The Ceylon Chamber of Commerce

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Economic Diplomacy Division
Ministry of External Affairs

ILCCI Indo-Lanka Chamber of Commerce and Industry

PUBLIC PRIVATE PARTNERSHIP

PARTNERSHIP & PROSPERITY FOR PEOPLE

Key Highlights

Co-hosted by Ceylon Chamber of Commerce, Indo-Lanka Chamber of Commerce & Industry and High Commission of India, Colombo

Overview of Sri Lanka's PPP framework

Dr. Sulakshana Jayawardena,
CEO, National Agency for Public Private Partnership & Director General, Corporate Affairs Division, Ministry of Finance

Highlights

Background and Policy Framework

•In 2017, the Government of Sri Lanka established a Public-Private Partnership (PPP) Unit under Cabinet approval to promote structured private sector engagement. Later, it was converted into the National Agency for Public-Private Partnerships (NAPPP).
•However, in 2020, the NAPPP was wound up due to administrative and fiscal constraints.
•In 2022, recognizing the importance of private sector participation in infrastructure and service delivery, the Government decided to re-establish the NAPPP with Cabinet approval.
•The Public Finance Management Act No. 44 of 2024 introduced a public Investment mechanism to enhance transparency and discipline in public investment. The Act requires that all government projects be included in the Public Investment Program (PIP), which must be published annually by the end of May.
•A **Public Investment Committee (PIC)** was formed under the same Act to:

- Review project proposals with recommendations from the National Planning Department (NPD).
- Determine whether projects should proceed through public financing or as Public-Private Partnerships (PPPs).

•This framework ensures structured decision-making and promotes legal and regulatory clarity for PPPs.
•The draft Public-Private Partnership (PPP) Bill was finalized and approved by the Cabinet of Ministers in 2024.
•The draft is currently with the Legal Draftsman's Department, undergoing Royal Assent and Ministerial clearance before being submitted to Parliament for enactment.
•**The National Procurement Commission (NPC**) introduced new Government Procurement Guidelines on 9 December 2024, which include specific provisions for PPP procurement guidelines and manuals.
•The PPP regulations and supporting documents are being developed with technical assistance from the ADB, World Bank, and IMF to ensure alignment with international best practices and transparent procurement processes.

Strategic Implementation

• The **National Agency for Public-Private Partnerships (NAPPP)** serves as the technical advisor and facilitator to line ministries, state agencies, and provincial authorities in developing and implementing PPP projects.

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Highlights

Why the government should engage in PPPs:

PPPs enable the government to leverage private sector financing, innovation, and efficiency while retaining public oversight. PPP projects typically follow four distinct phases:

1. Project Development
2. Construction
3. Operation and Maintenance
4. Termination or transfer of assets at the end of the concession period

- The government, in collaboration with development partners, has conducted several awareness and training programs for key agencies such as the Urban Development Authority, Ceylon Electricity Board, and National Water Supply and Drainage Board. These programs aim to build technical capacity and understanding of PPP mechanisms among government officials and implementing institutions.
- Currently, around 67 projects across multiple sectors are being developed under the PPP framework. These include renewable energy initiatives, urban development projects, and infrastructure improvements in collaboration with respective line ministries. The government is also receiving support from international partners to improve project preparation, risk assessment, and implementation capacity.

Way Forward

- Given fiscal limitations and reduced public investment capacity, PPPs are recognized as a strategic approach for financing and delivering infrastructure and public services.

Developing Infrastructure through PPPs- India's Experience

Mr. Kushal Singh,
Partner, Financial Advisory, Deloitte India

Highlights

Importance of Infrastructure and PPPs

- Infrastructure development is critical for inclusive growth and poverty reduction, with a high economic multiplier effect (around 3.5x versus less than 1x for direct cash transfers).
- PPPs provide a mechanism to attract private investment, enhance productivity, and improve competitiveness while relieving fiscal pressure on governments.

