



INTERNATIONAL PPP NEWS COMPENDIUM '24

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PPPII Guru

(Infrastructure Finance & PPP Expert)

Bridging Public Needs and Private Innovation: International PPP Best Practices

Next steps for Ontario public-private partners

thepienews.com, Jan 23, 2024

With international students keen to stay and work in Canada after graduation, the move by the government has put the entire business model into disarray.

As of early 2023, there were at least 14 colleges in the province that had partnered with private companies according to [government data](#), including:

- ILAC International College partners with both Fanshawe College and Georgian College at campuses in Toronto
- Trios College works at Sault College of Applied Arts and Technology at Trios College in Toronto; and Sault College of Applied Arts and Technology at Trios College Business Technology Healthcare Inc in Brampton.
- The Mohawk College of Applied Arts and Technology at triOS College Business Technology Healthcare Inc is in Mississauga.
- CDI College Business, Technology and Healthcare operates with Algonquin College
- Stanford International College of Business and Technology with Canadore College
- Ace Acumen Academy with St. Clair College
- Fleming College at Trebas Institute Ontario Inc
- Loyalist College at Toronto Business College
- Niagara College Canada at Toronto School of Management
- Sheridan College has a campus with Canadian College of Technology and Trades in Fort Erie
- Cambrian College of Applied Arts and Technology at Hanson College of Business, Health and Technology with campuses in Brampton and Toronto
- Lambton College at Queen's College of Business, Technology and Public Safety, and Lambton College at Cestar College of Business, Health and

Ford government imposes moratorium on new public-private college partnerships but commits to no new funding

toronto.citynews.ca/ January 26, 2024

The Ford government is imposing a moratorium on new public college-private partnerships as part of a suite of measures aimed at protecting students and improving the integrity of Ontario's postsecondary education.

The move comes in the wake of the federal government's cap on the number of international students who will be allowed into Canada in 2024. The cap comes in response to a recent surge in international students and concerns that some institutions are relying on international enrolments to boost revenues, without offering necessary housing or a quality education.

"The challenges stemming from the recent spike in students coming to Canada, including predatory practices by bad-actor recruiters, misinformation regarding citizenship and permanent residency, false promises of guaranteed employment, and inadequate housing for students, require immediate attention and collaborative action," Minister of Colleges and Universities Jill Dunlop [said in a statement](#).

"At the same time, we need to strengthen the links between Ontario's labour market needs and the programs being offered to students so we can get even more people into rewarding careers in health care and the skilled trades."

Among the measures announced is a review of programs offered by postsecondary institutions that have a sizeable amount of international students to ensure that program quality protects Ontario's reputation as a

Bridging Public Needs and Private Innovation

Ontario clamps down on public-private college partnerships amid cap on student permits

cbc.ca/news/ Jan 26, 2024

Ontario is imposing a moratorium on new public-private college partnerships, amid a slew of other changes aimed at protecting students and improving "the integrity of Ontario's post-secondary education."

Ontario's Minister of Colleges and Universities Jill Dunlop announced the move Friday on the heels of a recent federal government decision to cap [the number of international student permits](#) it issues over the next two years in a bid to address the housing crisis.

Offered by 15 of Ontario's publicly funded colleges but delivered by private firms, [the public-private partnership programs are targeted to international students](#). Ontario's auditor general [reported](#) that 24,000 international students were enrolled in such programs in the fall of 2020.

"The challenges stemming from the recent spike in students coming to Canada, including predatory practices by bad-actor recruiters, misinformation regarding citizenship and permanent residency, false promises of guaranteed employment, and inadequate housing for students, require immediate attention and collaborative action," Dunlop said in a news release.

"At the same time, we need to strengthen the links between Ontario's labour market needs and the programs being offered to students so we can get even more people into rewarding careers in health care and the skilled trades."

Ontario: student accommodation guarantee and no new public-private partnerships

studytravel.network, 29/01/24

The government of Ontario has announced new measures for Designated Learning Institutions (DLIs) including accommodation assurances, a review of programmes with high international enrolment and a moratorium on new public-private college partnerships.

In a [statement](#) issued on 26th January, the Ontario Ministry for Colleges and Universities said that it will require all colleges and universities to have a guarantee that housing options are available for incoming international students.

It also said that it will launch a review of post-secondary programmes that have "a sizeable amount of international students" to ensure that courses protect Ontario's reputation and meet labour market demands.

The government has additionally introduced a moratorium on new public college-private partnerships "while further work is done to strengthen oversight mechanisms and ensure the quality of existing partnerships".

Cross-Continental PPP Frameworks: Comparative Analysis

SMC-led group to operate NAIA

pna.gov.ph/ | February 16, 2024

MANILA – SMC-SAP & Co. Consortium emerged the winning bidder to operate and rehabilitate the Ninoy Aquino International Airport (NAIA), Transportation Secretary Jaime Bautista announced Friday.

The group, composed of San Miguel Holdings Corp., RMM Asian Logistics, Inc., RLW Aviation Development, Inc. and Incheon International Airport Corp., bagged the PHP170.6 billion public-private partnership (PPP) project by offering the biggest revenue share of 82.16 percent to the government.

"The privatization of the operations and maintenance of NAIA was conceptualized as early as 30 years ago when the government of then president Fidel Ramos started the privatization of Terminal 3. Unfortunately, it ended up in court and in early 2000, it was taken over by government. So 30 years in the making, now we will be able to privatize the operations and maintenance of the Manila International Airport," Bautista said in a press briefing.

