



# PUBLIC-PRIVATE PARTNERSHIP NEWS COMPENDIUM, 2024

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~Rajeev Chadha  
PPPII Guru

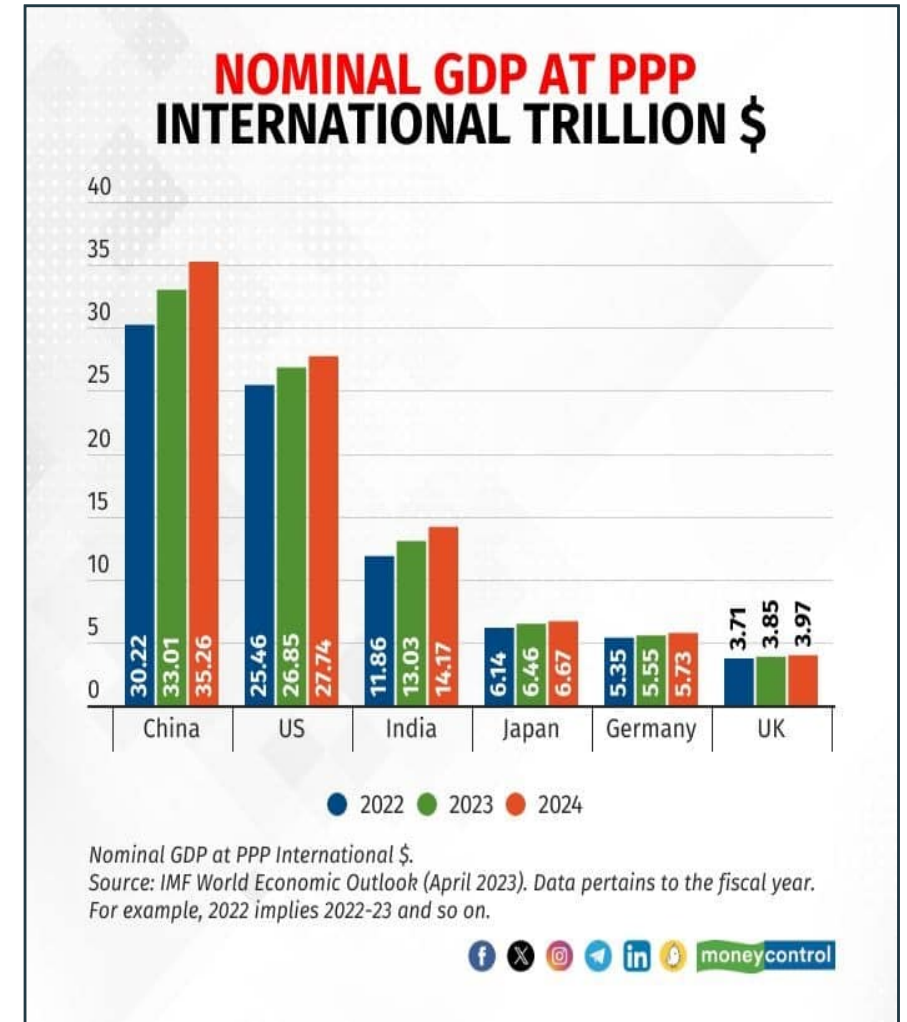
*(Infrastructure Finance & PPP Expert)*  
3<sup>rd</sup> Edition

# The Modern Indian Growth Story: Third largest economy by PPP, and the expanding power of the consumer

*India now accounts for 6.7 percent (\$8,051 billion out of a total of \$119,547 billion) of world GDP in terms of PPPs, compared to 16.4 percent and 16.3 percent, respectively, for China and the United States*

- India's GDP has been notably strong, reaching above 7% in 2022-23, surpassing expectations in a global economy characterized by geopolitical issues. India now accounts for 6.7% of world GDP in Purchasing Power Parity (PPP) calculations, compared to 16.4% and 16.3% for China and the US.
- This optimistic trend offers a comfortable cost of living for Indians, with the average Indian facing a comparable cost of living to the world's largest economies.

If India maintains real growth of 6% to 7%, it could catch up with the US economy.



# Bridging Sectors: The Power of Public-Private Partnerships

## Ahmedabad gets its first road redesigned under PPP mode ahead of VGGS; likely to be used during PM roadshow

January 9, 2024

Calling it an 'iconic' road, the AMC has completed the project, the work of which started after Diwali, within 45 days.

The Ahmedabad Municipal Corporation (AMC) has widened and redesigned the airport circle to Indira Bridge circle road — mostly used during VIP movement from the city to Gandhinagar — ahead of the Vibrant Gujarat Global Summit (VGGS). The stretch is expected to be used for the roadshow of Prime Minister Narendra Modi and UAE President Sheikh Mohamed bin Zayed Al Nahyan, who has been invited as the chief guest for VGGS, Tuesday.

Calling it an 'iconic' road, the AMC has completed the project, the work of which started after Diwali, within 45 days. It is also the first road in the city under public private partnership (PPP) with Rajhans Group at an estimated cost of Rs 55 crore,

## AIIMS seeks to operate its cath lab under PPP model

Jan 19, 2024,

Bhopal: AIIMS Bhopal has sought permission from the government for PPP model operation of its catheterisation laboratory or cath lab, said institute's director Dr Ajai Singh. The proposal will be put forth and likely to be approved by the institute's standing finance committee (SFC) next month, he added.

