

**Independent Performance Evaluation (IPE)
Report
on
Bangladesh Bridge Authority (BBA)
For 2021-22**

Table of contents

Executive Summary	1
1. Introduction	1
2. Role and Functions	2
3. Core Business	2
4. Evaluation Parameters	3
5. IPE Process	10
6. Performance Evaluation Results	11
7. Interpretation of Results	14
8. Findings from the Audit Report 2021-22	15
9. Recommendation for Performance Based Incentives	16
10. Recommendation	17
11. Conclusion	17
Annexure	
Annexure – 1: Financial Information	18
Annexure – 2: Non-Financial Information	21

Executive Summary

Finance Division, Ministry of Finance is implementing the programme “Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS)”. “Strengthening of State-owned Enterprises’ Governance” is one of the components of SPFMS Program. The objective of the scheme is to strengthen the governance of State-owned Enterprises (SOEs) and Autonomous Bodies (ABs). For this purpose, an Independent Performance Evaluation Guideline (IPEG) of SOEs and ABs has been prepared and approved by the Finance Division to evaluate the performance of SOEs and ABs independently. Based on selection parameters of IPEG, Monitoring Cell (MC) of Finance Division (FD) has selected 10 SOEs and ABs to conduct Independent Performance Evaluation (IPE) for fiscal year 2021-22.

Bangladesh Bridge Authority (BBA) is one of 10 selected SOEs/ABs for IPE for FY 2021-22. As per the result of IPE of BBA for FY 2021-22 has obtained a weighted average score of 3.44 out of 4.00 and is graded ‘Very Good’.

1. Introduction

“Jamuna Multipurpose Bridge Authority” was formed by President’s Ordinance No.34 of 1985. Later on, it was renamed as “Bangladesh Bridge Authority (BBA)” under the Act No. 56 of 2009 and afterwards it was replaced by Bangladesh Bridge Authority Act, 2016. BBA is assigned to operate, construct, and maintain the bridges with the length of 1500 meters or more, Toll Roads, Flyovers, Expressways, Tunnel, Causeways, Ring Road etc. within the country. Bridges Division, Ministry of Road Transport and Bridges has the oversight responsibility for BBA.

BBA plays very important role in road communication development of the country. In FY 2021-22 BBA has completed the construction of Padma Multipurpose Bridge with GoB fund. It is a great achievement of BBA. On 26/06/2022 Padma Multipurpose Bridge was open for public transportation and people are being highly benefited from the bridge. Moreover, 87% structural work of Bangabandhu Sheikh Mujibur Rahman Tunnel over Karnaphuly River, 90% structural work of support to Dhaka elevated express way, 65.79% structural work of widening and construction of two-story road from Panchabati to Muktarpur and 75.28% structural work of greater Dhaka Sustainable Urban Transport Project has been completed by 2021-22.

2. Role and Functions

Main functions of Bangladesh Bridge Authority (BBA):

- i. Undertake feasibility studies for the establishment of bridges, tunnels, flyover, expressways, elevated expressways, causeways etc.;
- ii. Construction, operation and maintenance of all bridges in the country having a length of 1500 meters or more, ring/link roads, flyover, expressway, etc.;
- iii. Fix and collect toll from different types of vehicles for using bridges, tunnel, elevated expressways etc.;
- iv. Ensure security of bridges and other structures of adjacent areas;
- v. Assist the relevant agencies for uninterrupted and integrated transportation system within the country.

3. Core Business

Core Business:

- i. Prepare the comprehensive plan for establishing of bridges, tunnels, expressway, causeway etc.;
- ii. Take necessary measures to implement the various kind of plans approved by the government;
- iii. Undertake different steps to collect fund from both external and internal sources to execute government approved plans/projects;
- iv. Work on agreements with different agencies or organizations on fund receipt and payment procedures;
- v. Take different measures to establish the efficient transport management system;
- vi. Also undertake projects with Public Private Partnership (PPP) investment and execute according to the approval of the government.

