UNIT 4: PUBLIC PRIVATE PARTNERSHIP (PPP) FOR FACILITATING ENTREPRENEURSHIP

Structure

4.1 INTRODUCTION

An increasing number of governments are turning to the private sector to provide services hitherto delivered by the public sector. The motives for pursuing public private partnerships vary from fiscal opportunism, simply seeking to replace public finance with private finance, to genuine desire to seek lower costs both for taxpayers and consumers or improved services.

There is no single accepted international definition of what a PPP is. In many countries the core of PPP programmes or projects that are for services traditionally provided by the public sector, combine investment and service provision, expect significant risks being borne by the private sector and also see a major role for the public sector in either purchasing services or bearing substantial risks under the project. PPPs are therefore more than service contracts although some would include these in their definition of PPPs. As students of „Gender and

Development‟, it would be of interest to you to have a general idea of the concept of PPP and its importance in entrepreneurship.

4.2 OBJECTIVES

After studying this Unit, you would be able to

- describe the significance and need for PPP for promotion of entrepreneurship
- explain the meaning and types of PPP
- assess the governmental and non – governmental action in promoting PPP

4.3 A PUBLIC PRIVATE PARTNERSHIP APPROACH

A Public Private Partnership Approach is a good way for strengthening a community‟s stake in projects. A public private partnership is typically a partnership between the public and private sector for the purpose of delivering a project or service traditionally provided by the public sector. It is a different method of procuring public service and infrastructure by combining the best of the public and private sectors with an emphasis on value for money and delivering of quality services.

A public private partnership recognize that both the public and the private partnership sectors have certain advantages relative to the other in the performance of specific tasks by allowing each sector to do what it does best, public services efficient manner. The government‟s goal is to encourage and promote local entrepreneurship by providing small scale investment opportunity.

4.4 PPP – MEANING: DEFINING PUBLIC PRIVATE PARTNERSHIP

PPPs broadly refer to long term, contractual partnership between the public and private sector agencies specially targeted towards financing, designing, implementing and operating infrastructure facilities and services that were traditionally provided by the government or its agencies. These collaboration ventures are built around the expertise and capacity of the project planners and are based on a contractual agreement, which ensures appropriate mutually agreed allocation of resources, risks and returns. This approaching and developing public utilities and infrastructure by the private sector under terms and conditions agreeable to both the government and the private sector is called PPP.

PPP means an arrangement between a government / statutory entity / government owned entity on one side and a private sector entity on the other for the provision of public assets and public services through investment being made and / or management being undertaken by the private sector entity for a specified period of time where there is well defined allocation of risk between the private sector and the public entity and the private entity receives performance linked payments that conform to specified and pre determined performance standards, measurable by the public entity or its representative.

Essential conditions in the definition are the following.

- Arrangement with private sector entity: The asset or service under the contractual arrangement will be provided by the private sector entity to the users.
- Public asset or service for public benefit: The facilities / services being provided are traditionally provided by the government as a sovereign function to the people.

What is meant by public services?

Public services are those services that the state is obligated to provide to its citizens or where the state has traditionally provided the services to its citizens.

What is meant by public asset?

Public asset is that the use of which is inextricably linked to the delivery of a public service or those assets that utilize or integrate sovereign assets to deliver public services.

Ownership by government need not necessarily imply that it is a PPP.

- Investment being made and management undertaken by the private sector entity: The arrangement could provide the financial investment or non financial investment by the private sector the intent of the arrangement is to harness the private sector efficiency in the delivery of quality services to the users.
- Operations and management for a specified period: The arrangement cannot be in perpetuity. After a pre determined time period the arrangement with the private sector entity comes to a closure.
- Risk sharing with the private sector: Mere outsourcing contracts are not PPPs.
- Performed linked payments: The central focus is on performance and not merely provision of facility or service.

- Conformance to performance standard: The focus is on a strong element of service delivery aspect and compliance to pre determined and measurable standards to be specified by the sponsoring authority.

4.5 SIGNIFICANCE OF PUBLIC PRIVATE PARTNERSHIP

Public Private Partnership (PPP) involves a contract between a public sector authority and a private party, in which the private party provides public service and assumes substantial financial, technical and operational risk in the project. PPP as a long tested model in one form or the other has taken a systematic shape with government / public administration and private organizations recognizing each other‟s capacities, capabilities and competencies.