PPP-mode cath lab operation would be the first for any AIIMS like institution or government-run tertiary care hospital in the country.



# Bridging Sectors: The Power of Public-Private Partnerships

## How to grow seafood outside the sea — and why a Govt lab in Kochi has taken up this project

indianexpress.com January 30, 2024

Kochi-headquartered ICAR-Central Marine Fisheries Research Institute (CMFRI) has entered into a collaborative research agreement with a private-sector start-up offering cultivated meat technology solutions to grow fish meat in the laboratory.

The Memorandum of Understanding (MoU) signed by the institute, which works under the Union Ministry of Agriculture & Farmers' Welfare, with New [Delhi](#)-based Neat Meatt Biotech is the first initiative of its kind in the country.

### What is lab-grown fish?

It is merely a type of lab-grown — or cultivated/ cultured — meat. Seafood without the sea is 'grown' in the same way as other cultivated meats are grown — without the need to raise and kill an animal.

Cultivated fish meat is produced by isolating specific cells from fish and growing them in a laboratory setting using media that is free of animal components. The final product is expected to replicate the flavour, texture, and nutritional qualities of 'real' fish meat.

According to the MoU signed by CMFRI Director Dr A Gopalakrishnan and Neat Meatt Biotech co-founder and CEO Dr [Sandeep Sharma](#) in Kochi last week, the institute will focus on the genetic, biochemical, and analytical work related to the project.

## Govt to develop 200 ropeway projects worth Rs 1.25 lakh crore in five years: Nitin Gadkari

economictimes Jan 24, 2024

### Synopsis

The government is planning to increase the number of projects under the Parvatmala Pariyojana, which is the national ropeways development programme, to at least 400 in the next five years. Last year, the government announced plans to develop over 250 projects with a ropeway length of over 1,200 kilometers in five years.



Union Minister Nitin Gadkari

Union minister [Nitin Gadkari](#) said the government will develop 200 ropeway projects at a cost of Rs 1.25 lakh crore in coming five years under the National Ropeways Development Programme, "Parvatmala Pariyojana".

Addressing a 'Ropeway: Symposium-Cum-Exhibition' on Tuesday, Gadkari called for developing ropeways as part of the urban rapid transport system to decongest our cities and reduce pollution as well as the travel time.



# Musi River rejuvenation via PPP mode

## 55-km Musi riverfront to be developed in PPP mode

Jan 26, 2024,

Hyderabad: As part of the Mega Master Policy 2050 being envisaged by chief minister A Revanth Reddy to catalyse industrial growth, the Telangana government has tasked the HMDA with developing a 55-km stretch of the Musi riverfront, IT minister Sridhar Babu said here on Thursday.

The riverfront, to be developed under the public private partnership model, is aimed at transforming the river into a prominent tourism destination and an economic growth corridor, Sridhar Babu said while addressing the inaugural session of CII Telangana's infrastructure and real estate summit on the theme 'Telangana Mega Master Plan:2050'.

## Union Budget 2024: Slashing of GST rates, public-private partnership, demand educational leaders

[news.careers360.com/](https://news.careers360.com/) January 27, 2024

**NEW DELHI:** Heavy investments in the education sector, reduction of GST rates in upskilling courses, public-private partnerships are some of the expectations of people from the academic world for the Union Budget 2023.

Mohan Lakhamraju, founder and CEO of Great Learning expects reduction of GST prices in upskilling programmes for students. He said, "With technological advancements happening every minute, relying just on a college education is not enough for the Indian youth. They will have to keep updating and upskilling themselves to utilise their full potential in strengthening our economy. Removal or reduction of GST rate from upskilling programs in the upcoming Union Budget will help solve this by democratising access to quality education, fostering innovation and employability."

[Also read] [Union Budget 2024: Investment in skill development, infrastructure, demand academicians](#)

Jitendra Karsan, chairman of Safari Kid, which is a chain of preschools, seeks an innovative curriculum and a budget that enhances digitalisation. He expressed, "Anticipating Budget 2024-25, our aspirations align with the visionary ethos of NEP 2020, envisioning a budget that lays the foundation for an education realm strengthened by a progressive curriculum. We seek a curriculum that not only imparts knowledge but also fosters critical thinking, innovation, and real-world skills crucial for the future. Simultaneously, our expectations extend to a budget that propels digital enhancement across all educational boards and levels."



# Beyond Boundaries: Creating Successful Public-Private Ventures

## Make hospital functional, provide free medical aid to poor: HC to Thane Municipal Corporation

January 30, 2024

The bench said that any agreement entered into by TMC to run the hospital on a PPP model would have to be in conformity with its 2022 resolution.

The Bombay High Court on Monday directed the Thane Municipal Corporation that the 100-bed civic hospital be made functional and even if the civic body enters into public private partnership (PPP) model to run the same, it should provide free medical aid services to poor people.