Transportation Undersecretary Timothy Batan said the project could be among the fastest in the country's PPP history -- from the project development process that started on Feb. 2, 2023 until its approval on Feb. 15 this year.

"This process is one of if not the fastest solicited PPP project of the Philippine government. Prior to the President (Ferdinand) Marcos Jr. to make the PPP more attractive to the private sector," he added.

This was seconded by Bautista, saying the Transportation department, along with the PPP Center, the National Economic and Development Authority worked hard to implement the project the soonest.

Changes in Canada's post-graduation work permit, key details inside

hindustantimes.com, Feb 17, 2024

The length of PGWPs for programs other than master's degrees will continue to align with the length of the study program, to a maximum of 3 years.

To restrict international students coming in, Canada brought in various changes like the announcement of an intake cap on new international study permit applications and other changes

Canada has seen a huge influx of students who come to study as well as for employment opportunities both after graduation and otherwise.

"These recently announced reforms will support sustainable population growth in Canada and improve system integrity while helping to ensure that international students have a positive experience in Canada," says an official note on the

Increase in PPP projects globally

117 PPPs lined up – official

manilatimes.net February 21, 2024

A TOTAL of 117 public-private partnership (PPP) projects worth P2.5 trillion are in the pipeline for possible implementation, PPP Center Executive Director Ma. Cynthia Hernandez said on Monday.

The number, she told reporters at the sidelines of an economic forum, is higher than the 109 projects worth P2.4 trillion announced last year.

Out of the 117 projects, 15 are expected to be approved this year, Hernandez said, comprising solicited offers "that we are actively developing with implementing agencies."

Another 13 are up for approval in 2025, during which the PPP center expects "a large volume of unsolicited proposals because of the new PPP Code."

The Code, which President Ferdinand Marcos Jr. signed last December, aims to provide a framework for the implementation of vital infrastructure projects.

February 22, 2024

Plan to scale up housing development in motion

Victoria Falls Reporter

herald.co.zw/

MORE financing models are being explored to speed up the construction of new housing, including tapping into international credit lines and public-private partnerships, National Housing and Social Amenities Minister Daniel Garwe told Parliament recently.

Delivering affordable and quality housing in both urban and rural areas is one of the core targets set under the National Development Strategy (NDS1), which builds momentum towards Vision 2030.

Under this drive, a cumulative 220 000 housing units must be developed for both rural and urban areas by 2025, and 1,2 million units by 2030 to cope with an anticipated backlog of 1,5 million.

This has to be achieved through leveraging partnerships with the private sector, harnessing new building technologies, as well as partnership with Shelter Afrique, a Pan-African bank that exclusively supports the development of affordable housing and real estate sector growth in Africa.

Shelter Afrique has already pledged US\$25 million to finance at least 3 000 houses and flats countrywide, including a pilot scheme for walk-up flats in Victoria Falls.

Construction at several developments by the Government and private sector is in progress countrywide as efforts continue to push development of affordable housing to all.

Responding to questions in Parliament, Minister Garwe said Government was pursuing a number of models including implementing the Shelter Afrique scheme.

International Standards for PPP Transparency

London unveils public-private partnership to attract real estate investments

Mar 6, 2024 |

"Whilst London continues to be the most attractive global city in which to invest, it can also be complex to do so, and Opportunity London exists to smooth that path," said Jace Tyrrell, CEO of Opportunity London.

"Our London 'Investment Prospectus' has the cross-party backing of every layer of government and the private sector and sets out nearly GBP 10 billion of investable opportunities right now. It is the very first time we have all come together in this way and the list of opportunities will only grow as we continue to engage," he said.

Tyrrell's team now plans roadshows around the world to pitch for investments over the year by highlighting the city's stable political, legal, financial, and regulatory environments for capital investment.

KPTCL plans underground substation in Bengaluru in PPP mode to augment transmission network

March 06, 2024 |

According to projections, the electricity demand in Bengaluru for financial year 2024-25 is stated to be 22 billion units while the peak demand is stated to be 3.6 Giga Watts (GW). The projections show that by 2030, the demand will reach 33 billion units while the peak demand will reach 5.4 GW.

"We need more substations with higher capacity in Bengaluru due to increased consumption from Electric Vehicle (EV) and other industries in and around the city. Old substations required more land and had lesser capacity. With these new compact substations, we can reduce land usage and increase capacity," said K. J. George, Energy Minister, during a press conference on Wednesday. He added that the plans for redevelopment of substations are still at a preliminary stage and would be taken for cabinet approval after assessing the response from stakeholders to the concept.



International Standards for PPP Transparency

World Bank Says Public-Private Partnerships Essential to Financial Access

MARCH 8, 2024

The global push for digital transformation is gaining momentum, with global institutions increasingly taking part in shaping the landscape.

The recent World Bank's inaugural [Global Digital Summit](#), which convened leaders from government, the private sector and academia, highlights this trend.

The three-day conference, held March 5-7, spotlighted the significant impact of digital technologies across various areas, from the rise of digital jobs to app development and internet usage. Moreover, it emphasized the necessity of robust public-private partnerships to drive meaningful progress in this domain.

At the heart of this summit was a [conversation](#) between Microsoft Chairman and CEO [Satya Nadella](#) and World Bank Managing Director of Operations [Anna Bjerde](#), highlighting the transformative potential of data and artificial intelligence (AI) in driving inclusive economic growth, particularly in emerging markets.