Key Principles of PPPs

- **Public and private sector collaboration:** both parties share responsibilities.
- **Optimal risk allocation:** risks are assigned to the party best equipped to manage them.
- **Benefit-sharing:** gains are shared among government, private partners, and the public.
- **Formal agreements:** ensure accountability and clarity.
- **Public benefit focus:** the ultimate goal is delivering value to citizens.
- **Leveraging public funds:** to crowd in private investment.

Common Myths About PPPs

- Private sector bears all risks — in reality, risks are shared.
- PPPs make unviable projects viable — they do not; project viability must be assessed beforehand.
- Governments lose control — PPPs provide more structured control through formal contracts.
- PPP equals privatization — 98% of global PPP projects revert to the government after concession periods.

Asset Monetization and Recycling

- India is actively monetizing existing public assets (roads, power, land, telecom towers, etc.) to generate upfront revenue for new infrastructure.
- **Asset monetization:** unlocking value from operational assets.
- **Asset recycling:** reinvesting monetization proceeds in new infrastructure.
- India established institutions like the National Land Monetization Corporation and National Monetization Pipeline (NMP) to systematize this effort.

India's Institutional and Policy Framework for PPPs

- No dedicated PPP Act, but guided by strong **policy instruments and funding mechanisms** such as:
    - **Viability Gap Funding (VGF):** up to 40% support for infrastructure projects; extended to social sectors (up to 60%).
    - **India Infrastructure Finance Company Ltd (IIFCL):** for long-term financing of PPP projects.
    - **India Infrastructure Project Development Fund (IIPDF):** supports project preparation and transaction advisory costs.
    - **Model concession agreements (MCAs)** and **standardized bidding documents** enhance transparency and investor confidence.
    - **PPP Appraisal Committee (PPPAC)** and a **PPP Cell in the Ministry of Finance** oversee approvals and guidelines.

Developing Infrastructure through PPPs- India's Experience cont'd

Mr. Kushal Singh,
Partner, Financial Advisory, Deloitte India

Highlights

Evolution of PPPs in India

- **Gradual capacity building:**
    - Shift from item-rate contracts - EPC - annuity-based models - full-fledged PPPs.
    - Risks transferred incrementally to private players (construction - financing → demand - operations).
- **National Highway Development Programme** was a major early driver.
- Dedicated funds and institutions created to ensure project viability, financial support, and private sector confidence.

Financing and Market Instruments

- Introduction of **Infrastructure Investment Trusts (InvITs)** and **Real Estate Investment Trusts (REITs)** for pooling and securitization.
- Partial Credit Enhancement (PCE) schemes to improve project bankability.
- Encouragement of **long-term patient investors** with expected returns over 10–15 years.

Lessons and Best Practices

- **Step-by-step development** of private sector capability is essential.
- **Strong institutional coordination** between central and state governments.
- **Standardization and transparency** reduce transaction delays and corruption risks.
- **Continuous learning from failures**—India adjusted models after challenges in earlier phases.
- **Pre-qualified advisory panels** now shorten project preparation time from 6months to 15 days.

Emerging Areas for PPPs

- Expansion into **social infrastructure** (healthcare, education, housing), **urban infrastructure**, **tourism**, **hospitality**, and **sports facilities**.
- New PPP models tested in **traffic management**, **primary healthcare**, and **education services**.

Relevance for Sri Lanka

- Sri Lanka's PPP journey has begun, but India's experience shows the need for:
    - Strong institutional setup and clear policy framework.
    - Gradual capacity building for line ministries.
    - Project pipelines and model agreements for investor confidence.
    - Focus on project preparation and viability assessment.

Keynote Speech

by Sanjay Banga,
CEO & MD, Tata Power Renewable Energy Limited

Highlights

Introduction to Tata Power and PPP Models

The presentation focused on the operations of Tata Power and its experience with Public Private Partnership (PPP) models in the power sector. Tata Group, with a global presence across numerous countries, was introduced as a major conglomerate with diverse businesses and a strong brand reputation. Tata Power, the group's pioneering energy company, was described as playing a key role in India's clean energy transition through its work in power generation, transmission, and distribution, emphasizing renewable and sustainable solutions.