4. Evaluation Parameters

Criteria: Business and Governance
Indices:A. Business Strategy and Social Responsibility

Table 1(a): Standards of Indices A

FY 2021-22

Serial No.	Indicators & Sub-indicators	* Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	1a. Entity Strategic Plan	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Income Growth	QN	4	20.00% or more	15.00% to 19.99%	10.00% to 14.99%	5.00% to 9.99%	Below 5.00%
	2b. Service Revenue Growth	QN	4	11.00% or more	9.00% to 10.99%	7.00% to 8.99%	5.00% to 6.99%	Below 5.00%
	2c. Other Growth	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved"	QN	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Social Contribution • Environmental Contribution • CSR/WPPF • Training/Volunteering	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%

Table 1(b): Achievement of Indices A

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement		Basis of Performance Measuring
					Grade	Score	
1	Entity Strategy						
	1a. Entity Strategic Plan	QL	5	93.00%	Excellent	4	Note 1
2	Growth Trajectory						
	2a. Net Income Growth	QN	4	(5.49%)	Under performing	0	Audited Financial Statement (AFS)
	2b. Service Revenue Growth	QN	4	9.43%	Very Good	3	AFS, Note 2
	2c. Other Growth	QL	4	88.00%	Very Good	3	Note 3
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved"	QN	4	98.17%	Excellent	4	Note 4
4	Social Contribution • Environmental Contribution • CSR/WPPF • Training/Volunteering	QL	4	86.00%	Very Good	3	Note 5
Sub-Total			25			17	

Note-1:A Spanish consultancy firm Typsa is preparing BBA’s detailed master plan for next 30 years. Meanwhile, with an aim to develop uninterrupted and integrated transportation system. BBA is implementing a large number of projects by the approval of ECNEC. The projects are aligned with Bangladesh Bridge Authority Act-2016, National Strategic plan, Government Policy Directives of FYPs, SDGs, Perspective Plan 2041 and Bangladesh Delta Plan 2100.

Note-2:During FY 2021-22 BBA’s Service Revenue enhanced mainly due to increase in toll income from the bridges compared to the previous year. Last two consecutive years transport movement were affected by COVID-19 pandemic.

Note-3: The entity installed Radio Frequency Identification (RFID) system, Touch and Go technology at different toll booth for uninterrupted transportation in Toll Plaza area by using fast track lane.

Note-4: Based on entity’s 98.17% project implementation rate on financial targets during FY 2021-22.

Note-5: BBA has undertaken following social/environmental activities during FY 2021-22:

- i. Each year BBA take environment clearance certificate for all of its projects from the Department of Environment to meet the environmental compliance.
- ii. Under CSR program BBA is maintaining a primary school, a mosque, a medical center adjacent to Bangabandhu Bridge. They also operate a primary school and a mosque in close vicinity to Padma Bridge.

Indices: B. Operational Efficiency

Table 2(a): Standards of Indices B

FY 2021-22

Serial No.	Indicators & Sub-indicators	* Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Service Delivery							
	1a. Service Benefit & Accessibility	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	2a. Added Value per Employee (million Tk.)	QN	5	Tk. 33.00 million or more	Tk. 30.00 to 32.99 million	Tk. 27.00 to 29.99 million	Tk. 24.00 to 26.99 million	Below Tk. 24.00 million
3	Capital Productivity							
	3a. Added Value per Tk. Value of Assets	QN	5	Tk. 0.10 or more	Tk. 0.08 to 0.099	Tk. 0.06 to 0.079	Tk. 0.04 to 0.059	Below Tk. 0.04
	3b. Added Value Per Tk. Value of PPE	QN	5	Tk. 0.20 or more	Tk. 0.18 to 0.199	Tk. 0.16 to 0.179	Tk. 0.14 to 0.159	Below Tk. 0.14
4.	Production							
	4a. Asset Turnover (Times)	QN	5	0.13 or more	0.12 to 0.129	0.11 to 0.119	0.10 to 0.109	Below 0.10
Sub-total			25					

Table 2(b): Achievement of Indices B

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-	Actual Performance	Achievement		Basis of Performance Measuring
					Grade	Score	
1	Service Delivery						
	1a. Service Benefit & Accessibility	QL	5	91.00%	Excellent	4	Note 6
2	Labor Productivity						
	2a. Added Value per Employee (million Tk.)	QN	5	Tk. 33.88 million	Excellent	4	AFS
3	Capital Productivity						
	3a. Added Value per Tk. Value of Assets	QN	5	Tk. 0.13	Excellent	4	AFS
	3b. Added Value Per Tk. Value of PPE	QN	5	Tk. 0.26	Excellent	4	AFS
4	Production						
	4a. Asset Turnover (Times)	QN	5	0.14	Excellent	4	AFS
Sub-total			25			20	