Referring to a past Supreme Court judgement, the HC noted that “right to life does not mean mere animal existence”. “It will encompass in it the right to live with dignity and if any citizen is deprived of affordable public health services, right to

## International film city near Noida Airport to be the world's best, says Ashish Bhutani

Jan 31, 2024



Bhutani Group CEO Ashish Bhutani

In a significant development, real estate developer Bhutani Group, a part of [Bayview Projects](#), has been chosen as the concessionaire for the proposed international film city near Noida airport. The project, situated along the Yamuna Expressway, is a result of a public-private partnership ([PPP](#)) with the Uttar Pradesh government.

According to Bhutani Group CEO [Ashish Bhutani](#), this film city aims to be the best in the world, featuring global-first elements.

This landmark venture marks Bhutani Group's first PPP project. The premium real estate developer, known for projects in the Delhi National Capital Region, is also expanding its footprint with ventures in Lucknow, Ludhiana, Haridwar, and Goa.

## Beyond Boundaries: Creating Successful Public-Private Venture

### Good news for Bengaluru EV owners. Reliance BP to set up 225 public charging stations in city

economictimes. Feb 20, 2024



Representative Image

Electric vehicle owners in [Bengaluru](#) has more reasons to cheer for. The Silicon Valley of India is set to get more public charging stations soon.

As per reports, Bangalore Electricity Supply Company Limited ([BESCOM](#)) has awarded a tender to [Reliance BP](#) Mobility Limited for setting up of 225

public charging stations across Bengaluru. As per the tender, 150 charging spots will be in Bengaluru city while 75 in Bengaluru rural.

public charging stations across Bengaluru. As per the tender, 150 charging spots will be in Bengaluru city while 75 in Bengaluru rural.

“We had awarded the tender for setting up the charging infrastructure to Reliance BP Mobility Limited in October. They have agreed to set up 150



# Beyond Boundaries: Creating Successful Public-Private Ventures

## Budget Brings Back Farm Laws Through Post-harvest PPP Model

02 Feb 2024

Calling out the Modi government for its last budget before general elections, Samyukta Kisan Morcha, a collective of farmers' organisations across the country, said that the budget has brought back the repealed farm laws into action through post-harvest public private partnership policy announced by finance minister Nirmala Sitharaman.

The morcha leaders said that the farmers will not tolerate this betrayal by the Union government and burn the copies of budget on February 3 across the country.

In a statement, the morcha said that as far as agriculture is concerned, the proposal in the budget to "promote private and public investment in post-harvest activities including aggregation, modern storage, efficient supply chains, primary and secondary processing and marketing and branding" is nothing but handing over the agriculture sector in a platter to the corporate houses- both domestic and foreign.

## Karnataka Budget 2024: Govt to set up 2,500 EV charging stations under PPP model

FEBRUARY 16, 2024

In a boost to the Electric Vehicle ecosystem, the Karnataka Government has proposed to set up nearly 2,500 EV charging stations across the state under a public-private partnership model, Chief Minister Siddaramaiah said in his budget speech on February 16.

"To encourage Electric Vehicles in the State, 2,500 Electric Vehicle Charging Stations will be set up under public-private Partnership," the Chief Minister has said.

Apart from EV charging stations, the government has also proposed to invest Rs 35 crore to set up 100 charging centers in partnership with power supply companies.



# Collaborative Infrastructure: Developing Public-Private Partnerships

## Reviving the Depths: Nagpur's Closed Mines Breathe New Life Through a Public-Private Partnership

bnnbreaking.com 22 Feb 2024

In the heart of India's coal belt, a pioneering partnership is lighting the path toward an innovative future for the mining industry. Nagpur's AB incline mines, once deemed commercially unviable and shut down in 2018, are set to witness a resurgence. This transformation is the result of a unique collaboration between Xenergy Mines Private Limited and Western Coalfields Limited (WCL), a testament to the potential of public-private partnerships (PPPs) in unlocking the value of dormant assets.

The AB incline mines, nestled in the rich coalfields of Nagpur, have lain dormant for years. However, the recent agreement between WCL, a stalwart in the public sector, and Xenergy Mines Private Limited, a private entity with the vision and resources to tap into untapped potential, is set to change this narrative. This partnership, only the second of its kind in the region, is not just about reviving a mine; it's about rethinking how we harness resources.

This novel approach to mine operation, based on a revenue-sharing model, is an exemplar of how PPPs can offer a lifeline to projects that are no longer viable for public entities alone. By combining WCL's extensive knowledge of the local mining landscape with the agility and investment capacity of the

## Confident of India's growth at 6-8% for next 10 years: Ashwini Vaishnaw

February 22, 2024

Union Minister Ashwini Vaishnaw on Thursday expressed confidence that India will continue to have 6-8 per cent consistent growth rate over the next 10 years, as he invited global players to innovate in the country for the domestic and world markets.

India is open to the world, and to new ideas, Vaishnaw, the Minister of Railways, Communications and IT, said while speaking at the Raisina Dialogue 2024. He nudged the global community to "come here, innovate here for India... for the world." "The Indian economy is growing at a consistent clip at a very good rate. In the next 10 years, India will continue to see a 6-8 per cent consistent growth rate... I can say that with a high level of confidence," Vaishnaw said.

