

Public – Private Partnership and Development: An Overview

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Abstract

A Public-Private Partnership (PPP) is a long term contractual agreement between a government agency and a private partner for the delivery of goods or services. PPP is a mutually beneficial relationship between the public and private sectors which is an effective way to bridge gaps between demand and resources, quality and accessibility and risk and benefit. PPP can take various forms and include both collaborative (non-legal binding) or contractual (legally binding) agreements. A successful partnership between the public and private sectors depend on all those people who are involved with the project. PPP is now accepted as an effective and novel instrument for stimulating economic growth all over the world, especially in mixed economies. In an emerging economy like India the importance of PPP model has gained greater momentum for increasing and sustaining the current pace of socio-economic development. From the 1990s the Government of India (GOI) is also encouraging PPP based projects as a modern mechanism for faster economic growth, especially in key infrastructure sectors like power, transport and communications. In this backdrop, the paper examines the conceptual ideas of PPP, explains the modes of PPP and strategies required for successful public-private partnership in India, sketches the Indian scenario of PPP in general and concludes with observations and suggestions.

Key Words: Public-Private Partnership (PPP), Economic Growth, Emerging Economy, Socio-economic Development, Infrastructure Sectors

Introduction

Public-private partnership (PPP) is a funding model for a public infrastructure project such as a new telecommunications system, airport, or power plant. The public partner is represented by the government at a local, state and/or national level. The private partner can be a privately-owned business, public corporation or consortium of businesses with a specific area of expertise. PPP is a broad term that can be applied to anything from a simple, short term management contract (with or without investment requirements) to a long-term contract that includes funding, planning, building, operation, maintenance and divestiture. PPP arrangements are useful for large projects that require highly-skilled workers and a significant cash outlay to get started. They are also useful in countries that require the state to legally own any infrastructure that serves the public.

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A Public-Private Partnership is a long-term contractual agreement between a government agency and a private partner for the delivery of goods or services. As partners, each party shares in the potential risks and rewards inherent in the delivery of goods or services, including financial risks and responsibilities, and quality assurances for the taxpayer. Public-Private Partnerships are not privatizations because the government entity involved in the agreement retains control and ownership of the project.

The Canadian Council for Public-Private Partnerships defines a public-private partnership as “a cooperative venture between the public and private sectors, built on the expertise of each partner, that best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards.”

Governments benefit from public-private partnerships (PPP) by gaining access to corporate expertise and experience in management, strategic planning, innovative problem solving, labour market expertise, skill development, efficient delivery of goods and services, product development and logistical support.

Public-private partnerships can take various forms and include both collaborative (non-legal binding) or contractual (legally binding) agreements.

Contractual Partnerships: The Traditional View

Depending on the type of contract, the following levels of contractual partnerships exist:

- **Time & Materials (T&M):** Under this type of contractual partnership, the public sector customer has the most control during the term of the relationship. There are no performance-based measured outcomes; thus, performance thresholds have not been identified, and there are no reporting mechanisms for performance.
- **Firm Fixed Price (FFP):** Under this type of contractual partnership, the public sector customer has less control and must define the deliverable for the contractor. Outcomes are identified as 'deliverables', and typically not in the form of metrics- nor are they measured during the course of the contract. There is a desired "to-be" state in mind, but uncertainty regarding "how" to reach those outcomes is assumed by the private sector supplier.
- **Performance Based:** This type of contractual partnership is actually a marriage of T&M and FFP with joint solution design meetings and mutually agreed upon service level agreements (SLAs). Performance thresholds and reporting mechanisms are jointly established between public sector customer and private sector supplier, there are stated objectives and outcomes by the public sector, and performance is measured on a predetermined and consistent basis.
- **Shared-in-services Savings:** Under this type of contractual partnership, the public sector customer has relinquished control to the private sector supplier and the private sector supplier assumes most or all of the risk in this contractual scenario. This arrangement is usually referred to as an A-76 in the federal government- a total outsourcing arrangement. The private sector supplier has the most control and the public sector customer should justify this arrangement by knowing their total cost of ownership of doing this business before outsourcing.

Collaborative Partnerships

Collaborative partnerships are non-legal working relationships that often occur between the public and private sectors to meet a common objective or goal. Primarily goodwill gestures,

collaborative partnerships are often used to provide knowledge exchange or collective leverage resources for a specified goal.