Tata Power's Energy Portfolio and Projects

The presentation outlined Tata Power's diversified energy portfolio across thermal, hydro, wind, solar, and waste heat recovery sources, supported by a broad customer base and an extensive transmission network. It highlighted the company's major PPP projects across India and abroad, including initiatives in Delhi, Jharkhand, Odisha, Ajmer, and international ventures in Bhutan and Zambia.

Structure and Features of the PPP Model

Details were shared on the structure and key features of the PPP model adopted by Tata Power. The model is based on forming a Special Purpose Vehicle (SPV) with public and private sector participation, governed by a dedicated board. Assets are transferred on a right-to-use basis, and employees are absorbed into the SPV with training and development support. The selected project areas combine urban and rural zones with strong growth potential, operating under a 25-year license period. The SPV manages capital expenditure under regulatory oversight, files a separate ARR to ensure consumer benefit sharing, and receives performance-linked returns. Power procurement responsibilities rest with the SPV, with transitional support provided initially, while utilities are handed over with clean balance sheets.

Case Studies and Outcomes

Through case studies, the presentation demonstrated Tata Power's successful PPP experiences. In the past Delhi Discom became the first global distribution utility to receive the Deming Award. In Odisha, following several power sector reforms and privatization efforts, Tata Power's management led to improved efficiency, profitability, timely payments, and better performance ratings across distribution companies.

In conclusion, it was emphasized that PPP models are crucial in sectors where government systems face limitations in service delivery. Such models can be structured in various ways beyond equity divestment and should be designed with careful consideration of all stakeholder interests.

Session 1: Unlocking PPP in Connectivity

by Suyash Narain, Anish Kumar, Romesh David

Highlights

- **India's airport PPP journey began in 2003–04**, starting with major hubs such as Delhi, Mumbai, Hyderabad, and Bangalore. This marked a turning point in shifting airport management from public to public–private models, later expanding across the country.
- **An independent economic regulator** was established to ensure fair and transparent oversight of airports—balancing the interests of passengers, airlines, and private operators while preventing monopolistic behavior.
- **Passenger traffic surged** from around 80–100 million to nearly 245 million per year by 2025, reflecting both rising demand and improved infrastructure capacity under PPP arrangements.
- **Airport modernization and service quality improved significantly**, with new terminals, upgraded facilities, and better passenger experiences. These changes boosted efficiency, connectivity, and global competitiveness.
- India adopted a **hybrid-till tariff model**, where airports recover operational costs and earn reasonable returns, while 30% of non-aeronautical revenues (like retail and parking) are used to subsidize passenger charges—ensuring affordability.
- The **tariff-setting process is fully transparent and consultative**, allowing public comments, ensuring only efficient investments are approved, and avoiding overcapacity or inflated costs ("gold-plating").
- **Investment flows have been substantial**, with about INR 1 trillion (USD 12 billion) mobilized through airport PPPs. Today, PPP airports handle roughly 90% of India's total air passenger traffic, showing the model's success.
- From Sri Lanka's perspective, **clarity of purpose and unified government commitment** are essential before launching PPPs. All relevant agencies—finance, investment, ports, and customs—must align on objectives and policy direction.
- **Speed, fairness, and institutional separation** are crucial. PPP processes must move quickly to attract capital, and roles of regulator, landlord, and operator should be distinct to ensure credibility and avoid conflicts of interest.
- The **SAGT terminal in Colombo** stands as a **regional benchmark for PPP success**, recognized by the ADB, IFC, and World Bank. Its transparent process, credible investor mix (local, international, and multilateral), and fair agreements offer valuable lessons fo rfuture Sri Lankan PPPs.:
- **Speed and integration are crucial for PPP success** -delays of six to eight months in project detailing discourage private investors; hence, digital tools are needed to fast-track approvals and execution.
- **Gati Shakti is a GIS-based digital platform** integrating multiple data layers - including roads, railways, rivers, airports, schools, hospitals, and utilities - to support real-time, data-driven infrastructure planning.
- **Federated data model:** The platform doesn't store data centrally; instead, it connects to data where it originates, pulling information in real time to ensure accuracy and security.
- **Smarter project design and faster clearances:** By visualizing all data layers (e.g., forest cover, land ownership, utilities), planners can optimize routes, minimize environmental clearances, and complete Detailed Project Reports (DPRs) and approvals much faster - reducing planning time from 6–12 months to about 15–30 days.