Canada brings forward PGWP changes for public-private college students

Published on 25/03/24

Immigration, Refugees and Citizenship Canada (IRCC) has brought forward the date from which students at public-private license agreement colleges will not be eligible for the Post-Graduation Work Permit (PGWP).

Changes to PGWP were announced in January this year, when Marc Miller, the Minister for Immigration, Refugees and Citizenship, [unveiled a package of measures including a cap of study permit applications](#) for the next two years for postsecondary students below master's level and a new provincial attestation letter system for students affected by the cap.

Initially Minister Miller said that international students starting courses at public-private colleges would from September 1st, 2024, would no longer be eligible for PGWP.



Post-study work rights for public-

However, in a new update, IRCC has conformed students commencing programmes on or after 15th May 2024, will not be eligible for the Post-Graduation Work Permit.

In its [statement](#), IRCC said, "The change in post-graduation work permit criteria does not prevent a graduate of one of these programmes from applying for a different type of work permit upon graduation. For occupations that face a labour shortage in Canada, a graduate could apply for a work permit supported by an employer's approved labour market

Majority of Ontario international student permits to go to public colleges, universities

Posted March 27, 2024 4:27 pm. Last Updated March 27, 2024 6:22 pm.

Ontario will prioritize its newly reduced number of international undergraduate student study permits to post-secondary institutions that offer in-demand programs such as in the skilled trades, child care and health care, the province said Wednesday.

The federal government announced earlier this year it would slash the number of international student permits it would hand out, with Ontario seeing its allotment cut in half.

"We are protecting the integrity of our province's post-secondary education system by attracting the best and brightest international students to Ontario to study in areas that are critical to our economy," Colleges and Universities Minister Jill Dunlop said in a statement.

"We have been working with post-secondary institutions to ensure international students are enrolled in the programs to support a pipeline of graduates for in-demand jobs."

Last month, Dunlop gave a \$1.3-billion funding lifeline to post-secondary institutions, but the colleges and universities said they needed double that amount. Many post-secondary institutions are running deficits this year.

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Uzbekistan, JBIC talk over new public-private partnership projects

Uzbekistan | Materials | 1 April 2024 17:39 (UTC +04:00)

TASHKENT, Uzbekistan, April 1. Uzbekistan and the Japan Bank for International Cooperation (JBIC) discussed new socially significant international public-private partnership (PPP) projects on the modernization of drinking water supply and sewerage infrastructure, **Trend** reports.

The issue was reviewed at a meeting between Uzbek Deputy Minister of Economy and Finance Bobur Khodjaev and representatives of the Japan Bank for International Cooperation.

Both parties also considered the prospects of attracting investments from Japanese companies in various sectors of the economy.

Following the meeting, Uzbekistan and JBIC reached an agreement to intensify mutual cooperation in order to further develop new areas of cooperation.



PPP intervention in transportation sector

PPP to create efficient transport, economic growth in PH – DOTr

| April 17, 2024,

MANILA – Public-Private Partnership (PPP) projects bring efficiency in the transportation sector, leading to economic growth, Transportation Secretary Jaime Bautista said Wednesday.

Bautista cited aviation projects such as the rehabilitation of the Ninoy Aquino International Airport (NAIA), New Manila International Airport in Bulacan, the airports in Clark, Bohol-Panglao, Laguindingan, and several other airport projects as successful PPP projects.

"We hope that you can connect us to interested investors who will appreciate the business viability of our transport infrastructures. We welcome foreign participation in financing our infrastructure projects under a Public-Private Partnership arrangement or PPP," he said at the 'Kapihan Sa Klub' meeting in San Juan City,

Through better public transportation and the Public Transport Modernization Program (PTMP), the DOTr is hoping to solve the country's traffic problems by encouraging more people to use public transportation.

Government to formulate a detailed public-private partnership policy

April 20, 2023

The aim is to boost private sector participation in improving the State's infrastructure

Finance Minister Palanivel Thiaga Rajan on Wednesday said the government would formulate a detailed policy on public-private partnerships (PPP).

The policy will intend to boost private sector participation in improving the State's infrastructure and enable public sector organisations to undertake PPP in projects involving high capital expenditure.



Trends, Federation of Arab Public-Private Partnerships discuss research collaboration

April 29, 2024 1

- ABU DHABI, 29th April, 2024 (WAM) -- Trends Research and Advisory discussed ways to enhance cooperation between public and private sectors (FAPPP) in various fields of research and development with the "Federation of Arab States for Better Partnerships between the Public and Private Sectors."
- The meeting was attended by Dr. Ahmed El Kalawy, President of the Arab Federation for Public-Private Partnerships, and his deputy Dr. Amr Wael, in the presence of Dr. Mohammed Abdullah Al-Ali, CEO of Trends. A number of experts and professionals also attended.
- The discussion focused on the challenges and opportunities of public-private partnerships in sustainable development and the best international practices in the field.
- The two sides stressed that partnership between the public and private sectors is necessary to implement development plans.
- Dr. El Kalawy delivered a presentation on the Federation's work, the challenges and opportunities of public-private partnerships in sustainable development, and the Federation's role in promoting partnerships between the two sectors.

International Standards for PPP Transparency



Middle East PPP Market committed to easy financing

Government committed to facilitate easy financing for private sector: Finance Minister

: May 19, 2024

Mohamed Maait, Egypt's Minister of Finance, has reaffirmed the government's unwavering commitment to securing accessible financing from international development partners for the private sector. This initiative aims to provide the necessary liquidity to drive private investment flows in Egyptian developmental and economic activities. It aligns with efforts to empower the private sector, foster growth, create productive job opportunities, alleviate fiscal burdens, and enhance the quality of services provided to citizens.