It is not uncommon for technology firms and state IT organizations to collaborate to explore new technology that mutually benefits both parties. For example, organizations often establish an advisory board, stakeholder group or governance body which includes private sector representatives. These groups may be formed to assist with strategic planning, to provide on-going expertise and guidance, or to target specific issues or projects. These bodies may be standing committees or they may be task forces, convened for short term, tactical purposes. No matter what the title or structure of these entities, they create an environment to foster collaboration and partnerships. These collaborative efforts provide an open forum for both public and private entities to exchange ideas and promote the interest of the technology community and government to provide better services and meet new citizen demands.

A collaborative partnership like the CLC can be used to respond to infrequent emergency situations or calamities that impact government and their ability to deliver services. In 2005, a significant number of private sector technology companies responded to requests from government leaders to provide assistance to the recovery operations, in response to Hurricanes Katrina and Rita. These firms were not bound by contractual obligations to offer assistance; rather they recognized a critical situation and the overarching public need. The result was effectively working together towards a common goal. Much can be learned through these intense and immediate circumstances if we take the time to reflect.

Objective & Methodology

A Public-Private Partnership (PPP) is a long term contractual agreement between a government agency and a private partner for the delivery of goods or services. PPP is a mutually beneficial relationship between the public and private sectors, which are an effective way to bridge gaps between demand and resources, quality and accessibility, and risk and benefit. PPP can take various forms and include both collaborative (non-legal binding) or contractual (legally binding) agreements. A successful partnership between the public and private sectors depend on all those people who are involved with the project. PPP is now accepted as an effective and novel instrument for stimulating economic growth all over the world, especially in mixed economies. In an emerging economy like India the importance of PPP model has gained greater momentum for increasing and sustaining the current pace of socio-economic development. From the 1990s the Government of India (GOI) is also encouraging PPP based projects as a modern mechanism for faster economic growth, especially in key infrastructure sectors like power, transport and communications. In this backdrop, the paper examines the conceptual ideas of PPP, explains the modes of PPP and strategies required for successful public-private partnership in India, sketches the Indian scenario of PPP in general and West Bengal in particular and concludes with observations and suggestions. The present study is exploratory in nature to provide a clear guidance for empirical research. It is also descriptive where the focus is on fact-finding investigation with adequate interpretation. For this purpose secondary data were collected. The secondary data were collected through newspapers, magazines, books, journals, conference proceedings, Government reports and websites.

Public-Private Partnership (PPP)-A Conceptual Framework

PPP projects are based on long-term contracts and may involve delegation of governmental authority such as for toll collection, besides enabling private control over monopolistic services. The structuring of PPP contracts requires due diligence of a high order because of

the complex nature of the partnerships and the need to protect the interests of the users as well as the exchequer. Inadequacies in the contracts/ concessions can severely compromise the public exchequer and user interests besides leading to rent seeking and exposing PPP projects to public criticism. Badly structured contracts and inadequate regulation can often lead to windfall gains and rent seeking by the private investors. It is, therefore, important to ensure that PPP projects are carefully structured for safeguarding user and government interests with a view to ensuring efficient services at competitive costs.

PPP model describes a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. These schemes are some-times referred to as PPP or 3Ps. It involves a contract between a public sector authority and a private party, in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project. In some types of PPP projects, the cost of using the service is borne exclusively by the users of the service, and not by the taxpayer. In other types (notably the private finance initiative), capital investment is made by the private sector on the strength of a contract with the government to provide agreed services, and the cost of providing the service is borne wholly-or in part-by the government.

Government may promote in many more ways. It may place any of its assets or facilities under private management for public goods and services. In projects that are aimed at creating public goods-as in the infrastructure sector-the government may provide a capital subsidy in the form of a one-time grant, so as to make in more attractive to the private investors. In some other cases, the government may support the project by providing revenue subsidies, including tax breaks or by providing guaranteed annual revenues for a fixed period.

Types of PPP Models

There are various types of PPPs, established for different reasons, across a wide range of market segments, reflecting the different needs of governments for infrastructure services. Although the types vary, two broad categories of PPPs can be identified: the institutionalized kind that refers to all forms of joint ventures between public and private stakeholders; and contractual PPPs.