The building blocks for this are already in place and the results are visible, he said, outlining various initiatives taken by the government under Prime Minister

[Narendra Modi](#).

indianexpress.com/



# Beyond Boundaries: Creating Successful Public-Private Ventures

## Cabinet approves 'India AI Mission' with an outlay of Rs 10,371.92 cr for five years

Mar 07, 2024,

### Synopsis

The Union Cabinet has approved a Rs 10,371.92 crore 'India AI mission' for five years to promote Artificial Intelligence in India. The mission aims to establish a comprehensive ecosystem for AI innovation, democratize computing access, improve data quality, develop indigenous AI capabilities, attract top talent, enable industry collaboration, provide startup risk capital, ensure socially impactful AI projects, and bolster ethical AI.



Cabinet approves Rs 10,372-crore for India AI Mission: Piyush Goyal

The [Union Cabinet](#) on Thursday approved the '[India AI mission](#)' with an [outlay](#) of Rs 10,371.92 crore for a period of five years, to give a further push for [Artificial Intelligence](#) in India.

## AstraZeneca bets on licencing deals, public-private partnerships for India growth

Mar 09, 2024,

### Synopsis

British-Swedish drugmaker AstraZeneca is set to launch 15 new products in India from 2023 to 2025, focusing on oncology, cardiovascular, renal, and metabolic diseases, respiratory and immunology, and rare diseases. The company aims to expand access to its therapies through public-private partnerships, licensing deals, and tiered pricing. AstraZeneca's India business returned to growth in FY23 after a period of plateauing sales, driven by innovative molecules.



British-Swedish drugmaker [AstraZeneca](#) is in the process of 15 new launches in India including [novel products](#) and new indications of existing assets in two years, said Sanjeev Panchal, managing director of [AstraZeneca](#) Pharma India. "We would be doing 15 new launches starting 2023 until 2025," he told ET.



# From Concept to Implementation: PPP Best Practices

## Startup Mahakumbh: Leaders from public-private sector gather to promote startups

Mar 19, 2024

Rajesh Kumar Singh, secretary, DPIIT, ministry of commerce and industry, delivered the inaugural speech at the event, while Amitabh Kant, G20 Sherpa, and former CEO, NITI Aayog, shared the journey of Startup India and the vision of the government for the promotion of startups in the country in the next decade.

Sharing the journey and vision of Startup India, Kant said that in the last eight years India has created the third largest startup ecosystem in the world with over 1,12,000 startups, and the combined value of 115 unicorns in India exceeds \$350 billion in value today. He said that the number of incubators in the past eight years had increased from 4-5 in 2016 to about 400 today. "Young startups are disrupting the system and aggressively pushing things, and therefore my belief is that these startups are all national assets... the challenge for India is how do we make India the number one nation of startups in the world in the next five years," Kant said at the event.

## Achieving a TB Mukht Bharat: The Crucial Role of Public-Private Partnerships

Mar 26, 2024



India's fight against tuberculosis (TB) is at a critical juncture. We have made significant strides in recent years, with a 34 per cent reduction in TB mortality rates from 2021 to 2022. While India accounts for a quarter of the global TB burden, we are better

prepared than ever to achieve our goal of a TB-free India by 2025.

However, central to eliminating TB is early diagnosis, the key word being *early*, which remains the weakest link in the continuum of care. Despite the public sector scaling up TB services in the last decade, with over 90 million people tested and 19 million treated under the National TB



# Beyond Boundaries: Creating Successful Public-Private Ventures

## India to build first commercial crude oil storage to shore up stockpiles

Apr 04 2024

ISPRL had in the first phase built a strategic petroleum reserve in underground unlined rock caverns for storage of 5.33 million tonnes of crude oil at three locations Visakhapatnam (1.33 million tonnes) in Andhra Pradesh and Mangalore (1.5 million tonnes) and Padur (2.5 million tonnes) in Karnataka.

Under Phase-II, it intends to build a commercial cum strategic petroleum reserve in underground unlined rock caverns along with associated above ground facilities, including dedicated SPM and associated pipelines (offshore and onshore) for storage of 2.5 million tonnes of crude oil at Padur-II at a cost of Rs 5,514 crore.

The Phase-I storages were built at government expense.

In the tender, ISPRL said the Padur-II will be constructed in a PPP (public-private partnership) model where private parties will design, build, finance, and operate the storage.

Bidders have been asked to quote the financial grant they require for the building of the reserves or the premium/fee they want to offer to the authority.

The project will be awarded to entities that offer the highest premium. Where no bidder is offering a premium, it would go to the one seeking the lowest grant, the tender document said.

## Supreme Court's Delhi Metro verdict opens a Pandora's box for PPP infra projects

12 Apr 2024,

### SUMMARY

- *Last year the finance ministry instructed state-owned companies not to contest adverse awards to help build a non-adversarial climate on arbitration. The Supreme Court's verdict undercuts those instructions.*

The Supreme Court this week reversed an arbitration award, a Delhi high court order, and its own previous decision in rejecting a ₹8,000-crore claim by Anil Ambani owned Delhi Airport Metro Express Private Ltd (DAMEPL) against Delhi Metro Rail Corporation (DMRC).



