Drive against illegal resorts in Cox's Bazar

STAFF CORRESPONDENT, *Cox's Bazar*

Authorities yesterday demolished a four-storey resort building in Ukhiya's Inani during a joint drive against unauthorised hotels and resorts along Cox's Bazar's Marine Drive.

The drive came days after a fire at the three-storey TupTup Resort near Patuartek beach killed 10 tourists on October 17. Led by the Cox's Bazar Development Authority (CoxDA), the drive began in the afternoon.

CoxDA Secretary Sanjida Begum said the building had been constructed in violation of existing laws and regulations. Its owner had received four demolition notices but failed to take effective action, she added.

However, owner Shahidul Haque claimed he began construction in 2014 after obtaining permission from the union parishad.

He had planned to inaugurate the resort soon.



An illegal resort being demolished in Inani yesterday. PHOTO: STAR

Shahidul claimed he had responded to all four notices and possessed the necessary documents, but the authorities had ignored them.

CoxDA Chairman Engineer Mohammad Jasim Uddin said numerous resorts, cottages and restaurants had been built along both sides of the 80-km Marine Drive, many without the required approvals.

Thousands of crores left untouched

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and Evaluation Division (IMED).

The IMED report is available on its website. Although the IMED website does not specify how much of the block allocations was spent, health ministry sources said no funds had been spent from these allocations.

The two health divisions also recorded the lowest fund utilisation rates among the 10 ministries and divisions with the highest ADP allocations, data shows.

The poor first-quarter performance reflects a years-long trend of low ADP implementation at the ministry.

Since the health ministry was split into two divisions in 2017, neither has met the national average ADP implementation rate in any fiscal year, except for the MEFWD in 2020-21, according to IMED documents.

That year, the MEFWD only marginally exceeded the national average of 82.11 percent.

Last fiscal year, the HSD utilised just 31.15 percent of its ADP allocation, and MEFWD utilised 37.92 percent. Both fell well below the national average of 67.52 percent.

Health experts and campaigners have long called for greater investment in the sector, where public spending has remained below 1 percent of GDP for over a decade.

The now-defunct Health Sector Reform Commission, formed under the interim government, recommended raising health expenditure to 5 percent of GDP. The BNP also pledged to meet this target in its election manifesto.

This fiscal year, the government allocated Tk 69,409 crore to the health sector, equivalent to 1.01 percent of GDP, crossing the 1 percent threshold for the first time.

Of this, Tk 62,852 crore was allocated to the health ministry, with the rest earmarked for health-related activities under other ministries.

The HSD received Tk 6,014 crore for 18 projects, along with a block allocation of Tk 20,800 crore.

The MEFWD received Tk 5,499 crore for 15 projects and a block allocation of Tk 2,722 crore.

Together, the two divisions received Tk 35,090 crore under the ADP, more than double the original allocation of Tk 17,520 crore last fiscal year.

Prof Rumana Huque of Dhaka University's Economics Department attributed the slow spending to inadequate preparation, project planning and coordination.

"We had anticipated that unless new development project proposals [DPPs] were prepared quickly, the large allocations, particularly the block allocation, would remain unused without a sector programme."

She said the health ministry had so far prepared only a handful of DPPs, while key steps, including the appointment of project staff, consultants and contractors, remained incomplete.

"As a result, implementation has not begun in many cases."

Rumana said the ministry could have involved experienced professionals and sought technical assistance from development partners to expedite project preparation.

"Better coordination between the ministry's planning wing and project-implementing agencies was also needed to identify priorities and align projects with government plans.

"Although it is still early in the fiscal year, the slow progress raises questions about whether the remaining allocation can be utilised. The government needs to prioritise projects, strengthen implementation capacity and develop a clear roadmap."

Contacted, HSD Secretary ANM Bazlur Rashid said he had yet to review the IMED report on ADP implementation and would comment after doing so.

MEFWD Secretary AKM Benjamin Riazi could not be reached for comment despite being sent a message.

Health Minister Sardar Md Sakhawat Husain could not be reached by phone either.