Concession Model

Concessions, which have the longest history of public-private financing, are most associated with PPPs. By bringing private sector management, private funding and private sector know-how into the public sector, concessions have become the most established form of this kind of financing. They are contractual arrangements whereby a facility is given by the public to the private sector, which then operates the PPP for a certain period of time. Oftentimes, this also means building and designing the facility as well. The normal terminology for these contracts describes more or less the functions they cover. Contracts that concern the largest number of functions are 'Concession' and 'Design, Build, Finance and Operate' contracts, since they cover all the above mentioned elements: namely finance, design, construction, management and maintenance. They are often financed by user fees (e.g. for drinking water, gas and electricity, public transport etc. but not for 'social PPPs' e.g. health, prisons, courts, education, and urban roads, as well as defence).

Public Finance Initiative (PFI) Model

Another model is based on the UK Private Finance Initiative (PFI) which was developed in the UK in 1992. This has now been adopted by parts of Canada, France, the Netherlands,

Portugal, Ireland, Norway, Finland, Australia, Japan, Malaysia, the United States and Singapore (amongst others) as part of a wider reform programme for the delivery of public services. In contrast to the concession model, financing schemes are structured differently. Under PFI schemes, privately financed contracts for public facilities and public works cover the same elements but, in general, are paid, for practical reasons, by a public authority and not by private users. For example, public lighting, hospitals, schools etc. come under such scheme.

There are a range of PPP models that allocate responsibilities and risks between the public and private partners in different ways.

The following terms are commonly used to describe typical partnership agreements:

Buy-Build-Operate (BBO): Transfer of a public asset to a private or quasi-public entity usually under contract that the assets are to be upgraded and operated for a specified period of time. Public control is exercised through the contract at the time of transfer.

Build-Own-Operate (BOO): The private sector finances, builds, owns and operates a facility or service in perpetuity. The public constraints are stated in the original agreement and through ongoing regulatory authority.

Build-Own-Operate-Transfer (BOOT): A private entity receives a franchise to finance, design, build and operate a facility (and to charge user fees) for a specified period, after which ownership is transferred back to the public sector.

Build-Operate-Transfer (BOT): The private sector designs, finances and constructs a new facility under a long-term Concession contract, and operates the facility during the term of the Concession after which ownership is transferred back to the public sector if not already transferred upon completion of the facility. In fact, such a form covers BOOT and BLOT with the sole difference being the ownership of the facility.

Build-Lease-Operate-Transfer (BLOT): A private entity receives a franchise to finance, design, build and operate a leased facility (and to charge user fees) for the lease period, against payment of a rent.

Design-Build-Finance-Operate (DBFO): The private sector designs, finances and constructs a new facility under a long-term lease, and operates the facility during the term of the lease. The private partner transfers the new facility to the public sector at the end of the lease term.