Note-6: The entity has undertaken the following measures to provide the service delivery:

- i. Introduced fast track lane for different bridge.
- ii. Online application submission system for bridge/structure site seeing for visitors.
- iii. Implemented E-Recruitment System for job seekers.
- iv. Introduced Gate Pass Software.
- v. Provide the TDS & VAT clearance certificate to stakeholders through online.
- vi. Introduced Grievance Redress System (GRS) on BBA website.

Indices: C. Financial

Table 3(a): Standards of Indices C

FY 2021-22

Serial No.	Indicators & Sub-indicators	* Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
i. Financial								
1	Operating profit	QN	2	Tk. 5,000 million or more	Tk. 4,500 to Tk. 4,999 million	Tk. 4,000 to Tk. 4,499 million	Tk. 3,500 to Tk. 3,999 million	Below Tk. 3,500 million
2	Profit before Tax	QN	2	Tk. 4,500 million or more	Tk. 4,000 to Tk. 4,499 million	Tk. 3,500 to Tk. 3,999 million	Tk. 3,000 to Tk. 3,499 million	Below Tk. 3,000 million
3	Return on Assets (%)	QN	2	7.00% or more	6.00% to 6.99%	5.00% to 5.99%	4.00% to 4.99%	Below 4.00%
4	Return on Service Revenue (%)	QN	2	50.00% or more	45.00% to 49.99%	40.00% to 44.99%	35.00% to 39.99%	Below 35%
5	Return on Equity (%)	QN	2	10% or more	8.00% to 9.99%	6.00% to 7.99%	4.00% to 5.99%	Below 4.00%
6	Net Worth Growth (%)	QN	2	8.00% or more	7.00% to 7.99%	6.00% to 6.99%	5.00% to 5.99%	Below 5.00%
7	Capital Budget Utilization (%)	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
ii. Financial Risk								
1	Debt Equity Ratio (Times)	QN	3	1.50 or less	1.51 to 1.75	1.76 to 2.00	2.01 to 2.25	More than 2.25
2	Debt to Assets (Times)	QN	2	0.60 or less	0.61 to 1.00	1.1 to 1.4	1.41 to 1.8	More than 1.8
3	Debt Coverage Ratio (Times)	QN	3	2.00 or more	1.75 to 1.99	1.50 to 1.74	1.25 to 1.49	Below 1.25
4	Current Ratio (Times)	QN	2	2.00 or more	1.75 to 1.99	1.50 to 1.74	1.25 to 1.49	Below 1.25
iii. Transactions with Govt.								
1	Dividend Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Taxes Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Debt Service Liabilities Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%

Table 3(b): Achievement of Indices C

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-	Actual Performance	Achievement		Basis of Performance measuring
					Grade	Score	
	i. Financial						
1	Operating profit	QN	2	Tk. 3,714.45 million	Fair	1	AFS
2	Profit before Tax	QN	2	Tk. 4,579.04 million	Excellent	4	AFS
3	Return on Assets (%)	QN	2	7.40%	Excellent	4	AFS
4	Return on Service Revenue (%)	QN	2	52.72%	Excellent	4	AFS
5	Return on Equity (%)	QN	2	8.97%	Very Good	3	AFS
6	Net Worth Growth (%)	QN	2	9.52%	Excellent	4	AFS
7	Capital Budget Utilization (%)	QN	2	84.38%	Very Good	3	Annexure 1 SL 27 & 28
	ii. Financial Risk						
1	Debt Equity Ratio (Times)	QN	3	0.21	Excellent	4	AFS
2	Debt to Assets (Times)	QN	2	0.18	Excellent	4	AFS
3	Debt Coverage Ratio (Times)	QN	3	1.72	Good	2	AFS
4	Current Ratio (Times)	QN	2	2.12	Excellent	4	AFS Note 6
	iii. Transactions with Govt.						
1	Dividend Paid	QN	2	100%	Excellent	4	Annexure 1 SL 29 & 30
2	Taxes Paid	QN	2	100%	Excellent	4	Annexure 1 SL 31 & 32
3	Debt Service Liabilities Paid	QN	2	100%	Excellent	4	Annexure 1 SL 33 & 34
Sub-total			30				

Indices: D. Corporate Governance Practices

Table 4(a): Standards of Indices D

FY 2021-22

Serial No.	Indicators & Sub-indicators	* Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments <ul style="list-style-type: none"> • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) <ul style="list-style-type: none"> • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA¹: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%

¹Standard of APA Indicator is set on the basis of Annual Performance Agreement (APA) Guideline.