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Highlights

Lessons for Sri Lanka

- Institutional clarity is critical — PPP units must be empowered, with unified mandates across all government agencies.
- Transparent regulatory systems and clear separation of roles between public and private actors ensure fairness and sustainability.
- Digital integration can accelerate project planning, reduce bureaucratic lag, and improve investor confidence.
- Leveraging international financing and multilateral partnerships enhances credibility and access to capital.
- Sri Lanka can replicate the SAGT model and expand PPP engagement across transport, logistics, and renewable energy sectors.

Way Forward

1. Establish an independent PPP regulatory authority to provide stability and predictability in decision-making.
2. Adopt a digital infrastructure platform modeled on India's *Gati Shakti* to support integrated project planning and monitoring.
3. Promote policy coherence and coordination among ministries, investment boards, and line agencies to eliminate overlaps.
4. Build investor confidence through consistent policy application, transparent procurement, and fair dispute resolution mechanisms.
5. Scale up PPP success stories such as SAGT into other connectivity sectors — ports, airports, logistics, and renewable energy.
6. Facilitate regional PPP knowledge sharing between India and Sri Lanka to strengthen cross-border cooperation and innovation.

Session 1: Unlocking PPP in Connectivity

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Q&A Session

Question: In the power sector, if any Indian private players are involved in Public Private Partnerships (PPPs), how do you plan to quote a reasonable tariff for Sri Lanka?

Answer: At present, the plan is to expand transmission capacity through a **tariff-based competitive bidding process**, under which only the **transmission company** will be responsible for paying the tariff.

For **renewable energy projects**, the approach involves **partnering with private investors** who will establish generation plants elsewhere and supply power to the designated areas. Competitive bidding will be conducted for **wind and solar power projects**, where the selected partner will set up the plant and supply electricity at a **fixed tariff rate**.

Sri Lanka will focus solely on **purchasing power** rather than investing directly in generation infrastructure. It is expected that through this competitive and partnership-based model, **the cost of power procurement will decline by 2047**, leading to more reasonable and sustainable tariffs.

Question: In the airport sector, how did you manage the influence of unions in implementing PPPs?

Answer: Two types of airports were considered under the PPP model — **greenfield** and **brownfield**. The focus was primarily on **brownfield airports**, where specific adjustment models were introduced to address union-related concerns.

Under these models, a **portion of the existing staff was retained** by the operator for a defined transition period, during which **a percentage of their costs was borne by the PPP**. The exact proportion of staff retained and the duration of support **varied from airport to airport**, depending on operational requirements and existing agreements.

Session 2: Multi-Sector PPPs: Accelerating Sri Lanka's Transformation

by Saliya Wickramasuriya, Prof. Chaminda Rathnayake, Siddhartha Nawal

Highlights

Saliya Wickramasuriya highlighted that the Sri Lankan government has set clear renewable energy targets, creating a strong need for investment and reform in the energy sector. He noted that while Public Private Partnerships (PPPs) have already been implemented in the power and petroleum sectors, most PPPs in power have focused on generation, and future efforts must now address the transmission sector to support renewable energy integration. This includes investing in systems for stability control and other technical requirements, which present significant investment opportunities that will need to be developed in partnership with the state.