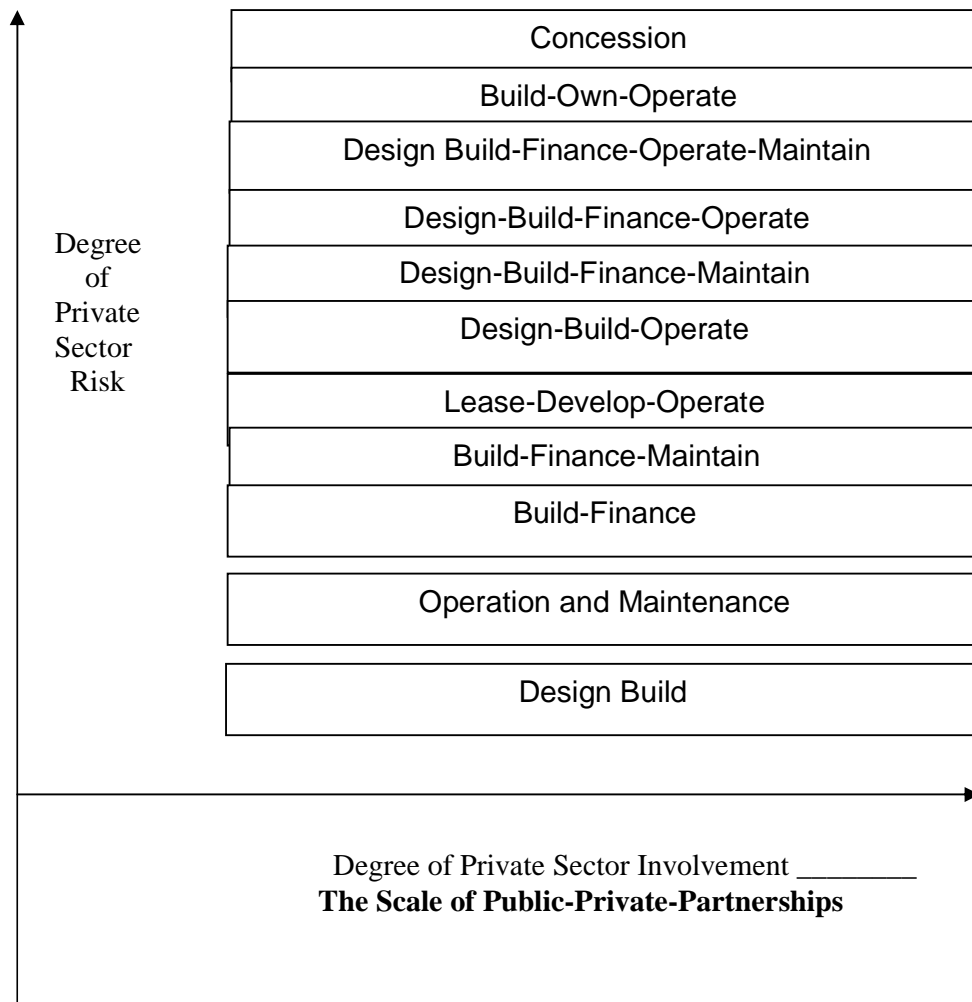
Finance Only: A private entity, usually a financial services company, funds a project directly or uses various mechanisms such as a long-term lease or bond issue.

Operation & Maintenance Contract (O & M): A private operator, under contract, operates a publicly owned asset for a specified term. Ownership of the asset remains with the public entity. (Many do not consider O & Ms to be within the spectrum of PPPs and consider such contracts as service contracts.)

Design-Build (DB): The private sector designs and builds infrastructure to meet public sector performance specifications, often for a fixed price, turnkey basis, so the risk of cost overruns

is transferred to the private sector. (Many do not consider DBs to be within the spectrum of PPPs and consider such contracts as public works contracts).

Operation License: A private operator receives a license or rights to operate a public service, usually for a specified term. This is often used in IT projects.



Building Blocks for a Successful Partnership

A successful partnership between the public and private sectors depends on all of the people involved with the project. Problematic public-private partnerships usually result from non-technical challenges that arise in the working relationship. Lack of executive and project leadership, insuperable communication issues, or deficiencies in planning and defined processes can create barriers to collaboration. Unfortunately, the technology often is the "scapegoat" within an unsuccessful partnership. Similarly, if nothing appears broken from a technology perspective, and the operation is apparently running smoothly, the working relationship may be deemed successful when-in truth-the partnership lacks key building blocks for success.

Outlined below are some of the building blocks for a successful partnership:

- **An Assurance from Executive Leadership:** A successful partnership can result only if there is assurance from "the top" of both the government and private sector organization to work together. The most senior public officials must be willing to be actively involved in supporting the concept of public and private partnerships, and take a hostile leadership role in the development of each given collaborative venture. A well-informed political leader can play a critical role in minimizing misperceptions about the value to the public of an effectively developed partnership.
- **A statutory groundwork for Partnering:** Equally important, there should be a statutory foundation for the implementation of public and private partnerships within the state organization. Too often, state laws may limit or lack clarity regarding the formation and management of public and private sector partnerships. Without this clarity, leaders often view these collaborative partnerships as risky ventures and cannot take advantage of innovative and creative solutions. A number of states have established effective statutory frameworks to foster collaborative work with the private sector.
- **Direct Public Sector Participation:** Once a partnership has been established, the public sector must remain actively involved in the project or program at all levels. On-going supervision of the performance of the partnership is important in assuring its success. This monitoring should be done on a daily, weekly, monthly, or quarterly basis for different aspects of each partnership (the frequency is often defined in the business plan and/or contract) from an outcome basis.
- **A carefully developed plan:** You must know what you expect of the partnership beforehand. A carefully developed plan (often done with the assistance of an outside expert in this field) will substantially increase the probability of success of the partnership. This plan most often will take the form of an extensive, detailed contract, clearly describing the responsibilities of both the public and private partners. In addition to addressing areas of respective responsibilities, a good plan or contract will include a clearly defined method of dispute resolution (because not all contingencies can be foreseen).
- **Efficient Communication with Stakeholders:** More people will be affected by a partnership than just the public officials and the private sector partner. Affected employees, the portions of the public receiving the service, the press, public labour unions and relevant interest groups will all have opinions and, frequently, significant misconceptions about a partnership and its value to all the public. It is important to communicate openly and candidly with these stakeholders to minimize potential resistance to establishing a partnership.