Table 4(b): Achievement of Indices D

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-	Actual Performance	Achievement		Basis of Performance Measuring
					Grade	Score	
1	Commitment to Corporate Governance	QL	4	91%	Excellent	4	Note 6
2	Board Practices	QL	4	94%	Excellent	4	Note 7
3	Transparency and Disclosure	QL	4	78%	Good	2	Note 8
4	Control Environment and Process.	QL	4	93%	Excellent	4	Note 9
5	Performance against the key Indicators of APA	QN	4	98.72%	Very Good	3	Score of APA for FY 2021-22
Sub-total			20				
Grand Total (A+B+C+D):			100				

* Standard for Financial and Non-Financial indicators are set on the basis of IPE process (Section 5, page 10).

Note-6: The entity has its own acts. It follows service rules and regulations, Kallyan Trust Regulation, Employee's Welfare Policy and Citizen Charter as corporate governance. BBA has a corporate secretary for Board.

Note-7: The entity's board of directors comprises 15 (fifteen) members that includes Chairman and fourteen directors nominated by the government from different Ministries/Divisions. It has formed one board committee (Executive Committee). During FY 2021-22 one (1) Board meeting was held and seven (7) board decisions have been implemented. BBA Act has no provision to appoint independent director for Board.

Note-8: The entity discloses own Acts, Rules, Regulation, Audited Financial Statement, name and biographies of Board Directors and Senior Managers, Citizen Charter, APA on its website.

Note-9: BBA has undertaken the following measures for their internal control and safety:

- i. The entity has a Management Control System using Oracle data base.
- ii. Under office automation program the entity uses client server-based integrated systems such as Accounting System, Provident Fund Management System, Payroll System, Vehicle Management System and Assets Management System that help to enhance operational efficiency of the entity.
- iii. Implemented E-Filing and E-store Management System.
- iv. Installed Electronic Access Control system to ensure employees timely attendance as well as face recognition, Motion Detection Sensor for saving electricity,
- v. Installed firefighting equipment at the office building and car pool area.
- vi. Sat-up CC camera to cover the whole office building along with 24/7 surveillance system.

5. IPE Process

- i. Performances of non-financial indicators of Bangladesh Bridge Authority (BBA) has been evaluated on the basis of information and documents of the inception report provided by BBA.
- ii. Actual performance of non-financial indicators is determined by the collective decision of ERT members.
- iii. According to IPEG methodology, actual financial performances of BBA are to be evaluated on the basis of national best practices/standard. However due to non-availability of such standard and similar entities in the country, BBA's financial performance was compared with its last five years' performance on respective financial indicators.
- iv. Performances of all financial indicators are evaluated based on audited financial statements.
- v. Measurement tools used for financial indicators are suggested based on IPEG.
- vi. Grade and score are given as per IPEG.

6. Performance Evaluation Results

Bangladesh Bridge Authority (BBA) Fiscal Year: 2021-22

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
a	b	c	d	e	f
A	Business Strategy and Social Responsibility:	25			
1	Entity Strategy: • Entity Strategic Plan		5	4	0.20
2	Growth Trajectory: 2a. Net Income Growth		4	0	0.00
	2b. Service Revenue Growth		4	3	0.12
	2c. Other Growth		4	3	0.12
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved"		4	4	0.16
4	Social Contribution: • Environmental Contribution • CSR / WPPF • Training / Volunteering		4	3	0.12
	Sub Total		25		0.72
B	Operational Efficiency:	25			
1	Service Delivery: • Service benefits and Accessibility		5	4	0.20
2	Labor Productivity: 2a. Added Value Per Employee		5	4	0.20
3	Capital Productivity: 3a. Added Value Per TK Value of Assets		5	4	0.20
	3b. Added Value Per TK Value of PPE		5	4	0.20
4	Production:				
	a. Asset Turnover		5	4	0.20
	Sub Total		25		1.00