# India to grant full cost of Lanka northern port development

Apr 30, 2024,



FILE PHOTO

The [Sri Lankan Cabinet](#) on Tuesday decided to implement the renovation of the [Kankesanthurai Port](#) in the Northern Province with India agreeing to grant USD 61.5 million - the entire cost of the project. Situated in the northern region of [Sri Lanka](#), the Kankesanthurai Port or the [KKS Port](#), with an area of approximately 16 acres,

is located at a distance of 104 kilometres (56 nautical miles) from [Karaikal Port](#) in [Pondicherry](#).

The direct passenger ship service connecting Nagapattinam in Tamil Nadu to Kankesanthurai port near Jaffna covers a distance of 111 kilometres (60 nautical miles) in approximately three and a half hours.

## Renovation of the port in the northern province

# Beyond Boundaries: Creating Successful Public-Private Ventures

## Ministry aims for 80% landlord model at major ports by 2030: Ramachandran

May 18 2024 |

"We have 12 major ports, and we have a huge capacity...we want to shift to an 80 per cent landlord model by the end of this decade," Ramachandran said.

He further said the four pillars that the Shipping ministry is working on to improve the cost and ease of doing business are developing port-based industrial clusters, investments in the maritime sector, ensuring PPPs and multi-modality.

Ramachandran said that 10 years ago, India had five national waterways. Now, the country has 111 waterways.

"We have reformed the Major Ports Act, the Inland Vessels Act. We have made changes in the model concession agreements (MCAs) to make them more private sector friendly, banking friendly and investment friendly, he added.

The shipping ministry is working to shift to an 80 per cent landlord model by the end of this decade to increase efficiency and reduce logistics costs at major ports, a senior government said on Saturday.

In the landlord model, private players take over the operational aspects, while the port authority acts as a regulator and landlord.



## Public-private partnership: Pathway to health for all

May 20, 2024

The goal of universal health coverage (UHC) is one of the most significant commitments to equitable quality health care for all. India moved a step closer towards this in 2018 with the announcement of the Pradhan Mantri Jan Arogya Yojana, which has today enabled millions of beneficiary families to avail cashless treatment. But there are, in particular, significant challenges in the health care value chain, including gaps in the health care infrastructure, a divergence between rural and urban geographies, shortage of talent, to name a few. For India to take a winning leap, innovative partnerships and new investments are required across the health care value chain. Also, to fulfill Prime Minister Narendra Modi's vision of Health for All and

## Need for public-private partnerships in climate change adaptation

May 27, 2024



As climate change goes unchecked, the human and economic cost of climate change is rising dramatically especially in a developing country like India and a new normal is being established. Unless we adapt and mitigate climate change by reducing emission footprint, surviving the “climate hell” could be a daunting challenge for mankind.

# Strategic Alliances: Maximizing Impact Through Public-Private Partnerships

## From Public-Private Partnership To Skilled Workforce: How Budget 2024 Can Boost AI Development In India

10 Jul 2024

India, with its robust IT industry and vast talent pool, is on the verge of an artificial intelligence (AI) revolution. AI has emerged as a transformative force in a variety of global sectors. India's AI development can be accelerated significantly thanks to the Union Budget 2024. AI will not just improve as an industry; it will help all other industries grow, increase jobs, and contribute to GDP. Eventually, it will put India on the leading list of countries developing and using AI-led and enabled technologies/products.

In addition, it's important to note that the government has already been providing grants, collateral-free loans, and equity-based funds. However, we need to focus more on tech entrepreneurship and have AI-based funds and funds of funds. We need to focus on problem-solving tech/AI solutions and make existing technology more humane, inclusive, and adaptable for everyone, just like no-code gen AI-based conversational platforms.

## A PPP booster in the budget could chart out growth trajectory of infra sector

Jul 22, 2024



Representative image.

In the vast and varied landscape of India's economic development, infrastructure stands as the backbone, supporting growth and prosperity. The [National Infrastructure Plan](#) (NIP) has laid out a vision that requires a staggering investment of INR 111 lakh crores over the next five years.

This monumental task is not just a matter of national interest but a strategic imperative for the

country's future. [Public-Private Partnerships](#) (PPPs) are not merely a component of this vision; they are the linchpin that can bridge the financing chasm and propel [infrastructure projects](#) to new heights.



# Agricultural Sector Experts: Public-Private Partnership Essential to Address Challenges Faced by the Farmers

July 3, 2024 Dhanuka Agritech, Indian Council of Agricultural Research (ICAR)



**03 July 2024, Raipur:** The agriculture experts from the Indian Council of Agricultural Research (ICAR) and agri-input company Dhanuka Agritech collaborated to deepen public-private partnership (PPP). To address the challenges faced by the farmers, a zonal workshop of Krishi Vigyan Kendra (KVK) was jointly organized by ICAR and Dhanuka Agritech at Indira Gandhi Krishi Vishwavidyalaya (IGKV), Raipur last Sunday.

“The Government is promoting public-private partnerships to address the challenges faced by the agriculture sector in a big way. Such collaborations help pool resources, expertise, and innovative solutions of government institutions and private players, and thus, may play a pivotal role in enhancing the reach and effectiveness of agricultural extension services,” said Dr. Girish Chandel, Vice-Chancellor, Indira Gandhi Krishi Vishwavidyalaya (IGKV).