Both parties need to develop an effective communication plan. The communication management process provides a structured approach to creating and delivering effective information, defining audiences and delivery vehicles. The process helps ensure accurate and consistent messages are conveyed, by appropriate senders, to necessary audiences, through appropriate channels and vehicles at the right time. Successful implementation will positively affect the work environment and relationships with sponsoring organizations, employees and other stakeholders.

In order to be successful, a communication strategy relies on the following critical success factors:

- * Timely sharing of information
- * Accurate and consistent messages conveyed to key audiences

* Realistic messages from trusted sources that set realistic expectations.

It is critically important that the project develop, organize and prioritize its formal messages and informal communication with a rifle-not a shotgun-approach! This means aligning messages and sharpening them for specific audiences.

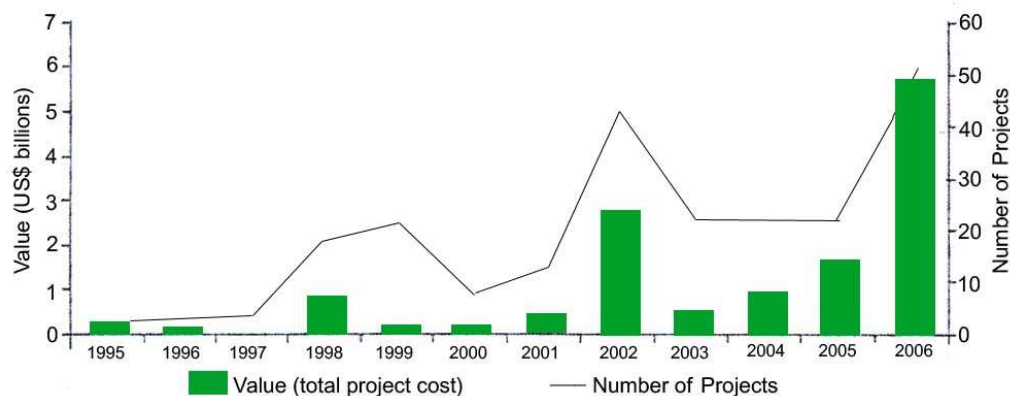
- **The Right Opportunity:** Only a select number of government business problems are ripe for a true partnership. These should have the right characteristics-uncertainty, high complexity, challenging problems, etc. When forming a public-private partnership, it is critically important that both parties set and manage reasonable expectations, especially the state government sector.
- **The Right Partner:** The 'lowest bid' is not always the best choice for selecting a partner. The “best value” in a partner is critical in a long-term relationship. A candidate's experience in the specific area of partnership being considered is an important factor in identifying the right partner.

PPP in India

In recent years, there has been a rapid change in India's program of infrastructure. Its PPP program has grown rapidly in the past six to seven years. In 2002-2006 more than 150 PPP deals closed, compared with 66 in the previous seven years (Fig. 1). This growth was mainly in the transport and urban infrastructure sectors, with road projects accounting for a large share of the increase, particularly in the number of projects.

Figure: 1

India has seen PPP projects climb in number and value
PPP projects by year of financial closure, 1995-2006



Source : PricewaterhouseCoopers 2007

According to the Planning Commission, an approximation of 8% of the Gross Domestic Product (GDP) needs to be invested. This would help in acquiring a prospective economy as stated in the 11th Five Year Plan. So, Fund Investment of over US \$494 billion has been conceived of according to the 11th Five Year Plan effective from 2007 to 2012. Hence, the need to implement PPPs in India can be summarized as under:

- It would help to utilize the potential of the private sector in terms of their efficiencies, flexibility and innovativeness in order to provide better

infrastructure and services at an optional cost and for better Value for Money (VFM) to the users.