4.6 ADVANTAGE OF PUBLIC PRIVATE PARTNERSHIP

- A public private partnership can be a means of leveraging public and private resources to enhance local entrepreneurship especially among potential entrepreneurs.

- Given the nature and diversity of public private partnership, there is potential for accomplishing both the public private partnership process while strategically stimulation small enterprises.

- A public private partnership would typically improve efficiency in the public sector and increase capacity development for local business.

- Taking a public private partnership strategy in the rural sector does not only encourage efficient allocation of public and private resources through leverage and long term capacity development but it also provides an opportunity for innovation, competitiveness and subsequent reduction in poverty levels.

- Small enterprises in rural small towns of developing countries do not usually get opportunities to subcontract with large organizations which often are foreign owned and keen on subcontracting with other foreign firms or developing their own subsidiaries in the host country, without such opportunities for experience and investments, the enterprises fail to develop strong track records for growth and potential competition. A strategic government policy and regulatory mechanisms that encourage a variety of public private partnership in these areas would strengthen small town enterprises while at the same time stimulating entrepreneurial interest.

Check Your Progress Exercise 1

Note: i) Use this space given below to answer the question.

ii) Compare your answer with the one given at the end of this Unit.

1. Define Public Asset.

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4.7 TYPES OF PPP

There are various types Public Private Partnership. The types are given below.

Service contract

- Under a service contract, the public authority (government) hires a private company (entrepreneur) to carry out one or more specified tasks or services for a period typically 1-3 years.
- The public authority remains the primary provider of the infrastructure service and contracts out only portions of its operation to the private partner.
- The private partner must perform the service at the agreed cost and must typically meet performance standards set by the public sector.
- The government pays the private partner a predetermined fee for the service which may be a one time fee, based on unit cost or some other basis.

Management contract

- A management expands the service to be contracted out to include some or all of the management and operation of the public service (i.e., utility, hospital, port authority etc).

- Although ultimate obligation for service provision remains in the public sector, daily management control and authority is assigned to the private partner or contractor. In most cases the private partner provides working capital but no financing for investment.
- The private contractor is paid a pre-determined rate for labour and other anticipated operating costs.
- Management contract variants include supply and service contract, maintenance management and operational management.

Lease contract

- Under a lease contract, a private partner is responsible for the service in its entirety and undertakes obligations relating to quality and service standards.
- Except for new and replacement investments, which remain the responsibility of the public authority, the operator provides the service at his expense and risk.
- The duration of the leasing contract is typically 10 years and may be renewed upto 20 years.
- Responsibility of the service provision is transferred from the public sector to the private sector and the financial risk for operation and maintenance is borne entirely by the private sector operator.
- In particular the operator is responsible for losses and for unpaid consumers‟ debts.
- Leases do not involve any sale of assets to the private sector.

Concessions

- A concession makes the private sector operator responsible for the full delivery of services in a specified area including operation, maintenance, collection, management and construction and rehabilitation of the system.
- Importantly, the operator is now responsible for all capital investment. Although the private sector for providing the assets such assets are publicly owned even during the concession period.
- The public sector is responsible for establishing performance standards and ensuring that the concessionaire meets them. In essence the public sector‟s role shifts from being the service provider to regulating the price and quality of service.
- The concessionaire collects the tariff directly from the system users.

- The tariff is typically established by the concession contract which also includes provisions on how it may be changed over time.
- In some cases the government may choose to provide financing support to help the concessionaire fund its capital expenditure.
- The concessionaire is responsible for any capital investments required to build, upgrade or expand the system and for financing those investments out of its resources and from the tariffs paid by the system users.
- A concession contract is typically valid for 25-30 years so that the operator has sufficient time to recover the capital invested and earn an appropriate return over the life of the concession.
- Government may contribute to the capital investment cost by way of subsidy (viability Gap Funding – VGF) to enhance commercial viability of the concession.
- The concessions are effective contracts to provide investment for creation of new facilities or rehabilitation facilities.

Build Operate Transfer (BOT)

- BOT and similar arrangements are a kind of specialized concession in which a private firm or consortium finances and develops a new infrastructure projects or a major component according to performance standards set by the government.
- Under BOTs, the private partner provides the capital required to Build the new facility, Operate & Maintain (O&M) for the contract period and then return the facility to governments as per agreed terms.
- Importantly, the private operator now owns the asset for a period set by contract – sufficient to allow the developer time to receive investment costs through user charges.