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
C	Financial:	30			
	i. Financial Performance:				
1	Operating profit		2	1	0.02
2	Profit before tax		2	4	0.08
3	Return on assets		2	4	0.08
4	Return on Service Revenue		2	4	0.08
5	Return on equity		2	3	0.06
6	Net worth growth		2	4	0.08
7	Capital budget utilization		2	3	0.06
	ii. Financial Risk:				
1	Debt equity ratio		3	4	0.12
2	Debt to assets		2	4	0.08
3	Debt Coverage Ratio		3	2	0.06
4	Current ratio		2	4	0.08
	iii. Transactions with Government:				
1	Dividend paid		2	4	0.08
2	Taxes paid		2	4	0.08
3	Debt Service Liabilities Paid		2	4	0.08
	Sub Total		30		1.04

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	4	0.16
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	4	0.16
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	2	0.08
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	4	0.16
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 		4	3	0.12
	Sub Total		20		0.68
	Grand Total (A+B+C+D)	100	100		3.44

7. Interpretation of Results

As per Independent Performance Evaluation (IPE) Bangladesh Bridge Authority scored 3.44 out of 4.00 in the year 2021-22.

7 (A) The performance of BBA is graded “Excellent” in the following areas:

- Entity Strategic Plan
- Return on Service Revenue
- Debt Equity Ratio
- Net Worth Growth
- Efficiency of Project Implementation
- Debt to Assets
- Labour Productivity
- Return on Assets
- Control Environment and Process
- Service Delivery
- Capital Productivity
- Assets Turnover.
- Corporate Governance.
- Board Practices
- Current Ratio

The performance of BBA is graded “Very Good” in the following areas:

- Return on Equity
- Capital Budget Utilization
- Other Growth
- Service Revenue Growth
- Annual Performance Agreement (APA).
- Social Contribution

The performance of BBA is graded “Good” in the following areas:

- Transparency and Disclosure
- Debt Coverage Ratio

The performance of BBA is graded “Underperforming” in Net Income Growth.

7 (B) Other important aspects of Performance during FY 2021-22:

- i. BBA has earned operating profit of Tk.3,714.45 million.
- ii. The entity earned net profit (after tax) of Tk 3,417.82 million.
- iii. BBA Current Ratio (Time) 2.12 which indicates entity is in a well position to meet its current liabilities in due period.
- iv. BBA Paid Taxes Tk 1,161.22 million, DSL Tk 2,305.46 million and Dividend Tk 100.00 million to GoB.

8. Findings from the Audit Report 2021-22

8.1 In BBA audit report 2021-22, the auditors provided qualified opinion on the following accounts and issues:

- I. Investment of BBA in FDR account shows difference of Tk. 121.87 million between FDR account and system generated schedule (Audit Report 2021-22, Page-01 & 22 Note-5), and for FDR interest calculation the entity did not follow IAS-01. (Audit Report 2021-22, Page-1).
- II. Accounts and other receivable included Tk. 49.92 million receivable from a foreign contractor named JOMAC since 2015-16 on account of toll fee. BBA filed a suit in the High Court Division. According to IAS-37 JOMAC receivable should be disclosed as Contingent Assets not Current Assets of BBA for non-realization of the due amount. So due to the non-compliance, the total asset of BBA is overstated by Tk. 49.92 million. (Audit Report 2021-22, Page-1 & 22 Note-6).
- III. The entity has included software cost of Tk. 61.88 million in their Property, Plant and Equipment account. But according to IAS-38 software cost should book as an intangible asset. (Audit Report 2021-22, Page 1).
- IV. In Balance Sheet authority shows borrowing for Bangabandhu Bridge Tk. 6,675.16 million as non-current liabilities but auditors did not get sufficient and appropriate evidence against this loan. (Audit Report 2021-22, Page- 1 & 26 Note-14).
- V. The auditors did not confirm the contributory provident fund of Tk.1.50 million. So, the liabilities have been overstated by the same amount. (Audit Report 2021-22, Page-1).
- VI. The authority shows Tk.7,371.87 million as total revenue but as per VAT return total revenue is Tk. 6,773.06 million. So, difference of Tk. 598.81 million is to be reconciled. (Audit Report 2021-22, Page-2, 28 & 29 Note-19, 20 &21).