## UP govt promotes PPP model to achieve one trillion dollar economy goal by 2027-28

Jul 6, 2024

LUCKNOW: The [Uttar Pradesh](#) government is embracing the Public Private Partnership (PPP) model across various sectors to achieve the one trillion dollar economy goal for Uttar Pradesh by 2027-28.

To reach the goal of a one trillion dollar economy by 2027-28, Uttar Pradesh needs an overall investment of \$1.3-1.5 trillion (Rs 105-120 lakh crore). In this, public investment is expected to be between Rs 12-16 lakh crore, while private investment could range from Rs 93-108 lakh crore, according to an official release.

Sector-wise, about Rs 2 lakh crore worth of PPP projects are either completed, ongoing, or set to begin.

# Strategic Alliances: Maximizing Impact Through Public-Private Partnerships

## Government pushes for PPP model to enhance multi-modal logistics parks

Jul 13, 2024

In a move to bolster the country's logistics infrastructure, the government announced on Friday that it will actively promote the Public-Private Partnership (PPP) model on a project-specific Special Purpose Vehicle (SPV) basis to expand the Multi-Modal Logistics Parks (MMLPs) network across the nation.

This initiative aims to streamline logistics, reduce costs, and position India as a competitive player in the global market, supporting the country's ambitious journey towards a USD 5 trillion economy.

## Karnataka Health Department set to launch 'Changing Diabetes Barometer' under public-private partnership

August 06, 2024

To introduce a holistic approach for focussed diabetes care as part of the Outpatient Department (OPD) consultations in Karnataka, the State Health Department is all set to launch the 'Changing Diabetes Barometer' (CDB) programme. Under the programme, the department will develop Community Diabetes Centres in all its facilities, including primary health centres, across the State.

The CDB programme is aimed at mapping the impact of diabetes on a real-time basis, promoting early diagnosis, and treatment options along with lifestyle modifications.



# Cross-Sector Solutions: The Art of Public-Private Engagement

## Railways delays ambitious PPP train plan due to capacity, land issues

Aug 27 2024 | 1

*The Railway Ministry's public-private partnership plan to offer 150 pairs of trains has been pushed further as safety, capacity challenges remain*



The Railway Ministry has re-evaluated the plan to offer 150 pairs of trains on a public-private partnership (PPP) mode and decided to wait.

The plan envisaged getting the trains running by early 2024. Two reasons have pushed back the deadline, said a key railway official aware of the developments. The Railways was supposed to offer land to the private operators at Rs 1, a difficult proposition in the present political circumstances. Also, the additional track capacity needed to run the trains has not come online.

*The Dedicated Freight Corridor Corporation of India Ltd is still struggling to*

## Revive public-private partnerships in infra to boost GDP growth

Livemint | 3 min read | 02 Sep 2024, 08:30 AM IST

To secure India's growth trajectory, we must meet the challenge of building infrastructure that spans energy, transport and logistical networks.

### SUMMARY

- *The pace of India's economic growth has held up above 7% despite the last quarter's dip, but let rhetoric not crowd out reality. There's still a lot to be done to lift the economy's trajectory. Among other must-dos, a revival of public-private partnerships should be a policy priority.*

India's economic growth remains strong, with the share of gross fixed capital formation in GDP above 31%, which is good news for the ongoing recovery. That said, policymakers and commentators would do well to stop crowing over India still being the world's fastest growing major economy.

The US, with a GDP of \$27.4 trillion, grew at 2.8% in the April-June quarter, adding \$766 billion to global output. China grew at 4.7%, adding some \$841 billion to that pie. India's 6.7% growth in the quarter from April



# Cross-Sector Solutions: The Art of Public-Private Engagement

## Private sector now steering economic growth: Defence Minister Rajnath Singh

Sep 23 2024 |

*Union Minister Rajnath Singh highlighted private sector's key role in the Indian economy, highlighting the sector's growing impact, particularly in manufacturing and services*

Defence Minister Rajnath Singh on Monday spoke about the crucial role of the private sector in driving the growth of the Indian economy, likening it to sitting in the driver's seat.

"Today, the private sector is in the driver's seat of the country's economy," he said, while addressing the inauguration programme of a Sainik School in Jaipur.

### I consider PPP to be Private-Public (not public-private) Partnership: Singh

Singh underlined the ongoing establishment of Sainik schools under the Public-Private Partnership (PPP) model, highlighting the evolving role of private sector involvement. "When we talk about PPP, the word 'public' usually comes first, as we often focus on the government's role. But that dynamic is shifting," he remarked, pointing to the growing significance of private contributions in such initiatives.

## FCI Enhances Storage And Transportation Infrastructure Through PPP In Three States

27/09/24 |

The Food Corporation of India (FCI) has upgraded its storage and transportation infrastructure by launching six advanced silo projects under the Public-Private Partnership (PPP) model across three states, as said by the Ministry of Consumer Affairs, Food, and Public Distribution.

These silo projects have been established in Bihar, Punjab, and Gujarat, marking a key achievement for the Department of Food and Public Distribution. The projects align with the ministry's 100-day objectives.