বিমান বাংলাদেশ এয়ারলাইনস্ Biman BANGLADESH AIRLINES
HEAD OFFICE, BALAKA, KURMITOLA, DHAKA-1229, BANGLADESH, PHONE- 8901600-14, 8901680-94, FAX: 88-02-8901558, www.biman-airlines.com

REQUEST FOR PROPOSAL (RFP)

Tender Ref: BG/FIN-FLEET/OPTIMIZATION/2026/01
Date of Issuance: October 25, 2026
Subject: Appointment of a Specialist Techno-Financial Consultant for 35 New Aircraft Integration, Fleet Modernization, Route Optimization, and Capital Structuring.

1. Introduction & Objective
Biman Bangladesh Airlines Ltd., is a public limited company whose 100% shares are owned by the Government of Bangladesh. It is run by a board of directors nominated by the Government of Bangladesh and also look after by the Ministry of Civil Aviation and Tourism of the Government of Bangladesh. It is the national flag carrier of Bangladesh. It is currently running its aviation operation with 19 aircrafts. Biman has taken initiative for its strategic modernization and fleet expansion. It has entered into an agreement with Boeing to purchase twenty-five (25) modern commercial aircraft and with Airbus to purchase ten (10) commercial aircraft.

To navigate this transformation, Biman requires the immediate services of a reputable, globally recognized, and highly specialized aviation advisory firm. The selected consultant will conduct independent financial due diligence, optimize network and route architecture, and design a highly efficient, multi-tiered financing structure.

Time is of the essence for this engagement. The consultant is required to submit an initial high-level executive report by late November 2026.

2. Scope of Work (SOW)
The selected consultant will deliver an integrated strategic and financial model structured across three (3) core pillars:

Pillar I: Fleet Integration & Asset Obsolescence Due Diligence

- **New Fleet Integration:** Conduct deep-dive operational and financial due diligence on the delivery schedules, contractual obligations, and capital commitments associated with the 35 forward-order aircraft.
- **Legacy Fleet Management:** Evaluate the existing active fleet of nineteen (19) aircraft to develop a phased decommissioning and retirement schedule synchronized with incoming deliveries. This includes assessing optimal financial utility until absolute economic obsolescence.
- **Capacity Gap Mitigation:** Identify capacity gaps and potential mismatches between aircraft type and route demand.

Pillar II: Route Network & Profitability Optimization

- **Network Restructuring:** Develop a data-driven route and network architecture centered on Hazrat Shahjalal International Airport (DAC), evaluating the viability of existing routes and simulating new international long-haul and regional expansions.
- **Spill & Demand Modeling:** Conduct Origin and Destination (O&D) traffic simulations and competitive capacity assessments against foreign operators, while optimizing scheduling waves to maximize aircraft utilization rates.
- **Financial Profitability Vectors:**
  (i) Review and implement optimized pricing mechanisms designed to maximize Revenue per Available Seat Kilometer (RASK) and minimize Cost per Available Seat Kilometer (CASK).
  (ii) Review route-level revenues, operating costs, contribution margin and profitability (in place of pricing mechanism designed to maximize revenue.
  (iii) Asses passenger yield, load factors and revenue management practices.

Pillar III: Aircraft Financing & Capital Structuring
Biman expects to receive Sovereign Guarantee from the Government of Bangladesh, and received soft commitment from ECA for comprehensive financing (including Pre-Delivery Payments/PDP financing). Operating within this framework, the consultant will advise on the optimal financing mix across multiple options, including but not limited to the following:

- **Export Credit Agencies (ECAs):** Structure a comprehensive framework optimizing financing combinations from ECAs from both US and Europe to support both PDP and aircraft delivery financing.
- **Commercial Debt vs. PDP Financing:** Design debt profiles detailing the exact structure and scaling of Pre-Delivery Payment (PDP) financing relative to long-term structured commercial debt.
- **Sale-Leaseback (SLB) Integration:** Advise on the optimal proportion and structural mechanics of partial Sale-Leaseback (SLB) transactions to optimize balance sheet liquidity, optimize cash flow management, and mitigate asset residual value risks without relinquishing operational control.