In a recent statement, the Ministry highlighted its collaboration with the Central Unit for Public-Private Partnership (PPP) to educate Egyptian private sector investors on leveraging low-cost financing opportunities offered by international institutions. The ministry is also clarifying priority sectors and projects within international financing programmes, while enhancing the capacities of private companies to capitalize on financing opportunities available from multilateral development banks.



Educational Infrastructure: The Next Frontier for Global PPP Investment

PPP Code speeds up approval process, implementation of infra projects

May 19, 2024,

BAGUIO CITY – The government targets to award five public-private partnership (PPP) projects worth PHP50.57 billion by the end of 2024 and three more by next year, as the new law and its implementing rules and regulations (IRR) have helped fast-track the approval process and implementation of infrastructure projects in the country.

In an interview with the Philippine News Agency over the weekend, PPP Center deputy executive director Jeffrey Manalo said Republic Act No. 11966 or the PPP Code and its IRR have set deadlines for various government agencies to review and approve the projects.

Education Ministry takes charge of school expansions as companies lose faith in PPP model

22 May 2024

The Education Ministry has taken back the job of financing, designing and building several school expansions, after companies said the public-private-partnership (PPP) approach was too difficult.

The government wants to use more PPPs to build infrastructure to spread the risks and costs out, but not all the projects work out well.

Ten schools have been built using PPPs. The builds began under the government before 2017, and it was then halted as an approach after that.

But when a growth in rolls meant seven of them had to expand, contractors were not keen, a ministry OIA response shows.



ADB funding to boost PPP

13 more added to P3-T worth of PPP projects

June 2, 2024,

MANILA – The Public-Private Partnership (PPP) Center said 134 projects worth PHP3.03 trillion are in the pipeline for undertaking between the government and private sector.

Data released by the PPP Center over the weekend showed that 13 unsolicited proposals were recently added to the list of 121 approved projects revealed two weeks ago.

These include the Sta. Rosa City Digitalized Traffic Enforcement, Municipality of Cainta Digitalized Enforcement, Caloocan City Digitalized Traffic Enforcement, Cauayan City Digitalized Traffic Enforcement, Digital Infrastructure for the Philippine National Cancer Registry and Next-Gen Clinical Research, Establishment of Hemodialysis Centers in Iloilo Provincial and District Hospitals, and the Pampanga Bulk Water Supply Project.

Other projects recently added in the pipeline include the Biñan City Digitalized Traffic Enforcement, Civil Aviation and Immigration Security Services, Establishment of Bulk Water Facility in La Union, La Union Integrated Terminal Exchange, Establishment of Dialysis Center in all Provincial Government of La Union District Hospitals and La Union Medical Center, and the Cavite Bus Rapid Transit System.

ADB's \$250m financing to help boost public-private partnerships in Pakistan

June 05, 2024



The Asian Development Bank (ADB) Wednesday greenlighted a \$250 million loan to help Pakistan drive sustainable investments in infrastructure and services through public-private partnerships (PPPs).

ADB's Promoting Sustainable Public-Private Partnerships Program, a statement from the institution said, supports the implementation of government policies to create an enabling environment for fiscally affordable PPPs and promote inclusive economic growth.



Public Private Partnerships (PPPs) and the railways - a new global approach

26 June 2024



The Luxembourg Rail Protocol to the Cape Town Convention is a game changer, supporting private investment in the railways as part of a PPP strategy, and facilitating environmentally and financially sustainable economic development.

It is universally accepted that governments need to be involved in the building or rehabilitation of strategic infrastructure such as the railways. These are long-term projects that often carry significant financial, political, and even geological risks. But simply because governments build roads, this does not mean that they finance every car that runs along them. Why is it different for the railways? The answer is "legacy" – and this is no longer an acceptable response.

**Transportation Revolution:
How PPPs Are Transforming
Urban Mobility Globally**



Global Infrastructure Gap: How PPPs Are Filling Critical Investment Needs

Ministry of Finance introduces federal entities to Public-Private Partnership Manual for Projects and Execution

July 16, 2024

- DUBAI, 16th July, 2024 (WAM) -- The Ministry of Finance (MoF) has organised a workshop to launch the Public-Private Partnership (PPP) Manual for Projects and Execution, at the Waldorf Astoria Hotel in Dubai International Financial Centre.
- The workshop was attended by Saeed Rashid Al Yateem, Assistant Under Secretary of Resource and Budget Sector, along with many leaders from the Ministry and other federal entities.
- Also present were representatives of federal entities with selected partnership projects, where they were introduced to the key themes of the guide and the stages of project implementation.
- The workshop discussed the objectives of the guide, highlighting its role in supporting the UAE's development projects and national strategy. It also touched on the governance mechanism that the Ministry of Finance will employ to oversee partnership project procedures, ensuring the guidelines are optimally applied.

9 PPP projects worth P65-B added in the pipeline

July 11, 2024

CAPAS, Tarlac – Nine public-private partnership (PPP) projects were added in the pipeline, increasing the value of PPP list by PHP65 billion as of July this year.

During the Build Better More Infrastructure Forum here Thursday, PPP Center Executive Director Ma. Cynthia Hernandez said her office listed 143 PPP projects in the pipeline amounting to PHP3.095 trillion as of July 11.

Early last month, the PPP Center listed 134 projects in the pipeline worth PHP3.03 trillion.

Hernandez said most of the added projects are unsolicited proposals.