Developed on a Design, Build, Finance, Own and Operate (DBFOO) basis, these projects were realized through private investments and are now fully operational. One of the projects, located in Darbhanga, was developed by M/s Adani Agri Logistics (Darbhanga) Ltd. and features a storage capacity of 50,000 MT along with a dedicated railway siding. This facility was commissioned in April 2024 and is now operational.

Similarly, the Samastipur Silo Project in Samastipur, developed by Adani Agri Logistics (Samastipur) Ltd., also offers a storage capacity of 50,000 MT. This project was completed in May 2024 and is currently operational.



# 100 New Sainik Schools to Open Under PPP Model: Defence Minister

Sep 23, 2024,

JAIPUR: Defence Minister Rajnath Singh inaugurated the Sainik School in Jaipur on Monday. Rajasthan Deputy Chief Minister Diya Kumari was also present at the occasion.

While addressing an event after the inauguration, Defence Minister Rajnath Singh highlighted the Union government's decision to open 100 new Sainik schools in Public Private Partnership (PPP) Model.

Defence Minister Rajnath Singh inaugurated a new Sainik School in Jaipur, emphasizing the Union government’s plan to open 100 new Sainik Schools under the Public Private Partnership (PPP) model. Highlighting the private sector’s significant role, Singh noted that these schools will foster future leaders, with notable alumni like the current Army and Navy Chiefs. The initiative aims to enhance education and opportunities for students across India.

# Cross-Sector Solutions: The Art of Public-Private Engagement

# Cross-Sector Solutions: The Art of Public-Private Engagement

## India's Ports: Public-private partnership propelling growth

OCTOBER 23, 2024

*Public-Private Partnerships (PPPs) are transforming India's ports sector, facilitating substantial investments and improving efficiency. With the Landlord Port Model and strategic government initiatives, PPPs aim to enhance cargo handling capacity significantly, supporting India's vision of becoming a global manufacturing and export hub by 2047*

In the dynamic world of infrastructure development, Public-Private Partnerships (PPPs) have become a key driver of transformation in India's ports sector. By leveraging private investment and expertise, India has modernized its port facilities, improved operational efficiencies, and strengthened its position in global trade. Much like in sectors such as airports and railways, PPPs in ports significantly impact the economy and overall development. The success of India's first privately operated container terminal at JNPT paved the way for broader adoption of PPP models. Today, 51% of major ports operate under PPPs, with the Ministry of Ports, Shipping and Waterways (MOPSW) targeting to award 100% of terminals under the PPP model in the future.

## Centre releases draft guidelines on deregulating PPP port tariffs

Oct 03 2024

Amid long-standing calls by private port players to bring parity between recent winners of public-private-partnership (PPP) projects at major ports and players with older contracts, the Centre has brought out draft guidelines for tariff migration, which will allow concessionaires to switch tariff regimes to a market-based one.

"In the past, tariffs were regulated due to limited competitive landscape but the evolving market and competitive landscape necessitates deregulation. The original objective of introducing the tariff regulations in 2005 inter alia included safeguarding interest of users, while ensuring fair returns to the port and encouraging competition & efficiency. The long term objective outlined in the Tariff Guideline 2005 was competitive pricing. The market and the competitive landscape in the Indian Port sector has since witnessed a significant shift," the shipping ministry said in the draft guidelines.

Currently, tariffs for private operators at central government ports are regulated under three separate regimes, Tariff Guideline 2005 superseded by Tariff Guideline 2019, Tariff Guideline 2008 and that of 2013.

The draft guidelines will allow PPP players to fix their own scale of rates (SOR), and will have to sign a supplementary agreement



# Cross-Sector Solutions: Benefits in the Medical field

## PSU-run hospitals to get an upgrade under PPP model

November 29, 2024 01:00 IST

*The Centre has plans to build at least one major hospital in each of India's 761 districts to improve healthcare access in smaller towns.*

With the Centre aiming for at least one major hospital in each of the 761 districts of the country, it has roped in public sector undertakings (PSUs) and other government agencies to expand their hospital capacity in partnership with the private sector and throw them open for use of the general public as well.

Currently, the facilities of PSU-run hospitals operate within the premises of the entities and the facilities are largely restricted to the staff, and their close relatives, although there are cases where the public have restricted access to out-patient counters and pharmacies, and for emergency reasons.

Recently, the government has given the nod to the entities in the port sector, including Paradip Port, Chidambaranar Port Trust (formerly Tuticorin Port), Visakhapatnam Port and Mumbai Port to expand their hospital capacities for this purpose.

Under Public Private Partnership (PPP), Paradip Port would establish a 400-bed Super-specialty Hospital at Paradip with the option of developing a Medical College and further expanding the hospital on a PPP basis. Besides the port staff and their families, the general public would also be given access to the services in the hospital on a chargeable basis.

Mumbai Port Trust is converting its 241-bed hospital into a 600-bed super speciality hospital to provide improved healthcare facilities to some 45,000 port employees and dependents and the general public in the catchment area on a PPP basis with an investment of about Rs 700 crore.

## Opinion | Why India Needs Public-Private Partnerships In Healthcare

Reported By : [Amanjeet Singh and Samridhi Gupte](#) [News18.com](#)

Last Updated: November 03, 2024, 13:59 IST



New models for private sector engagement are essential, write the authors.