3. Timelines & Deliverables
To accommodate high-level government scheduling, this engagement will operate on an accelerated timeline. Bidders must demonstrate the capacity to meet the following deadlines:

Milestone / Deliverable	Target Deadline
RFP Issuance	October 25, 2026
Submission of Consultant Proposals	November 2, 2026
Contract Award & Commencement	November 8, 2026
Draft Initial Executive Report & In-Person Presentation	December 10, 2026
Final Comprehensive Report	January 15, 2027

4. Proposal Submission Requirements
Bidders are required to submit separate Technical and Financial proposals, which must include:

a) **Corporate Track Record:** Evidence of comparable, successful mandates executed for national or regional flag carriers within the last five (5) years, specifically demonstrating successful structured ECA and SLB financing arrangements.
b) **Team Composition & Deployment:** Detailed resumes of the core project leads, guaranteeing the direct, active involvement of senior partners rather than the deployment of junior resources.
c) **Methodology & Toolsets:** A comprehensive explanation of the proprietary route-planning, network-simulation, and fleet-cost software models to be utilized throughout the mandate.
d) **Financial Quote:** A fixed-fee commercial proposal aligned with a milestone payment schedule, inclusive of all travel, modeling, advisory, tax and administrative expenses.

5. Evaluation Criteria
Proposals will be evaluated using a Quality and Cost-Based Selection (**QCBS**) framework consisting of a **70% Technical weight and 30% Financial weight**.

- **Technical Evaluation (70% total weight):** Bidders will be scored out of 100 points based on the following two key elements with m*inimum qualification threshold of 75 points*:
  - **Technical Expertise & Specialized Agility (60%):** Demonstrable domain competency and successful track record in specialized aviation financing, ECA structures, and fleet optimization, alongside an agile corporate structure free of excessive bureaucratic overhead and proprietary tools and methodology.
  - **Delivery Speed & Resource Commitment (40%):** Definitive institutional capability and resource allocation to meet the strict November deadline with executive-level clarity.
- **Financial Evaluation (30% total weight):** The lowest compliant financial bid will receive 100 financial points. Higher bids will be normalized inversely proportional to the lowest price.

6. Contact & Submission Portal
All proposal submissions, formal requests for clarification, and technical correspondence must be submitted to the Chairman's Secretariat, Biman Bangladesh Airlines Limited, Head Office, Balaka, Kurmitola, Dhaka-1229, Bangladesh through courier or drop in the box or through e-mail to fleet.opt.2026.01@biman.gov.bd

By Order of the Board,

Managing Director and Chief Executive Officer
Biman Bangladesh Airlines Ltd.

ANNEXURE B: FINANCIAL BID FORM
(To be submitted by Bidders in a Separate Sealed Envelope marked "Financial Proposal")

Tender Ref: BG/FIN-FLEET/OPTIMIZATION/2026/01

Bidder Name: _____
1. Total Financial Bid Summary

The Bidder must state an **All-Inclusive Fixed Fee** for the successful execution of the entire Scope of Work (Pillars I through III) as defined in the RFP. This fee must be inclusive of all consultant remuneration, global travel, corporate overhead, out-of-pocket expenses, data-licensing fees, and administrative costs.

Fee Component	Amount (USD)	Amount (In Words)
Total Remuneration (Section 2 & 3)	$	
Total Overhead (Section 4)	$	
Gross All-Inclusive Fixed Fee	$	
Applicable Local Taxes/VAT (if any)	$	
TOTAL CONTRACT VALUE	**$**	

2. Breakdown of Remuneration Costs by SOW Pillars
To evaluate the commercial realism of the bid, please distribute your Gross Fixed Fee across the three main areas of execution:

Workstream Pillar	Allocated Fee (USD)	% of Total Fee
Pillar I: Fleet Integration & Asset Obsolescence Due Diligence	$	%
Pillar II: Route Network & Profitability Optimization	$	%
Pillar III: Aircraft Financing & Capital Structuring	$	%
TOTAL (Must Match Section 1 Total Remuneration)	**$**	**100%**

3. Resource Staffing & Remuneration Details
Bidders must provide transparency regarding the elite team deployed for this accelerated mandate. *Note: These figures are for evaluation purposes only; the contract remains strictly Fixed-Fee.*

Deployed Resource Name	Project Role / Area of Expertise	Estimated Total Man-Days	Blended Daily Rate (USD)	Total Cost Contribution (USD)
e.g., xxx xxxx	*Lead Partner - Aviation Finance*			$
				$
				$
				$
				$
TOTALS		_____ **Days**	**Must Match Section 1 Total Remuneration)**	**$**

Authorized Signatory Stamp & Date:

(Name, Title, and Company Seal of the Bidder's Authorized Representative)

GD-2588