Majority or 100 of these projects are at the national level and the remaining 43 projects will be implemented by local government units (LGUs).

She also reported that of the total projects in the pipeline, 102 are currently in preparation phase, 21 in negotiation phase, 10 in approval phase, and eight in procurement phase.

The status of two other projects is still for verification.

"The PPP Center is actually the touchpoint of a lot of international agencies that want to also assist in developing PPPs," Hernandez said. (PNA)



Development Finance Institutions' Pivotal Role in Emerging Market PPPs

27 new PPP projects added to gov't pipeline

August 13, 2024 | 12:31 am



TWENTY-SEVEN public-private partnership (PPP) projects, including the P77.22-billion Bataan Harbour City project, have been added to the government's pipeline as of end-July, government data showed.

PPP Center data obtained by *BusinessWorld* showed that the 27 new projects have an estimated total cost of P114 billion.

This brought the total number of PPPs in the pipeline to 164 valued at P3.24 trillion as of end-July, it said.



Institutional Investors Target PPP Assets Amid Global Uncertainty

Egypt's Al-Mashat emphasises public-private partnerships in meeting with NIB subsidiaries

September 7, 2024 10:29 pm

Rania A. Al-Mashat, Minister of Planning, Economic Development, and International Cooperation, and Chairperson of the Board of Directors of the National Investment Bank (NIB), met with the leadership of NI Capital and NI Consultations, NIB subsidiaries, to discuss their role in promoting public-private partnerships and driving economic growth.

Al-Mashat emphasised NI Capital's critical role in supporting the government's vision for fostering economic growth by developing non-banking financial services, encouraging investments in traded securities and direct investments, and maximising returns on state-owned assets.

"NI Capital represents a leading example of the bank's investments," said Mohamed Negm, NIB Deputy Chairperson, stressing the importance of the company's role in maximising returns on the bank's investments and fostering partnerships with both local and foreign private sectors.

Mohamed Metwally, CEO and Managing Director of NI Capital, highlighted the company's significant progress since its inception. Assets under management for private sector clients and state-owned enterprises reached EGP 14.7bn by the end of 2023, with a compound annual growth

Purdue, Bayer announce partnership to address regenerative agriculture on global scale

SEPTEMBER 19, 2024

New consortium to focus on data-driven, holistic approach to create sustainable and resilient farming practices

WEST LAFAYETTE, Ind. — On Thursday (Sept. 19), Purdue University and Bayer announced the creation of the Coalition for Sustainable and Regenerative Agriculture, a public-private partnership designed to help improve the soil health of farmland while also increasing food production for a growing population.

The coalition's mission is to generate robust, real-world data in support of regenerative agriculture practices to help farmers restore soil health and biomass, increase biodiversity, and improve the resiliency of ecosystems over time. The coalition's new framework will also support education and outreach programs to enhance sustainable and regenerative agriculture.



‘Public-private partnerships only solution to quality healthcare delivery in Pakistan’

October 10, 2024

Islamabad:Public-Private-Partnership (PPP) is the only viable option and solution to provide quality and affordable healthcare services to people in Pakistan, where the healthcare sector is facing challenges like limited resources, inadequate infrastructure, workforce shortages, and an alarming rise in disease outbreaks intensified by climate change and global health security threats, officials and experts have emphasized.

These concerns were discussed during an international conference on ‘Sustainable Health Systems and Resilience,’ which concluded at the Comstech secretariat in Islamabad on Wednesday.

The event, organised by the Manhattan Strategy Group (MSG) in collaboration with local and international partners, brought together health professionals, policymakers, and global experts to discuss the country's growing health challenges and the strategies necessary to address them.

Prime Minister’s Coordinator on Health Dr. Malik Mukhtar Ahmad Bharath underscored the substantial impact of the 2022 floods, which displaced millions, devastated infrastructure, and exposed deep vulnerabilities within Pakistan's health system.

Institutional Investors Target PPP Assets Amid Global Uncertainty



Institutional Investors Target PPP Assets Amid Global Uncertainty

Traveloka Enhances Public-Private Partnerships through Strategic Seminar Hosted Together with VNAT

Nov. 7, 2024, 09:15 PM

In response to Vietnam's evolving travel landscape, **Traveloka**, Southeast Asia's leading travel platform, has partnered with the Vietnam National Administration of Tourism (VNAT) to host a strategic seminar titled **"Smart Tourism Solutions and Public-Private Strategic Cooperation - Enhancing Tourism Experiences and Promoting Sustainable Tourism Development."** The seminar brought together VNAT, the Vietnam Tourism Association (VITA), the Global Sustainable Tourism Council (GSTC), the Institute for Tourism Development Research and University of Social Sciences and Humanities, Vietnam National University, Hanoi, to address the rising trend of independent travelers and to emphasize the role of digital solutions and public-private partnerships in advancing sustainable tourism in Vietnam.

Public-private partnerships for education stressed

By Our Correspondent | November 10, 2024

Islamabad : Federal education secretary Mohyuddin Wani on Saturday advocated for the inclusion of education in the national discourse and said that public-private partnerships were crucial for advancing formal education.

During a session on the second day of the three-day Literature Festival here, the secretary said that 65,000 children in Islamabad's primary schools were given free meals, while free eye screening had been introduced for schoolchildren. He added that the ministry had set up health centres in 125 schools.

The secretary said early childhood education sessions had started in 100 schools. He added that the renovation of public schools in Islamabad was under way, with 125 schools being converted to solar power in the next three months. Wani said that 8,000 girls travelled between school and home daily on the Prime Minister's Pink Buses.