Although the Indian government is the largest healthcare spender, more than 70 per cent of the country's healthcare services are provided by private players. However, the effectiveness of this system is hampered by deep mistrust between the public and private sector. One way to address this mistrust is by generating more evidence on how to incentivise for-profit organisations to help meet public healthcare goals.

In recent years, promising examples of public-private partnerships have emerged, demonstrating that challenges in this area can be overcome. These include privately managed, government-contracted ambulance services across most Indian states, patient-provider support agency that help manage tuberculosis (TB) cases in more than 300 districts, and the involvement of thousands of private hospitals



# Shared Vision, Shared Value: The PPP Framework

## Indian Government to develop public-private partnership hospitals in Odisha

November 21, 2024 • 2 min read

The Indian government is set to introduce a pioneering initiative to establish public-private partnership (PPP) speciality hospitals to provide affordable healthcare in four underserved districts of Odisha.

*The Financial Express* reported that these facilities will be supported by viability gap funding (VGF), a financial mechanism where private entities contribute investment and manage hospital operations.

India's Union Finance Ministry recently approved VGF for establishing affordable 100-bed and 200-bed healthcare facilities in Angul, Barbil, Bhadrak and Jharsuguda.

These hospitals will be constructed under a design, build, finance, operate and transfer (DBFOT) model and are expected to begin operations by December 2026.

The concessionaires will manage these hospitals for 32 years, with the option to extend their managerial period.

## UP's new PPP policy to offer 'single point clearance'

Shailvee Sharda / Nov 28, 2024, 01:21 IST

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Lucknow: Investors willing to work on the public-private partnership (PPP) model in Uttar Pradesh may soon be greeted with a 'single point of clearance' for projects once the state's PPP Projects Policy-2024 is promulgated.

Currently under deliberation, the policy draft prepared by Invest UP advocates for a streamlined approval mechanism through a single Consultancy Selection Committee (CSC). However, under the

current system, clearance from three committees – CEC (Consultancy Evaluation Committee), EC (Empowered Committee), and HPC (High Powered Committee) is required.

The state govt has also proposed increasing the viability gap funding contribution from the existing 20% to 30% of the designated project cost, which will serve as an attractive incentive for investors. To support this, the state govt has decided to establish a UP Infrastructure Development Fund (UPIDF) with a corpus of Rs 500 crore. This fund will also finance various technical studies and engage transaction advisors for PPP projects.



# U.P. to fix a budget of 4 trillion across sectors

## Uttar Pradesh govt nets Rs 4 trn worth PPP projects across various sectors

*In the fresh PPP policy being hammered out, the state is likely to hike viability gap funding contribution from existing 20 per cent to 30 per cent of the project cost*

Dec 01 2024

Uttar Pradesh (UP), which is aspiring to become a \$ trillion economy, has netted public private partnership (PPP) projects worth almost Rs 4 trillion in different sectors.

Now, to further expand its PPP pipeline, UP is looking to formulate a new PPP policy to attract private investment.

According to UP Chief Minister (CM) Yogi Adityanath, the PPP projects amounted to nearly 10 per cent of total investment proposals received at the UP Global Investors Summit (GIS) 2023.

Since UP had garnered PPP projects worth Rs 40 trillion at the GIS 2023, the state's PPP project basket is estimated at Rs 4 trillion.

To elevate the state's PPP profile, he tasked senior officials with drafting a fresh policy to further 'streamline' the PPP proposition for sectors including infrastructure, hospitality, roads, etc.

Yogi emphasised on a 'future ready' PPP policy framework for project identification, stakeholder consultation, bid preparation, procurement, contract management, post-implementation oversight, etc.

"The officials should draft a new PPP policy tailored to these requirements and establish a dedicated PPP cell within 'Invest UP' vertical," he underlined.

## Railways looks to lay PPP track for new projects

ET Bureau • Last Updated: Dec 27, 2024, 08:49:00 AM IST

   
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### Synopsis

The Indian Railways plans to adopt the public-private partnership (PPP) model for new projects to share the costs of large-scale infrastructure developments. This strategy aims to attract private investment, freeing government resources for other sectors, while a major capex boost is expected in the FY26 budget.



New Delhi: The [Indian Railways](#) is planning to adopt the public-private partnership (PPP) model for developing new projects, officials said, as the state-run transporter looks to share costs of large-scale infrastructure projects.

### **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.

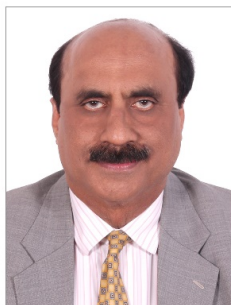
*Currently, Rajeev is also involved in 11 top infrastructure consulting assignments as a Team leader or Finance / PPP expert in South Asia along with the Infrastructure/PPP expert for Swadesh Darshan 2.0, Ministry of Tourism, PPP/finance/real estate expert in Musi River Front Development & Transit Oriented 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.*



**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)

**Contact No: +919810698400 WEBSITE: WWW.RAJEEVCHADHA.COM**

**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



### Masterclass NPD Govt of Sri Lanka



### Kathmandu, Nepal April 2022



**Thank you**