8.2 In the BBA Audit Report 2021-22, the Auditors emphasized and drew attention to the following notes:

- I. The authority did not maintain Fixed Assets (Property, Plant & Equipment) register for worth of the Tk. 22,217.08 million. (Audit Report 2021-22, Page- 2 & 21 Note-3).
- II. Under short term deposit accounts,Agrani Bank Ltd. and Bank Asia Ltd accounts shows negative balance of total Tk. 94.50 million. (Audit Report 2021-22, Page- 2 & 25 Note-8.2.1).
- III. The entity shows the biological assets value in the financial statement at cost price of Tk. 15.57 million. (Audit Report 2021-22, Page- 2 & 22 Note-4).

- IV. On accounts of TA/DA for Dhaka subway project and Karnaphuly tunnel, total Tk. 18.21 million shows under advance account that is unadjusted for long time. (Audit Report 2021-22, Page- 2 & 23 Note-7.1).
- V. The entity carried forwarded Tk. 7.87 million under Current Account with Bangladesh Bank DOSA since 2015-16. (Audit Report 2021-22, Page- 2 & 25 Note-8.02.2).
- VI. Authority did not disclose any contingent asset/liability during the year, though the entity has total 126 legal disputes in high court, Judge Court and tribunal court. (Audit Report 2021-22, Page- 2).
- VII. The entity deducted TDS & VAT Tk. 5.72 million but did not deposit in the government fund in due time (Audit Report 2021-22, page-2&27, Note-16).
- VIII. Authorities did not include total Tk. 8.79 million as income from stockyard and Erecker bill in their Profit or Loss account and other Comprehensive Income Statement.
- IX. Taka 0.27 million carried forward as earnest money in the financial statement since 2014-15. (Audit Report 2021-22, Page- 3 & 27 Note-15)
- X. Liabilities for expenses includes total Tk. 10.35 million under various heads and carried forward in the financial statement for long time. (Audit Report 2021-22, Page- 3 & 28).
- XI. Rail tariff, electricity tariff and removal fee total Tk. 11.07 million were income of the previous years.

9. Recommendation for Performance Based Incentives

Bangladesh Bridge Authority has obtained a weighted score of 3.44 out of a scale 4.00 and is graded "Very Good". Therefore, Independent Performance Evaluation Committee (IPEC) recommended a non-financial incentive for the employees of BBA. Also, Finance Division may award BBA with a certificate for being graded "Very Good" in IPE for the FY 2021-22.

10. Recommendation

Based on the finding of IPE following recommendations are made to improve the performance of BBA:

- a. BBA should implement Digital Toll Collection System for bridges which still operate manually to ensure quicker and easier traffic movement;
- b. To establish uninterrupted transport communication network BBA should try to complete all mega projects within the stipulated period;
- c. The entity should form Board Committees (such as Audit Committee, Remuneration and Nomination Committee) for better internal control and compliance.
- d. Financial Statements of the BBA appear to have been prepared without due attention to IFRS. Financial Statements need to be prepared in accordance with applicable IAS and IFRS to improve financial discipline, disclosure and reporting.
- e. The entity should reconcile the FDR balance with the system generated schedule;
- f. BBA should maintain Fixed Assets Register, adjust/settle unadjusted accounts and follow VAT & TDS rules as suggested by the Auditors;

11. Conclusion

Based on Audited Financial Statements (AFS), data and documents of Bangladesh Bridge Authority (BBA), Independent Performance Evaluation (IPE) report has been prepared for FY 2021-22. In the report it is found that BBA's financial and non-financial performance during FY 2021-22 has improved compared to FY 2020-21. Hence, to improve the overall performance of BBA, the entity should implement all of its mega projects within timeline for uninterrupted and integrated transportation system in Bangladesh. That will increase GDP, reduce poverty and ensure socio-economic development of the country. The entity should also take appropriate steps to comply the relevant IAS/IFRS and resolve the financial anomalies mentioned in BBA Audit Report 2021-22.