- It can bring in position a transparent, consistent, efficient administrative mechanism, so that the stakeholders can get a level playing field.
- It will also help to get assistance in project development through funding from Government of India for essential infrastructure projects.
- It will also help to make assessment of the Value for Money (VFM) especially for major projects with exception for projects in backward areas or projects with social requirements, which at the first view may not be financially viable on PPP.
- It will help to provide Viability Gap Funding (VGF) where the essential projects are intrinsically unviable.

The investment sectors under consideration are inclusive of communications, electric power, water transport, road, rail, air, water supply as well as irrigation which amount to about Rs. 20, 27,169 crores according to 2006-2007 prices. In order to meet such demands various PPPs have been promoted for implementation of infrastructure projects with private participation in India. With the broadest and most sustained efforts for attracting investment, India has attracted more investment commitments to infrastructure projects with private participation in 2006 than any other developing country, which can be exclusively attributed to the success of its reforms in transport and telecommunications.

In this regard the contribution of PPP in different sectors of India can be summarized as under:

(i) PPP in Telecommunication

India has seen a fast and steady growth in the spread and reach of telecommunication in India in the past few years, especially in the year 2007-2008. According to the reports, the targeted growth of 250 million for the year 2007 was already achieved in the month of October 2007. The year recorded the total number of 156.55 millions of telephone connection. Telecom market has grown at about 25 percent p.a. over the last 5 years. Wireless segment base grew at 8 percent p.a. and fixed line at about 10 percent p.a.

(ii) PPP in Transport

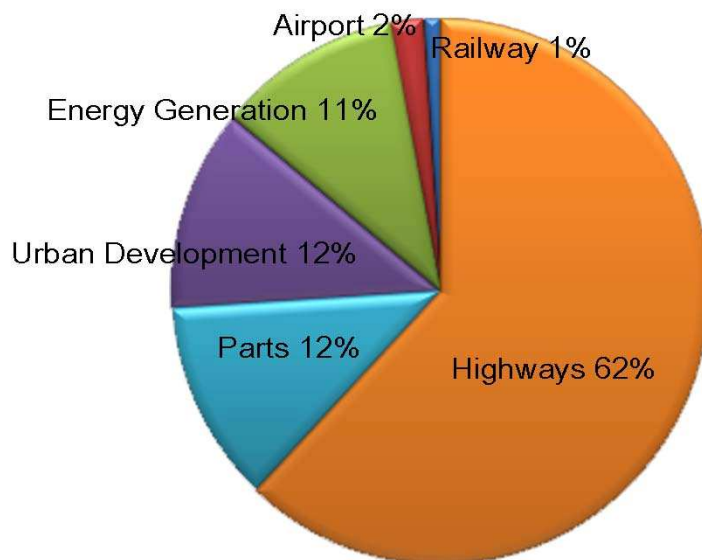
Transport has also become an important sector, attracting 18 percent of investment commitments in 2001-2006 and 34 percent in 2006. The main driver has been India's growing program of Public-private partnerships in transport, which reached financial closure on more than 40 projects in 2006 alone. A large share of the transport projects in India have been public-private partnerships including the expansion of the National Highway System. Activity has also been on the rise outside of roads. Indian Railways has already incorporated this practice by letting out some part of their work to private contractors. The Jawaharlal Nehru National Urban Renewal Mission (JNNURM) was also an initiative to this context. As a result of the surge in 2006, investment commitments to transport projects in India were roughly equal to those in telecommunications.

(iii) PPP in Energy

As on 21st November 2008, 280 projects had been sanctioned to be completed via the PPP route, out of which only 32 projects were in the energy sector. The pie chart below shows the percentage of various sectors in the PPP pie.

PPP percentages in various sectors on comparison of the various sectors according to the cost-outlay of the projects, the energy sector accounts for only \$ 3.56 billion, which is just over 13% of the total planned outlay for PPP projects. This is mainly due to large investments required in the development of highways and ports. So, PPP in the energy sector in India is in a nascent stage of development, but the number of such projects is obviously growing.