Furthermore, he highlighted the need for the State to build capacity in project risk analysis, both financially by modelling multiple scenarios, and legally, by studying and managing contracts/agreements properly. This is of importance as PPPs have many facets, and therefore many variables and do not lend themselves for tender-type (Commodity) procurements. Hence, in their structure and negotiations we (the State and NAPPP) must have balanced knowledge, skills and experience on both sides of the table to ensure a balanced negotiation and lower risk for the State.

He further explained that in the petroleum sector, PPPs have existed globally for a long time, mainly in resource management and production rather than importation. In Sri Lanka, since the state—representing the people—owns natural resources, PPPs must be structured carefully to ensure public benefit.

He outlined two main models for managing such resources: one where the investor contributes capital and the state receives a direct share, and another concessionary model, where the government grants investors full monetized rights while collecting tax revenues from operations. He emphasized that this approach can be effectively extended to the energy sector, ensuring both investment and public value creation.

Prof. Chaminda Rathnayake highlighted the evolving aspirations of Sri Lankan students, noting that while some pursue international higher education, others seek quality local options with global exposure. Both students and parents play key roles as consumers in the education system, and policies must address their expectations and financial realities. Sri Lanka faces a significant opportunity to expand its higher education sector, given the limited number of students who can access universities after completing their Advanced Level (A/L) examinations. This expansion can take multiple forms, including Public-Private Partnerships (PPPs), government-owned institutions, and independent higher education providers.

However, maintaining high-quality standards across all institutions is essential. Independent and transparent quality assurance mechanisms must ensure academic excellence, affordability, and global recognition. The **Non-State Higher Education Division (NSHED)** continues to play a crucial role in enhancing quality oversight within the non-state sector, thereby promoting accountability and trust.

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Highlights

A good example of this potential is **NSBM Green University**, which demonstrates how a self-financed higher education provider with international academic partners can deliver world-class education within Sri Lanka without placing a burden on the government. NSBM has successfully created an environment that combines modern infrastructure, globally recognised degree programs, and strong industry linkages, thereby enhancing student employability.

This model offers valuable insights for future projects — showing that with the proper policy framework, investment, and governance, Sri Lanka can retain more students locally, reduce foreign exchange outflows, and build a sustainable, globally connected higher education ecosystem.

The experience of NSBM Green University offers valuable insights for any higher education institution seeking to enhance its capacity, quality, and sustainability. The project demonstrates how effective planning, sound governance, and strategic partnerships can create a globally competitive learning environment within Sri Lanka. The following lessons summarise key factors that contributed to its success:

Clear Market Understanding and Targeting: NSBM identified a specific market segment — Sri Lankan parents seeking quality, international-standard education locally — and tailored its model to meet that demand. Proper market research and consumer insight were critical to its success.

Strong Research and Planning Foundation: Before launching, the institution conducted in-depth research on global university models (e.g., MIT, Harvard) to design infrastructure and learning environments that align with international standards and long-term educational trends.

Financial Discipline and Leadership: Despite high interest rates and financial challenges, NSBM demonstrated sound financial management and visionary leadership, ensuring loan repayments, project continuity, and expansion even during economic crises.

Partnerships and International Linkages: NSBM formed affiliations with over 20 international universities, enabling students to obtain globally recognised degrees at home, often with foreign faculty involvement — thus retaining talent and foreign exchange within the country.

Inclusivity and Sustainability: The university introduced student-friendly financing schemes — such as interest-free instalment plans and deferred payments — to ensure affordability and access. Its independent governance model allows quick decision-making, efficient operations, and adherence to quality standards under government oversight.

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Highlights

Mr. Siddhartha Nawal mentioned that given current fiscal constraints, Innovative financing instruments are increasingly important for Sri Lanka to attract long-term investment and reduce reliance on traditional public funding.

Innovative financing mechanisms like Real Estate Investment Trusts (REITs) are becoming increasingly important for Sri Lanka as the government seeks to mobilize private capital for infrastructure and real estate development amid fiscal constraints.