He said seven schools were setting up artificial intelligence and robotics labs, and software technology parks had been established in five colleges in Islamabad. The secretary noted that the ministry had converted 550 classrooms into smart classrooms, and set up art and podcast



Abu Dhabi accelerates sustainable development through public-private partnerships

, November 25, 2024

ABU DHABI, 25th November, 2024 (WAM) – The Abu Dhabi Investment Office (ADIO) plays a pivotal role in advancing Abu Dhabi's Public-private partnership (PPP) framework, in alignment with the emirate's economic acceleration and investment strategies.

The framework strengthens cooperation between local and international investors and government entities with a focus on promoting investment in strategic sectors, furthering the emirate's competitiveness, and bolstering economic prosperity. In Abu Dhabi, PPPs facilitate private sector involvement in public infrastructure development and value-added services, targeting sectors like renewable energy, transportation, and healthcare. From 2020-2024, ADIO facilitated a total of AED 2.4 billion in PPP deals, underscoring Abu Dhabi's position as a premier investment destination.

The Zayed City Schools project exemplifies the success of Abu Dhabi's PPP model in education, representing the nation's first time to have schools developed under a PPP framework. This collaboration with the Abu Dhabi Department of Education and Knowledge (ADEK) will deliver three state-of-the-art schools for over 5,000 students from kindergarten to

Institutional Investors Target PPP Assets Amid Global Uncertainty



Transportation Revolution: Global Impact

Transport Agency to seek first partner for Northland Expressway in the New Year

5 December 2024

New Zealand Transport Agency (NZTA) will seek a partner for the first of three back-to-back PPPs to extend State Highway One in four lanes through to Whangārei in the New Year.

A PPP is a public-private partnership that builds then operates the highway for two-to-three decades.

Transport officials told a scrutiny committee at Parliament on Thursday they would seek a PPP partner for the first of the three Northland highway sections next year.

It would be for the Warkworth to Te Hana section of the 100km road.

A new model for procuring highways was being worked on at the government's direction.

"That's sort of driven us to the model that we're coming up with, which is in essence looking at three PPPs back-to-back," said general manager of transport services Brett Gliddon.



Brief of Rajeev Chadha (Public Private Partnership Infrastructure and Investment, Guru)

Rajeev (**aka PPPII Guru**), MBA (Finance), Faculty of Management Studies, Delhi University, M.Sc (Electronics), MRICS (London), CAIIB, M.S(Consultancy Management-BITS Pilani), IRDA, AMFI certified. Rajeev is a professionally trained ex-banker (Management Trainee -1986 batch) from the second largest bank in India (Punjab National Bank). Rajeev has 38++ years of rich, varied, and **unique industry experience** spread across top MNCs (**Ascendas Pte**), Public Sector (**Punjab National Bank**) / Private Sector (**Gold Souk, Wegman**), Central Government (**Ministry of Finance, Ministry of Urban Development**) / state governments (**Government of Uttaranchal + 20 other States of India**) and **Government of Singapore**, statutory bodies (**National Capital Region Planning Board, Ministry of Urban Development**) and regulators (**Inland Waterways Authority of India**) in the infrastructure domain. Rajeev has been in leadership roles as CEO of four Real Estate Companies in India in the pre-demonetization era including two Real Estate and Infrastructure Private Equity and Venture Funds. Rajeev has provided **consulting inputs to top international strategy consulting companies** such as McKinsey, Bain, BCG, GLG, Deloitte, PwC and KPMG as a subject expert in the areas of infrastructure (all sub-sectors) as well as public, corporate, project and personal financing & infrastructure planning. Rajeev has worked extensively with the Government of India including the Ministry of Finance and the Ministry of Housing and Urban Affairs at the senior management level. This work besides Urban Infrastructure development also includes Smart Cities and land monetization.

Rajeev has been involved in infrastructure planning, financing & advisory of over **1800++ infrastructure projects/schemes aggregating to Rs.65 lac** crores spread across **ALL sectors**. This includes **350++ PPP projects** in various stages of development and **250++ transaction advisory assignments**. Rajeev has undertaken Capacity Building and Training of over 6000++ professionals in India, Nepal, Bangladesh, Sri Lanka, and Singapore in innovative infrastructure financing, PPP (all sectors), land monetization, smart cities, and climate/disaster financing. Rajeev has also taught in two Management Colleges as external faculty as well as the Training College of Punjab National Bank in his areas of expertise i.e. Infrastructure, PPP, Urban / Smart Cities / Real Estate / Climate Financing etc.

Currently, Rajeev is also involved in 11 top infrastructure consulting assignments as a Team leader or Finance / PPP expert in South Asia along with the Infrastructure/PPP expert for Swadesh Darshan 2.0, Ministry of Tourism, PPP/finance/real estate expert in Musi River Front Development & Transit Oriented Development based Zonal Development Plan Ghaziabad (NCRTC) Projects Namo Bharat. He has been invited as a subject expert in SPA Delhi, Basic PPP training in Bangladesh (ADB project) & PPP Expert for the training program on transport infrastructure projects for BIMSTEC.

Rajeev is the only Asian to provide training not just in India but government-sponsored training workshops to government servants/bankers in Nepal, Bangladesh, and Sri Lanka. He has provided consultation and insights to the officials of the Holy City of Mecca and a Master Trainer for 9-day workshop for the PPP practitioners of Malawi.

