from the participants

The reasons of reply "Useful" (Summary)⁴⁾

- Participants could directly listened to the thought of representatives of Bangladesh government and private sectors.⁴⁾
- As they listened to various presentation from various Bangladeshi, overall situation could be understood.⁴⁾
- It was realized that Bangladeshi participants appealed the investment promotion beyond the bounds of each government organization all over Bangladesh.⁴⁾
- The information materials are enriched. The speech was passionate. Intelligence over all.⁴⁾
- ODA aid projects could be understood clearly. The future potential could be recognized.⁴⁾
- Business card exchanged and network was expanded.⁴⁾

Source: JICA Survey Team



INVESTMENT PROMOTION SEMINAR

DEVELOPMENT OF ECONOMIC ZONES IN CHITTAGONG AND COX'S BAZAR

ECONOMIC ZONES :
INVESTMENT DESTINATION FOR LOCAL AND
FOREIGN INVESTMENT

THANK YOU FOR YOUR ATTENTION !!

Junichiro Motoyama, MBA, Ph.D.

Team Leader

Project for Development of Economic Zones and
Capacity Enhancement of Bangladesh Economic Zones Authority