BOTs generally require complicated financing packages to achieve the large financing and long repayment periods required. A the end of the contract, the public sector assumes ownership but can opt to assume operating responsibility , contract the operation responsibility to the developer or award a new contract to a new partner. The main characteristics of BOT and similar arrangements are given below:

- Design Build (DB): Where private sector designs and constructs at a fixed price and transfers the facility.

- Build Transfer Operate (BTO): Where private sector designs and builds the facility. The transfer to the public owner takes place at the conclusion of construction. Concessionaire is given the right to operate and get the return on investment.
- Build Own Operate (BOO): A contractual arrangement whereby a Developer is authorized to finance, construct, own, operate and maintain an Infrastructure or Development facility from which the Developer is allowed to recover his total investment by collecting user levies from facility users. Under this project, the Developer owns the assets of the facility and may choose to assign its operation and maintenance to a facility operator. The Transfer of the facility to the Government, Government agency or the Local Authority is not envisaged in this structure; however the Government may terminate its obligations after specified time period.
- Design-Build Operate (DBO): Where the ownership is involved in private hands and a single contract is let out for design construction and operation of the infrastructure project.
- Design Build Finance Operate (DBFO): While the design-build-finance-operate (DBFO) approach, the responsibilities for designing, building, financing and operating and maintaining are bundled together and transferred to private sector partners. DBFO arrangements vary greatly in terms of the degree of financial responsibility that is transferred to the private partner.
- Build-operate-Transfer (BOT): Annuity / Shadow User Charge: In this BOT Arrangement, private partner does not collect any charges from the users. His return on total investment is paid to him by public authority through annual payments (annuity) for which he bids. Other option is that the private developer gets paid based on the usage of the created facility.

Joint Venture

- Joint ventures are alternatives to full privatization in which the infrastructure is co-owned by the public sector and private operators.
- Under a joint venture, the public and private sector partners can either from a new company (SPV) or assume joint ownership of an existing company through a sale of shares to one or several private investors.

- A key requirement of this structure is good corporate governance in particular the ability of the company to maintain independence from the government because the government is both part owner and regulator.
- From its position as share holder however, the government has an interest in the profitability and sustainability of the company and can work to smoothen political hurdles.

4.8 PPPs FOR THE PROMOTION OF ENTREPRENEURSHIP IN RURAL AREAS

Increased income in the rural areas boost the rural market economy increases the pool of casual labourers and promotes increased investment in small business. Therefore programmes that encourage entrepreneurship in rural areas would not only arrest the migratory trends but also create new local markets for rural produce. At worst entrepreneurship will provide relevant skill to survive in large urban areas who eventually decide to move on. However without a strategic government policy to do so, the migratory trend will continue to grow with severe negative implications. Hence there is need for public –private partnership in rural areas to create possibilities for alternative income generation for the youth and progressive farmers who would otherwise leave to search for entrepreneurial jobs in urban areas.

The need for PPP in the Indian Infrastructure sector has been well recognized by the Government of India and the steps taken to encourage PPPs are promising. Such steps include:

- Standardizing contractual documents as sector specific Model contracts / Concession Agreements.
- Standardizing bidding documents.
- Establishing institutional mechanism like the Infrastructure Finance Company Limited to facilitate infrastructure development and PPP.
- Creating the India Infrastructure Development Fund.
- Relaxing the restrictions on foreign direct investment in most infrastructure sectors and Fiscal incentives including income tax Act, 1961 and state laws to developers and lenders of infrastructure Projects.

National Skill Development Corporation (NSDC) is a no-for-profit –company set up by the Ministry of Finance under section 25 of Companies Act. It has an equity base of 10 crores of which the government of India accounts 49 per cent while the private sector has the balance 51 per cent.

The National Skill Development Corporation (NCDC) is a first of its kind, PPP in India set up to facilitate the development and upgrading of the skills of the growing Indian workforce through skill training programmes. A large part of the organization‟s efforts are directed at the private sector and towards developing the skills in the unorganized sector in India. It supports skill development efforts by funding skill training and development programmes. It also engages in advocacy and training programmes, in depth research to discover skill gaps in the Indian workforce and developing accreditation norms.