Bangladesh Bridge Authority (BBA)
Financial & Other Information

Amount in BDT

Serial No	Statement of Financial Position (Balance Sheet)	Evaluate Fiscal Year	Previous Fiscal Year
		2021-22	2020-21
1	Current Assets:		
	i. Inventories		
	• Material	0	0
	• Accessories/ Supplies	0	0
	ii. Receivable:		
	• Trade	102,804,000	66,693,000
	• Others	453,477,000	453,477,000
	iii. Cash and Cash Equivalent	670,903,000	822,672,000
	iv. Others Current Assets	1,825,215,000	1,813,753,000
2	Total Current Assets (i+ii+iii+iv)	3,052,399,000	3,156,595,000
3	Total Non-Current Assets		
	• Property, Plant & Equipment (PPE)	22,217,078,000	22,776,338,000
	• Investments	20,921,294,000	18,236,294,000
	• Biological Assets	15,568,000	15,568,000
4	Total Assets (2+3)	46,206,339,000	44,184,795,000
5	Current Liabilities:		
	i. Payables:		
	• Trade	0.00	0.00
	• Others	5,715,000	9,568,000
	ii. Other Current Liabilities	1,436,016,000	1,432,940,000
6	Total Current Liabilities (i+ii)	1,441,731,000	1,442,508,000
7	Non-Current Liabilities:		
	i. Long Term Loans/Debts	6,675,162,000	7,964,256,000
	ii. Deferred Liabilities	0.00	0.00
	iii. Other Non-Current Liabilities	0.00	0.00
8	Total Non-Current Liabilities (i+ii+iii)	6,675,162,000	7,964,256,000
9	Total Liabilities (6+8)	8,116,893,000	9,406,764,000
10	Equity:		
	i. Authority's Fund	11,629,469,000	11,629,469,000
	ii. General Reserve	8,948,759,000	7,924,915,000
	iii. Retained Earnings/(Loss)	17,511,218,000	15,223,647,000
11	Total Equity (i+ii+iii)	38,089,446,000	34,778,031,000
12	Total Equity and Liabilities (9+11)	46,206,339,000	44,184,795,000

Serial No	Statement of Profit or Loss and Other Comprehensive Income (Income Statement)	2021-22		2020-21	
		Amount	Percent	Amount	Percent
13	Net Service Revenue/Receipts	6,482,966,000	100%	5,924,085,000	100%
14	Less: Cost of Sales/Services	1,283,538,000	19.80%	1,466,396,000	24.75%
15	Gross Profit/(Loss)/Surplus/(Deficit) (13-14)	5,199,428,000	80.02%	4,457,689,000	75.25%
16	Less: Operating Expenses:				
	i. Administrative Expenses	1,484,975,000		346,143,000	
	ii. Marketing Expenses	0.00		0.00	
17	Total Operating Expenses (i+ii)	1,484,975,000	22.91%	346,143,000	5.84%
18	Operating Profit/(Loss)/Surplus/(Deficit) (15-17)	3,714,453,000	57.30%	4,111,546,000	69.40%
19	Add: Non-Operating Income	1,881,756,000		1,901,665,000	
20	Less: Financial Expenses	1,016,369,000		1,101,522,000	
21	Less: Other Non-Operating Expenses	800,000		70,800,000	
22	Net Profit/(Loss)/Surplus/(Deficit) before Tax (18+19 – 20-21)	4,579,040,000		4,840,889,000	
23	Less: Provision for Tax				
	i. Current tax	1,161,221,000		1,224,709,000	
	ii. Deferred tax	0.00		0.00	
24	Net Profit/(Loss)/Surplus/(Deficit) After Tax (22-23)	3,417,819,000		3,616,180,000	