Figure – 2



Source: Website article, IIM Indore, 2010

(iv) **PPP in Education**

The Government of many developed countries has found a range of different ways to leverage the capacity and expertise of the private sector to provide education. It may be in the form of providing for certain provisions or it may also be in the form of financing.

Figure – 3

Financing and provision of services in public- private partnerships
Provision

	Private	Public
Finance	<ul style="list-style-type: none"> • Private schools • Home schooling • Tutoring 	<ul style="list-style-type: none"> • User fees • Student loans
	<ul style="list-style-type: none"> • Vouchers • Contract schools • Charter schools • Contracting out 	<ul style="list-style-type: none"> • Public schools • Public universities

Source: Adapted from World Bank , 2006

As published in The Hindu, in the field of education, PPP has been proposed as an important strategy in the 11th Five Year Plan. Among many things, the 11th Plan has proposed the

setting up of 6,000 new model schools in secondary education, affiliated to the CBSE. Of these, 2,500 are to be under the PPP model. The intention is to set up these schools in the backward regions and remote areas where equality education is inaccessible.

It can be well judged from the above discussion that the contribution or involvement of PPP in different sectors of India has been varied.

Growth of PPP in India

Development and use of PPPs for delivering infrastructure services has now at least 11 years of precedence in India, with the majority of projects coming in line in the last 5 years. Policies in favour of attracting private participation as well as innovation with different structures have met with varying degree of success. Some sectors like telecommunications, power, ports and roads have done very good progress compared to limited success in other sectors.

Some states have undertaken far more PPPs than others, and a much heavier use of PPPs in some sectors than others. As far as current status of projects in place, as per PPP database of GOI, there have been at least 450 PPP projects in our main sectors of focus where a contract has been awarded and projects are underway in the sense that they are either operational, have reached construction stage, or at least construction implementation is imminent. The total project cost is estimated to be about Rs2, 24,175.8crore (sector-wise investment details in Table 1&2 in Annexure 1).

The road projects account for 60% of the total number of projects and 45% by total value because of the small average size of projects. Ports-though account for 10% of the total number of projects-have a larger average size of project and contribute 30% in terms of total value. The potential use of PPPs in e-governance and health and education sectors remains largely untapped across India as a whole, though off late there have been some activities shaping in these sectors.

Across states and central agencies, the leading users of PPPs by number of projects have been Karnataka, Andhra Pradesh, and Rajasthan, with 95, 63 and 49 awarded projects, respectively, and the National Highways Authority of India (NHAI), with about 77 projects. In terms of main types of PPP contracts, almost all contracts have been of the BOT/BOOT type (either toll or annuity payment models) or close variants.

In terms of approach to provider selection, almost all the projects in the sample were competitively bid (either national or international competitive bidding) with the negotiated ones (through MOUs) primarily coming from the railway PPP projects, which is understandable given the lack of clear policy framework and standard contract still date.

In terms of contract award method the International Competitive Bidding yielded 39% of total investment in India followed by Domestic Competitive Bidding with 33%, the detailed method of bidding is mentioned in Table-3 in Annexure-1.

Concluding Observations

The Central Government and some states have sufficiently progressed in developing infrastructure needed for broad and robust PPP programmes, some states have developed policies and approached some sectors only and some other states are yet to seriously commence the PPP mode. As a result, there exists considerable diversity among different states-both in the strength of policy and legal frameworks.

Some State Governments are still at an early stage in the development of their PPP mode. It is important to note that the right frameworks and capacities are to be improved in these states and agencies where PPP programmes are going to be pursued.

Policies for attracting private participation and innovation with different structures have met with varying degree of success. Some sectors like roads, ports, energy, airports and urban infrastructure have done very good progress but other sectors' success is very limited.

For solving the countless socio-economic problems of the country, PPP efforts has been playing valuable role. Most countries of the world have accepted it as a quick road to economic success. Even the communist countries like China and Vietnam are increasingly depending on the PPP model for solving their economic problems. India, though late in realizing the potential of PPP projects, is fast catching up with the rapidly going countries by utilizing the devices of PPP model in various sectors, especially in infrastructure. In this context considerable public opinion-from the government as well as the civil society-is needed to make PPP projects a great success in India. It would be ideal for the Government to facilitate similar strategies for many projects in the PPP model and find the way. The media has an important role to play in popularizing the PPP model as a modern vehicle for rapid economic growth. However, the policies and programs relating to the PPP based projects need to be carefully monitored and supervised by the government in order to protect the larger interest of the people and the country. The success of PPP projects only affirms its potential to address the country's infrastructure deficit, but challenges remain, because the financing, marketing, operations and maintenance hold the key to 'public-private tie-ups' success in India. For instance, lack of a reasonable land acquisition policy and absence of independent regulators for enforcing contracts and to settle disputes.