It aims to promote skill development by catalyzing creation of large, quality, for-profit vocational institutions. It provides funding to build scalable, for-profit vocational training initiatives. Its mandate is also to enable support systems such as quality assurance, information systems and train the trainer academies either directly or through partnerships.

The NSDC acts as a catalyst in skill development by providing funding to enterprises, companies and organizations that provide skill training. It will also develop appropriate models to enhance support and coordinate private sector initiatives.

Need for NSDC

A growing economy like India requires a large and skilled workforce. However the lack of quality trainers and training institutes has created roadblocks to growth. Skill shortage is evident in every sector of the economy. NSDC seeks to fill the gap between the growing demand for and the scarce supply of skilled personnel across sectors by funding skill training programmes. The primary goal is to foster private sector and industry participation in skill training and development.

The sectors for which services are provided by NSDC are given below. The NSDC focuses on twenty high priority sector and unorganized sectors

- Automobile / auto companies;

- Electronic hardware;
- Textile and garments;
- Leather and leather goods;
- Chemicals and pharmaceuticals;
- Gems and jewellery;
- Building and construction;
- Handloom and handicrafts;
- Food processing;
- Building hardware and home furnishings;
- IT or software;
- Tourism, hospitality and travel;
- Transportation / logistics / warehousing and packaging;
- Organized retail;
- Real estate;
- Media, entertainment, broadcasting, content creation, animation;
- Health care;
- Banking, insurance and finance;
- Education /skill development; and
- Unorganized sector;

Role of NSDC

- Funding and incentivizing; Enabling support services and Shaping / creating

Management of NSDC

NSDC is a public private partnership and is managed by a team of experienced professionals. A three tier decision making structure – a Board, Board sub committees and the Executive council – helps the organization formulate strategies.

Both central government and the states are aiming to use PPP more intensively to help meet gaps in the provision of basic services to entrepreneurs. India has seen real progress over the last 10 years in attracting private investment into the infrastructure sectors, first in telecommunications and now in ports and roads and in individual projects in other sectors. There is the potential for PPPs to contribute more and help meet the infrastructure gap in India.

In shifting from more traditional methods of service provision, governments need to adapt both their skill and their processes to ensure that PPP programmes deliver what is expected of them. The cornerstone of this is ensuring that PPPs that proceed are those which represent priority projects and are best done through the PPP route rather than through traditional than public procurement. Governments embarking on PPP programmes developed new policy, legal and institutional frameworks top provide the required organizational and individual capacities. New agencies are sometime create to bring in financial and contract design skills not present in the government and existing processes for example in planning and budgeting need to be adapted.

4.9 PPPs IN INDIA

In the 12 states and 3 central agencies surveyed there are at least 86 PPP projects in the sectors of focus for which a contract has been awarded and projects are under way (in the sense that the project are either operational, have reached construction stage or atleast construction / implementation is imminent). The estimated project cost of these PPPs is Rs.339.5 billion. There has been considerable innovation in the design of these with different structures now being developed to attract private participation. But at the same time it is clear that this has been uneven – there are islands of progress with some states having undertaken far more PPPs than others and a much heavier use of PPPs in some sectors (roads by number of projects and ports by project size) than others. While there are a number of successful projects, there have also been a number of poorly conceptualized PPPs.

Successful PPP programme will require the public sector to develop better capacities to identify possible PPPs, to develop bankable contacts and bid them oust and to monitor the performance and costs. However successful programs are characterized by clear policy and legal frameworks for PPPs and efficient oversight and dispute resolution procedures. There are some critical steps to scaling up the PPP programme in India and assess actions that could be taken by the centre in the following areas.

- Strengthening the monitoring of their fiscal costs;
- Policy and legislative frameworks;
- Information dissemination;
- The development of guidance material; and

- Setting up a PPP unit to serve as a pool of expertise.