Annexure 1

Serial No	Other Information	Evaluate Fiscal Year	Previous Fiscal Year
		2021-22	2020-21
25	Credit Sales	0.00	0.00
26	Credit Purchases	0.00	0.00
27	Capital Budget Allocation	1,587,700,000	310,260,000
28	Actual Capital Expenditure	1,339,700,000	266,056,000
29	Dividend Payable	100,000,000	50,000,000
30	Dividend Paid	100,000,000	50,000,000
31	Taxes Payable	1,161,221,000	1,224,709,000
32	Taxes Paid	1,161,221,000	1,224,709,000
33	Debt Service Liabilities (DSL) Payable	2,305,463,000	2,386,619,000
34	Debt Service Liabilities (DSL) Paid	2,305,463,000	2,386,619,000
35	Fees, Fine and Charges Payable	0	0
36	Fees, Fine and Charges Paid	0	0
37	New Government Investment:		
	• Equity	0	0
	• Debts/Loan	0	0
38	Total Government Fund Transferred to SOE/AB under the following heads:		
	• Grants	0	0
	• Subsidies	0	0
	• Other Transfer (Specify)	0	0
39	Operating Cash Surplus/(Deficit)	3,974,176,000	4,065,933,000
40	Added Value	5,810,540,000	4,673,021,000
41	Employees cost includes wages, salaries, bonus, provident fund contribution and other allowances	123,854,000	103,624,000
42	Capacity Utilization (%)	0.00%	0.00%
43	Input use Efficiency (%)	0.00%	0.00%
44	Number of Employees (NoS)	201	142
45	Performance score achieved on APA	98.72%	97.88%

Schedule - 2

Non-financial Information format

Sl.	Particulars	
A	Enterprise Information and Legal Framework	
2	Sector	Service
3	Name of Entity	Bangladesh Bridge Authority
4	Number of Subsidiaries	N/A
5	Number of Branches	N/A
6	Website	www.bba.gov.bd
7	Email Address	info@bba.gov.bd
8	Year of Incorporation	1985
9	Governing Law	Bangladesh Bridge Authority Act 2016
10	Other relevant Governing Laws & Regulations	N/A
11	Incorporation Structure	ORGANOGRAM
12	Listed in the Stock Exchange	N/A
B	Ownership and Shareholder Protection	
14	Administrative Ministry	Ministry of Road Transport and Bridges, Bridges Division
15	Structure of Organization	ORGANOGRAM
C	Strategy and Governance Information	
17	Board of Directors (Number disaggregated by gender and profile)	2021-2022: 13 Male & 1 Female
18	Qualification of Board Members	Senior Secretary and Secretary of Bangladesh Govt.
19	Number of Independent Director	N/A
20	Chairman to be Independent of Board	yes
21	Board Committees	No
22	Number of Board Meetings held	1
23	Board Sitting Fees	Per member per meeting BDT8000.00
24	Executive Management	Executive Director, Bangladesh bridge Authority
25	Selection process of Board Members	Bangladesh Bridge Authority Act 2016

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26	Strategic Plan/Public Policy Goal (copy required)	রূপকল্প : দেশব্যাপী নিরবচ্ছিন্ন পরিবহন (ট্রান্সপোর্টেশন) নেটওয়ার্ক। অভিলক্ষ্য: ১৫০০ মিটার ও তদূর্ধ্ব সেতু, টোল রোড, টানেল, ফ্লাইওভার, এক্সপ্রেসওয়ে, এলিভেটেড এক্সপ্রেসওয়ে, সাবওয়ে, কজওয়ে, রিং রোড ইত্যাদি নির্মাণ ও রক্ষণাবেক্ষণের মাধ্যমে নিরবচ্ছিন্ন পরিবহন ব্যবস্থা নিশ্চিতকরণ ও এর দক্ষতা বৃদ্ধি করা।
27	Innovative work (Description)	RFID system, Touch and go technology installation at different Toll both
28	Project Completion Rate: Actual Achievement /Target	Please check sheet project completion rate
D	Ownership Structure	
30	Govt. Shareholding	N/A
31	Private Shareholding	N/A
32	Others	N/A
E	Fiscal and Financial Discipline	
34	Who are the Primary Lenders to the Enterprise	N/A
F	Controls, Transparency and Disclosure	
36	Latest Audited Financial Statement	Yes
37	Audited by	Mahfel Huq & Co. Chartered Accountants.
38	Risk Assessment Report	N/A
39	Internal Control	Interanal checking and regular wing monitoring
40	Timely public disclosure of financial statements	Yes
41	Measures for safe working Environment/Process (Description)	N/A
G	Human Resources	
43	Number of employees	201 based on the salary received from BBA
44	Number of New Job Creation (Regular, Internship, etc.)	N/A
H	Employee and Social Welfare	
46	CSR, WPPF, Provident Fund, Gratuity Fund etc.	N/A

Note: Above mentioned non-financial information to be provided for IPE.

29/06/26

IPE/22