RAJEEV CHADHA

Infrastructure Finance & Policy, Procurement , PPP (all sectors) , Banking & Multilateral Projects, Government Finances , Sustainable Development, Climate Finance , Institutional Development & Governance

INDIA



Years of Experience

- 38+ Years

Qualifications

- MBA, FMS Delhi University
- M.Sc. (Electronics), Delhi University (Equivalent to B.E Electronics)
- Prince2R Project Management

Key Expertise

- Infrastructure Finance & PPP (Project initiation to execution –entire lifecycle including appraisals)
- Banking, Private Equity & Venture Fund
- Urban Development & Large Infrastructure Projects
- Financing, Fundraising and Strategies for Government Organisations, Cities, Urban Development Bodies, State & Central Governments and Projects
- Public Financing (Central, State & ULBs)

Background

Rajeev has 38 + years of **unique** industry experience spread across top MNCs, Public / Private Sector organisations, Central / State Governments, Statutory bodies and regulators. **Rajeev also provided consulting inputs to top international strategy consulting companies such as McKinsey, Bain, BCG, GLG, PwC and KPMG as subject experts.** His consulting experience of 15+ years is across areas such as strategic advice, organization development, new policy formulation and framework, pre-feasibility and feasibility studies, project conceptualization and planning, the entire life cycle of project management & and program management, monitoring and review, mid-course correction, team management and providing overall leadership to assignments/projects and organizations.

Rajeev is currently involved in multiple advisory / Transaction Advisory projects in the Infrastructure sector.

- 1. Team Leader for TA services to National High-Speed Rail Development Corporation (NHRCL) for generating revenue from commercial utilisation of the High-Speed Rail Terminal at Sabarmati, Ahmedabad.**
- 3. Investment, Finance & PPP Expert for Swadesh Darshan 2.0 for Himachal Pradesh & Jharkhand, Assam, Arunachal and Ladakh**
- 5. Subject Expert, Capacity Building ERD /NPD, Government of Sri Lanka & PPPA, PMO, Government of Bangladesh**
- 6. PPP/Real Estate/ Infrastructure Finance / TOD expert of Musi River Front Development**
- 7. PPP/ Real Estate / Infrastructure Finance / TOD expert - Zonal Development Plan Ghaziabad, NCRTC, Namo Bharat**
- 8. Master Trainer for PPP Practitioners from PPP Commission of the Republic of Malawi - P3World Council**
- 9.Global Smart City, Finance, Climate & Disaster,PPP, TOD,Real Estate & Land monetization Expert - City of Mecca**

Key Experience

- **Team Leader & Finance / PPP Expert , PPP Cell. Department of Economic Affairs (DEA), Ministry of Finance** handling National Infrastructure Pipeline (NIP), National Monetization Pipeline (NMP), Gati Shakti & Centre of Excellence – PPP (FCDO Funded)
 - Appraisal of large infrastructure projects on behalf of DEA (SFC. PIB . DIB , EFC , VGF , PPPAC & IIPDF Proposals)
 - Policy making & capacity building for Public Private Partnership Projects (PPP) in India (FCDO Funded Project).
- Team Leader, GeM (Government E-Market Place , Ministry of Commerce) , PMU –KPMG handling services design on GeM
- Team Leader (Medipark Industrial Estate , Chennai , Tamil Nadu) – PMC –KPMG handling end to end advisory of Medical Devices Industrial Park.
- Team Leader Program Management for PMIDC, Govt. of Punjab for Smart City, HRIDAY, Swachh Bharat, Ease of doing Business, AMRUT . Supported Government of Punjab as overall leader & Finance / PPP Expert.
- Urban Finance & PPP Expert for PwC & KPMG. Inputs to 35 Smart cities namely Karnal , Indore, Gwalior, Bilaspur, Pasighat , Allahabad, Greater Warangal, Shivamogga, Hubbli Dharwad, Agartala & Karimnagar since 2015 . 17 Smart Cities of U.P in 2020-21 in a KPMG PMU Both Area based development (ABD) as well as Pan City ICT components of Smart Cities.
- Finance Expert at JBIC Funded Program Management for Yamuna Action Plan (YAP 2)- MoEF, Govt. of India. Urban reforms component. Entire life cycle of project management for a Japanese MNC Company – Tokyo Engineering Consultants.
- Consultant for Govt. of A.P, Resident Commissioner Office, New Delhi handling ten (10) key Infrastructure Ministries & follow-up of Govt of AP Infrastructure projects
- Consultant (Finance & Audit), IWAI, Ministry of Shipping. **World Bank assisted Waterways JVM -1** . Handling CAG issues & advice on Finance matters. Fundraising by way of Bonds. Consultant, Ministry of Minority Affairs. Project appraisals for Grant disbursements. Approved Inspecting Authority of MAEF.Joint Director Finance NCR Planning Board. Infrastructure Projects in the NCR Region.
- CEO of two real estate companies in NCR Region doing end to end Real Estate Projects including SEZs & Integrated Townships.