REITs are well established in countries such as Singapore, the U.S., and Hong Kong, and are rapidly expanding in India, which launched its first REIT in 2019. Since then, India's REIT market has grown to a market capitalization of around USD 18 billion, covering approximately 174 million square feet of commercial property including major technology parks housing global tenants like Microsoft and IBM.

Developing a regulated REIT framework could help unlock capital tied up in public and private real estate assets, providing liquidity and attracting specialist global investors seeking stable, income-generating opportunities in emerging markets.

REITs offer a middle ground between fixed-income securities (like bonds) and equity. They provide investors with steady returns through rental income and potential capital appreciation, depending on property performance.

Because REITs are listed and regulated under securities laws, they bring transparency, accountability, and investor protection improving confidence in a sector often viewed as opaque or high-risk.

Establishing a REIT regime requires strong institutional backing, time to build legal and tax frameworks, and investor education but once in place, it can transform real estate into a professionally managed, capital-efficient sector.

Potential outcomes for Sri Lanka:

- Improved access to capital for property and infrastructure development.
- Enhanced investor confidence through regulatory oversight.
- Diversified investment opportunities for local and foreign investors.
- A new asset class that supports economic growth and financial market deepening.

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Q&A Session

Question: In our development context, many projects are either under construction or yet to commence. Would such projects also be eligible or suitable for this financing model?

Answer: That's an important consideration. Typically, the model works best once projects are completed or generating stable revenue. However, in principle, there's room to explore transitional arrangements for projects in development, provided there's a clear path to completion and credible revenue potential. It's something worth thinking about as we design the regulatory and structural framework.

Question: I noticed there wasn't much discussion on the link between corporates and REITs — are there any functioning corporate-level real estate investment structures currently being worked on?

Answer: Not yet. At the moment, no active initiatives are underway to establish corporate-linked REIT structures. Most efforts are still focused on developing the regulatory base and building early market confidence. Once those are in place, corporate participation could naturally follow.

Question: You mentioned earlier that two of the main investor advantages are transparency and liquidity. Could you elaborate on how these are ensured, and whether the government has any role in providing guarantees or policy assurance?

Answer: At the outset, what's important is to recognize where the current regulatory environment stands. That's exactly where India started as well — defining what the framework should be to reach a viable, trusted structure. It's a true example of a public–private partnership, where both sides bring distinct strengths: developers and investors bring market perspective and global expertise, while the government ensures the volume, regulation, and credibility to attract international investors. Over time, as the ecosystem matures, formal assurances or enabling laws may evolve naturally.

Session 3: Reflection Session / Way ahead

by Dr. Sulakshana Jayawardena, Dr. Asanga Gunawansa, Lilia Aleksanyan

Highlights

Dr. Sulakshana Jayawardena emphasized the strong need to build institutional and technical capacity within government agencies to effectively plan, structure, and manage PPP projects. Developing local expertise and practical skills is essential to reduce reliance on external consultants and ensure long-term sustainability. She highlighted the importance of sharing experiences and creating spaces for open discussion and problem-solving among institutions involved in PPPs. Capacity development efforts, she noted, should move beyond theoretical training to focus on hands-on learning and implementation support. Improved coordination and collaboration between public sector entities and development partners were identified as crucial for establishing a consistent and efficient approach to PPPs. Strengthening governance structures and processes was also seen as vital to ensuring confidence and accountability in future partnerships.

Dr. Asanga Gunawansa noted that Sri Lanka's engagement with Public Private Partnerships (PPPs) dates back to the early 1990s, and although significant progress has been made, challenges in implementation and follow-through continue to persist. He explained that while the country now has a PPP project pipeline, it requires further refinement to identify the most viable and priority projects capable of attracting private investment. Given the current fiscal constraints, he emphasized that it is no longer feasible for the government alone to finance the nation's infrastructure needs, making private sector participation essential. With the decline of multilateral development assistance over time, PPPs have become a vital mechanism to bridge the financing gap. Moving forward, he stressed the importance of enhancing institutional readiness, establishing clear policy direction, and improving coordination among key agencies. He concluded by noting that Sri Lanka must "get its house in order" by strengthening frameworks, ensuring transparency, and building credibility to attract both local and international investors.