Table 1 PPP projects in India -examples

Name	Agency	Sector	Cost (Rs.million)	structure	Private contractor
Andhra Pradesh Visakapattinam Industrial water supply project	APIC	Urban infrastructure	4500	BOT	Lassen and Toubro
Delhi- collection and transportation of Municipal Solid Waste	Municipal Corporation of Delhi	Urban infrastructure	590	----	Subhash Projects and Marketing Ltd for central city and south zone, City Lifeline consultants for west zone and Anthony Waste Management for Karolbagh and Sadar Pahar Ganj zone
Gujarat- Ahmadabad- Mehsana road	R&B department	Roads	3780	BOT	L&T Ltd.- ECCIL &FS
Madhya Pradesh- Bridge on Indore Khandwa stretch	PWD	Roads	4.8	BOT	Ayushyaraj construction

Tamil Nadu-Karur Toll Bridge	Karur Municipality & Tamil Nadu urban development project	Road	154.5	BOT	East Coast Construction and Industries Pt Ltd.
Solid waste management in Chennai	Corporation of Chennai & TIDCO	Urban infrastructure	400	--	CGEA- Area Holdings Singapore was selected through ICB to implement the project
Tirupur water supply scheme	NIADCL,SPV formed by Tamil Nadu Water Investment Ltd.	Urban infrastructure	1850	BOT	Consortium-Mahendra and L&T
Pune Khed road	NHAI	Roads	1276	BOT	ATR Infrastructure Private Ltd.

Check Your Progress Exercise 1

Note: i) Use this space given below to answer the question.

ii) Compare your answer with the one given at the end of this Unit.

1. Write short note on National Skill Development Corporation

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2. What is Build Operate Transfer (BOT)?

4.10 CASE STUDY

Project Shakthi is a rural distribution initiative of Hindustan Unilever Limited (HUL) that targets small villages populated by less than 5000 individuals. It is a unique win-win initiative that catalyses rural affluence even as it benefits business. As a joint venture with government, Hindustan Uni Lever has started a programme for women empowerment through women entrepreneurship**.**

Aim of Project Shakti

HUL has been engaged in rural development since 1976 with the initiation of Integrated Rural Development Programme. Partnering with the Self Help groups (SHGs), HLL started its Project Shakti in Nalgonda district of Andhra Pradesh in 50 villages in the year 2001. The social side of the project Shakti was that it aimed to create income generating capabilities for under-privileged rural women by providing a sustainable micro enterprise opportunity and to improve rural living standards.

Mechanism of Project Shakti

A woman from a SHG is selected as a Shakti entrepreneur, commonly referred as "Shakti Amma" who receives stocks from the HLL rural distributors. After getting trained by the company, the Shakti entrepreneur then sells those goods directly to the consumers and retailers in the village. Each Shakti entrepreneur usually services 6-10 villages in the population strata of 1000-2000 people with 4-5 major brands of HLL – Lifebuoy, Wheel, Pepsodent, Annapurna salt and Clinic plus. Apart from this, other brands included are Lux, Ponds, Nihar and 3 Roses tea. The Shakti entrepreneurs are given HLL products on a‟ cash and carry basis‟. However the local SHGs or banks provide them micro credit wherever required. HLL Project Shakti is adding up to 15 per cent of HLL sales in rural AP.

The financial performance of Shakti Entrepreneur

The Shakthi entrepreneur programme recognizes that while micro credit plays a key role in alleviating poverty, its ability to do so depend on the availability of investments opportunities. Shakthi contributes by creating profitable micro enterprise opportunities for rural women. Armed with micro credit, rural women become shakthi entrepreneurs through Direct-to-home distributors in rural market. This micro enterprise offers low risks and high returns. The products distributed are some of the country‟s most trusted brands of consumers‟ goods and include a range of mass market products especially relevant to rural consumers.

Training to Shakti entrepreneurs

Moreover HUL invests its resources in training the entrepreneurs helping them become confident, business –savvy professionals capable of running their own enterprise. The Shakti Entrepreneur is also called as „Shakti Amma‟-shakti means power/empowered and „amma‟ means mother in Telungu, the language spoken in Andhdrapradesh where Project Shakti was first piloted in 2000. Project Shakti has proved to be a great success for HUL and for rural impoverished women in India. The project started in a few pilot villages in AP in 2000. In 2002 it expanded to two states and by the end of 2004 had grown to over 13000 Shakti women entrepreneurs in 12 states. Today there are about 45000 shakti entrepreneurs across 15 states in India.

In 2010, HUL rolled out the Shaktiman initiative through Project Shakti. Through the Shaktiman initiative, men in the Shakti Amma families distribute HUL products to villages adjoining the respective Shakti village. Through the Geographical Information System villages around the Shakti families are tracked and based on this they are allotted five to six villages. They go to these villages and sell HUL products. The Shaktimann have also been given bicycles to ensure smooth traveling between villages.