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ANNEXURE

Table – 1: State wise figures of PPP Projects in India						
States	Total Number of Project based on value of contracts					
	Total Number of Projects	Based on 100 crore	Between 100 to 250 crore	Between 251 to 500 crore	More than 500 crore	Value of contracts
Andhra Pradesh	63	1062.93	1554.27	3188.53	33473.7	39279.43
Bihar	02	4.00	0.00	418.04	0.00	422.04
Chandigarh	14	15.00	0.00	0.00	0.00	15.00
Chhattisgarh	04	70.00	304.00	464.00	0.00	838.00
Delhi	09	95.00	0.00	408.20	10374.00	10877.20
Goa	02	30.00	220.00	0.00	0.00	250.00
Gujarat	27	130.06	277.22	3360.90	14943.71	18711.89
Haryana	02	0.00	0.00	756.00	0.00	756.00
Jharkhand	06	131.00	550.00	0.00	0.00	681.00
Karnataka	95	980.39	1692.55	12203.31	24615.60	39491.85
Kerala	11	114.00	112.00	615.50	11131.00	11972.50
Madhya Pradesh	37	1027.32	1117.28	2694.95	2949.00	7788.55
Orissa	16	235.10	0.00	500.00	6888.34	7623.44
Pudducherry	02	0.00	0.00	419.00	1867.00	2286.00
Punjab	19	537.26	434.72	572.00	0.00	1543.98
Rajasthan	49	523.92	783.79	833.00	3112.70	5253.41
Sikkim	24	175.59	558.00	2669.00	13708.00	17110.59
Tamil Nadu	30	143.31	555.60	6412.87	5340.00	12451.78
Uttar Pradesh	05	0.00	0.00	1458.57	649.21	2107.78
West Bengal	05	0.00	200.00	1214.40	641.00	2055.40
Inter State	13	160.45	195.00	2294.67	5984.00	8634.12
Total	450	5638.83	9299.93	41582.78	167739.21	224175.8

Source: <http://www.pppindiadatabase.com>

Table 2: Sector-wise figures of PPP Projects in India						
Sector	Total Number of Project based on value of contracts					
	Total Number of Projects	Based on 100 crore	Between 100 to 250 crore	Between 251 to 500 crore	More than 500 crore	Value of contracts
Airports	05	0.00	0.00	303.00	18808.00	19111.00
Education	01	93.32	0.00	0.00	0.00	93.32
Energy	24	175.59	558.00	2669.00	13708.00	17110.59
Railways	04	0.00	102.22	905.00	594.34	1601.56
Roads	271	3162.50	55256.49	32861.87	60453.92	102004.70
Tourism	29	742.56	674.52	0.00	1050.00	2467.08
Urban Development	73	1283.86	1468.52	2403.91	10132.00	15288.47
Total	450	5638.83	9299.93	41582.78	167739.21	224175.8

Source: <http://www.pppindiadatabase.com>

Table 3: Showing sector-wise and contract-wise method of PPP project in India					
Sector	Total Number of Projects based on Contract Award Method				
	Total Number of Projects	Domestic Competitive Bidding	International Competitive Bidding	Negotiated MOU	Value of Contracts (Rs. Crore)
Airports	05	0.00	1888.08.00	0.00	19111.00
Education	01	93.32	0.00	0.00	93.32
Energy	24	100.00	0.00	16014.59	17110.59
Ports	43	4816.00	24037.00	34519.95	66498.95
Railways	04	696.56	0.00	905.00	1601.56
Roads	271	1367.76	34161.90	1259.20	102004.78
Tourism	29	1367.76	982.32	0.00	2467.08
Urban Development	73	4645.83	9758.91	15.00	15288.47
Total	450	74583.67	87748.13	52785.84	224175.8

Source: <http://www.pppindiadatabase.com>