Lilia Aleksanyan highlighted that the Asian Development Bank (ADB) continues to be a longstanding partner in supporting Sri Lanka to strengthen its PPP and public investment frameworks. She emphasized the importance of implementing the action plan with urgency, while ensuring legal clarity and building confidence among institutions and investors. ADB's support will focus on capacity development, technical assistance, and institutional strengthening to ensure that reforms are effectively carried out. This engagement aligns with the government's broader management and digital transformation agenda, incorporating data-driven and information-based approaches. The approach also integrates environmental sustainability, climate resilience, and social inclusion to ensure that PPP and investment projects deliver long-term public benefits. Ongoing and upcoming activities will be coordinated with key national agencies to ensure that support is well targeted and results-oriented. She shared an example from the national logistics and supply chain development initiative, where collaboration between agencies and ADB support helped strengthen institutional capacity. The next phase of assistance, she noted, will continue to focus on confidence-building, coordination, and improving the readiness of institutions to engage effectively with private partners.

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Q&A Session

Question: Is there a clearly defined national vision for PPPs (similar to international models) available in the public domain? Much of the current information seems fragmented, with references in ADB reports but no consolidated, accessible vision to communicate to the public and investors.

Answer: The government is developing a dedicated PPP website to host all relevant guidelines, regulations, and updates.The guidelines will be made publicly available, including processes, timelines, and readiness requirements. The intention is to create a simplified, attractive, and investor-friendly presentation of the PPP framework to generate public excitement and confidence.

Question: Have timelines been defined for each stage of PPP project processing to avoid prolonged approvals and administrative delays?

Answer: Timelines exist within the draft guidelines for each procedural step, but readiness of projects (pre-approval phase) remains the most time-consuming part. Readiness depends on obtaining environmental and technical clearances (e.g., CE approval, biodiversity or habitat studies) before inviting investors. Once projects are "ready," procurement and investor selection will follow defined timelines under the National Procurement Commission (NPC). The government is working to streamline pre-readiness processes and reduce delays through coordination with line ministries and agencies.

Comment: To attract investors and public enthusiasm, PPP communication must be simplified and visionary—similar to other countries' approaches.

Response: The PPP website under development will consolidate all relevant information in a clear, accessible format. The government acknowledges the need for transparent and inspiring public communication to strengthen investor confidence.

Session 3: Reflection Session / Way ahead

by Dr. Sulakshana Jayawardena, Dr. Asanga Gunawansa, Lilia Aleksanyan

Q&A Session

Question: How will overlapping roles of commissions and ministries be addressed to fast-track PPP approvals?
Answer: The roles of key institutions—Ministry of Finance, Public Investment Committee, National Procurement Commission (NPC), and NAPPP—are being clearly delineated. Once finalized, a public document will outline these institutional responsibilities, expected timelines, and coordination mechanisms. The aim is to create a single-window facilitation mechanism to minimize bureaucratic layers and red tape.

Question: Can the NPC recognize that in PPPs, once a primary partner is selected, the secondary procurement (handled by the private investor) should have more autonomy, rather than being controlled by government procurement rules?
Answer: The NPC already maintains a "hands-off" approach regarding secondary procurement by the private partner. However, in large-scale infrastructure projects involving limited or non-recourse financing, the government must ensure qualified contractors are selected and that construction warranties and guarantees are in place. Thus, while maintaining flexibility for investors, certain safeguards will remain to protect public interest and project quality.

Question: In bid submission processes, can flexibility be introduced to rectify minor errors or omissions (non-material issues) within a given timeframe to avoid disqualifying potential bidders and improve competition?
Answer: The concern is acknowledged. The intent is to maximize competition while maintaining procedural integrity. Adjustments to allow limited corrections to non-material deviations are under consideration to make the process more practical and efficient.

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