Key Achievements

- Infrastructure planning, financing and advisory of **over 1800++ infrastructure projects/schemes aggregating to Rs. 58 Lac Crore spread across ALL sectors.**
- Advisory of **350+ PPP Projects. Out of these 150 PPP Projects are at various stages of the project life cycle** spread across ALL sectors.
- **Transaction Advisory of over 250+ Infrastructure Projects** (Brownfield & Greenfield)
- **Capacity Building on PPP / Infrastructure Planning and financing to National Bank of Infrastructure, Bankers and Government Officers of Nepal** through NIBM
- Capacity Building on Infrastructure Financing for External Resources Department, Government of Sri Lanka.
- **Teaching assignments at two Management Colleges in the Delhi / NCR Region on subjects related to Infrastructure, Finance, Banking and real estate.**
- Strategic advice to the Department of Economic Affairs, Ministry of Finance, Government of India in large Infrastructure Project appraisals (SFC, EFC, PIB, DIB, VGF, IIPDF & PPPA. Over 100+ largest Infrastructure Projects in India were appraised during the period (2020-22). The total Project Cost involved Rs 5 lac crore.
- Strategic advice to the Department of Economic Affairs, Ministry of Finance, Government of India on Policy matters related to Public Private Partnership (PPP) – ALL Sectors
- Strategic inputs to 35 Smart Cities in India in various Capacities as part of Project Management Consultants (PMC) and Project Management Unit (PMU) in 15 States in India.
- Enhanced Investment Portfolio of Punjab National Bank by 40% and increased Investment yield by 150 basis points across all types of financial instruments and maturities (1992-98).
- Played a key role in the Implementation of Finacle software at Punjab National Bank (1994-98)
- Supported the Banking Division, Government of India in enacting the DRT Act (SARFAESI Act) and set up Debt Recovery Tribunals all over India.
- Transformation of Punjab National Bank Mutual Fund (2001) – a subsidiary of Punjab National Bank
- Joint Director (Finance) at National Capital Region Planning Board, Ministry of Urban Development and supported Infrastructure Development in NCR Region.
 - Raised Rs 3000 Cr by way of Private Placement of Bonds. Appraised over 300+ Infrastructure Projects in the NCR Region
 - Involved in large Infrastructure Projects such as KMP, FNG Expressway, IRBT, Delhi Metro, RRTS etc. Integrated Townships Projects in NOIDA, Gurgaon, Faridabad etc
 - Managed the entire accounts & finance of NCRPB
 - Capacity Building Workshops for ULBs in NCR Region
 - Prepared the Regional Plan 2021 of NCR
- Joined SIDCUL, Government of Uttaranchal as General Manager (Infrastructure) and was involved in landmark Rurdrapur Industrial Estate & IT Park Dehradun development.
- Worked on Urban Sector Reforms under Yamuna Action Plan -2
- Raised Rs 1000 Cr for Solitaire Capital Advisors Singapore based Private Equity Firm
- Joined Ascendas Pte Limited (Fully owned by Government of India) in 2008 as Vice President (North India Operations)
 - Prepared Business Plans for two SEZs in Gurgaon – one a JV with Dabur Group and the other with IREO
 - Worked on Singapore India Economic Zone. Involved in over 20 Business development deals which included the acquisition of DLF Cyber City properties
 - Listed the properties of Ascendas as REITS on the Singapore Stock Exchange (SGX)
 - Interacted with Central Government & State Government. Represented tCompany at various domestic and international forums such as FICCI, CII, ASSOCHAM, KOTRA, JETRO etc
- Worked as Professional CEO of two Real Estate Companies in 2012-17. Developed 25 Acre SEZ and 100 Acre Township. 25 Acre SEZ at NOIDA Ext leased out one tower of 3 lac sft to IBM.
- Professional CEO & successfully developed Worked on Multiple assignments with Mckinsey, Bain and BCG providing support in the areas of my expertise
- Advised BHEL on Procurement-related matters pertaining to Make in India.
- Inspected, and appraised over 10 projects for Maulana Azad Education Trust, MOEF, and GoI for grant funding.
- Raised Rs 300 Cr by way of Private Placement of Bonds for IWAI, Govt of India



Key Professional Milestones

- Joined Punjab National Bank as a Management Trainee in Aug 1986.
- Joint Director - NCRPB, Ministry of Urban Development, Govt. of India - (2001 - 04)
- O.S.D - Banking Division, Ministry of Finance, Govt. of India - (1999 - 2000)
- Vice President - Punjab National Bank - (1986 - 2001)
- G.M – SIDCUL , Govt. of Uttaranchal - (2004 - 05)
- Finance Consultant - Yamuna Action Plan 2 - (2005 - 06)
- Vice President - Solitaire Capital (SEBI Regd Infra Fund) - (2006 - 08)
- Vice President - Ascends Pte Ltd (Fully Owned by Govt. of Singapore - (2008 - 11)
- President - Arenes Gold Souk, Gurgaon - (2011 - 13)
- CEO - Wegmans Trustone Group, NOIDA - (2013 - 16)
- CEO - AMRAC Advisors Pvt. Ltd (SEBI Registered AIF - II - (2016)
- Consultant - Andhra Bhawan, Government of Andhra Pradesh - (2016)
- Consultant - IWAI, Ministry of Shipping, Government of India - (2016 - 17)
- Consultant - MAEF, Ministry of Minority Affairs, Govt. of India - (2016 till date)
- Director - PWC - Government & Public Sector Advisory - (2017 - 19)
- Sr. Advisor KPMG – Govt. & Public Sector Advisory / Major Project Advisory (2019-TILL DATE)

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Infrastructure Finance, PPP, Procurement, Institutional, Governance and Global Smart Cities Expert

BIMSTEC, 2025



Dhaka, Bangladesh Nov 2024



Dhaka, Bangladesh Oct 2024



Dhaka, Bangladesh Dec 2024



Colombo, Sri Lanka Sep 2023



Colombo, Sri Lanka Jan 2024



Kathmandu, Nepal April 2022