HUL now has over 26000 Shaktimaans through the Project Shakti network across the country now. The revenue earned by the Shaktimannn further augments the household income of the Shakti family.

Through Project Shakti HUL reaches over 100,000 villages across 15 states in India and over a million households every month HUL works closely with various NGOs, banks and both state and local governments, who recognize the potential for economic growth by encouraging women to become entrepreneurs.

With average sales being in the range of rs.10,000 to rs.15000/month profit earned would be rs.1000 per month. On an average a Sales Executive earns Rs.700 –Rs.1000 a month and since most of them live below the poverty line this earning is significant often doubling the household income with which the rural women live in improved conditions affording the basic needs of life such as nutrition, education etc. With the roll out of Shaktiamman initiative Shakti families have an opportunity to further augment their income. In 2011, HUL partnered with SBI to bring banking services to low income people in small Indian villages through the Shakti Ammas. The Shakti Ammas are already trusted by local communities and make them friendly and accessible way to promote access to banking in rural communities and thus promote financial inclusion.

With the vision to cover 5 lakh villages in 2012 through social communication programme namely Shakti-vani trained Shakti women are making rural people informed about those products that are directly related to the health and hygiene aspect of human beings. In 2004 Shakti Vani covered 10,000 villages in Madhya Pradesh, Chhattisgarh and Karnataka. The vision of i-shakti, the internet based information service is to have 10,000 kiosks across the state.

The PPP model needs to be acknowledged According to A & M‟s Most Admired Marketing Companies Survey, Hindustan Lever Limited had a contribution of RS.5000 crore from the rural market. That was a whopping 50 per cent of its total sales turnover and its 2006 revenue were 42.8 billion. In 2009 its turnover was Rs.10245 crore and its market capitalization was at Rs. 28846 crore while its total size of the business was a little over Rs.100 crores. In many cases earnings from Shakti help them double their household income and a greater part of that goes to children‟s education which means more protected members of the future generation. According to media reports shakti distributors now account for 15 per cent of the company‟s sales in rural India. Meanwhile the potential for growth is enormous.

As a viable means of empowering women entrepreneurs for rural market development in India via the model of business opportunity development. It is also suggested that the business organizations should take lessons from such a novel initiative. It is recommended that businesses follow the same path to get a huge gain in future by simultaneously working for the welfare of these customers.

4.11 SUMMING UP

Public Private Partnership is one the strategy in the New Public management to increase the efficiency in from Project formulation till project implementation. It is also ensure the partnership of private players. There are different types of Public Private Partnership is implemented. In this Unit, we have discussed the different types of PPP and how PPP model can be also part of empowering women entrepreneurs. The Unit elaborately cited example of national Skill Development Council and Project Shakti.

4.12 GLOSSARY

Skill Development: According to the International Labour Organization (ILO) “Skill development is of key importance in stimulating a sustainable development process and can make a contribution in facilitating the transition from an informal to formal economy. It is also essential to address the opportunities and challenges to meet new demands of changing economies and new technologies in the context of globalization.

4.13 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress Exercise 1

1. Public asset is that the use of which is inextricably linked to the delivery of a public service or those assets that utilize or integrate sovereign assets to deliver public services.

Check Your Progress Exercise 2

1. BOT and similar arrangements are a kind of specialized concession in which a private firm or consortium finances and develops a new infrastructure projects or a major component according to performance standards set by the government. Under BOTs, the private partner provides the capital required to Build the new facility, Operate & Maintain (O&M) for the contract period and then return the facility to governments as per agreed terms. Importantly, the private operator now owns the asset for a period set by contract – sufficient to allow the developer time to receive investment costs through user charges.

2. NSDC is a no-for-profit –company set up by the Ministry of Finance under section 25 of Companies Act. It has an equity base of 10 crores of which the government of India accounts 49 per cent while the private sector has the balance 51 per cent.

4.14 REFRENCES AND SUGGESTED READINGS

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4.15 QUESTIONS FOR REFLECTION AND PRACTICE

1. Define Public Private Partnership.
2. Explain the advantages of PPP to promotion of women entrepreneurship.
3. Discuss the different types of Public Private Partnership.
4. Write a note on joint venture.
5. State the objectives of NSDC.