



राजमार्ग RAJMAARG

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Inner Lanes



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DRIVING INFRASTRUCTURE GROWTH THROUGH ASSET MONETISATION

India's infrastructure development is entering a new phase of growth, where the emphasis is not only on asset creation but also on unlocking long-term value. Asset monetisation has emerged as a key enabler in this shift, allowing operational infrastructure to generate capital for future development. In the National Highway sector, this approach is helping create a sustainable cycle without over-reliance on traditional budgetary resources.

The National Monetisation Pipeline (NMP) launched in FY 2021-22 is a Government of India initiative to monetise public infrastructure assets. The programme has demonstrated the potential of infrastructure

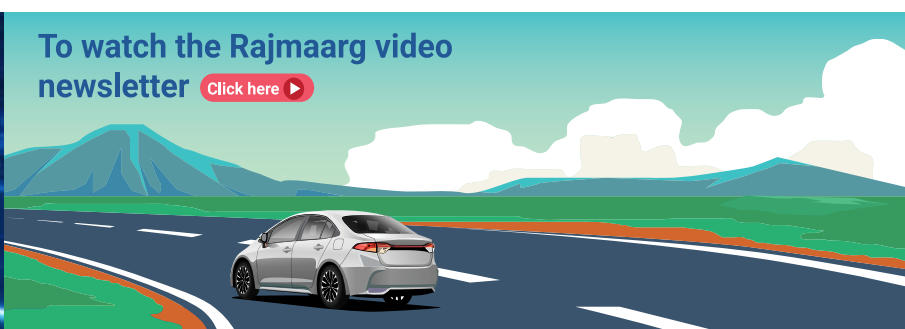
as a reliable, yield-generating asset class. NMP has provided a structured framework to drive this transition. By focusing on operational assets with stable revenue streams, under NMP 1.0 (FY 2021-22 to 2024-25), the road sector primarily driven by the Ministry of Road Transport and Highways (MoRTH) was envisaged as one of the major contributors, given the stable revenue profile of tolling assets and the relatively lower demand risk associated with operational National Highways. Government reports highlighted that the sector not only achieved, but in some instances, exceeded its monetisation targets. At the forefront of this transformation is NHAI, institutionalizing a strategic approach to asset

monetisation. By adopting a transparent and calibrated framework for asset selection, NHAI has ensured that projects with proven tolling history and stable revenue are prioritized. This has enabled fair value discovery while building trust among a diverse investor base.

Additionally, advancements such as Electronic Toll Collection system has significantly improved tolling efficiency and revenue visibility, further strengthening the credibility of National Highway assets. As this ecosystem continues to grow, newer instruments and models are expanding the scope of participation and deepening the market for infrastructure investment.



To watch the Rajmaarg video
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InvIT as a Key Instrument

Building on this strong foundation, Infrastructure Investment Trusts (InvITs) have emerged as a key instrument in NHAI's monetisation journey, enabling both institutional and retail investors to participate in infrastructure growth. The recent listing of the NHAI-sponsored Raajmarg Infra Investment Trust (RIIT) on the Bombay Stock Exchange marks a significant milestone in this direction. The strong response

to its public issue, which was oversubscribed nearly fourteen times, reflects growing market confidence in National Highway assets and the robustness of the underlying framework. With rights to five operational highway assets across multiple states and a concession value of approximately Rs. 9,500 crores, the InvIT model represents a scalable and inclusive approach to monetisation. It allows NHAI to unlock value

while retaining a degree of public ownership, ensuring that infrastructure development continues to serve broader national priorities. The momentum of these efforts is reflected in the milestones achieved in FY 2025–26. NHAI realized Rs. 28,077.90 crores through a combination of Public InvIT, Private InvIT, and other monetisation models.

NHAI Asset Monetisation: Strong Momentum and Evolving Strategy

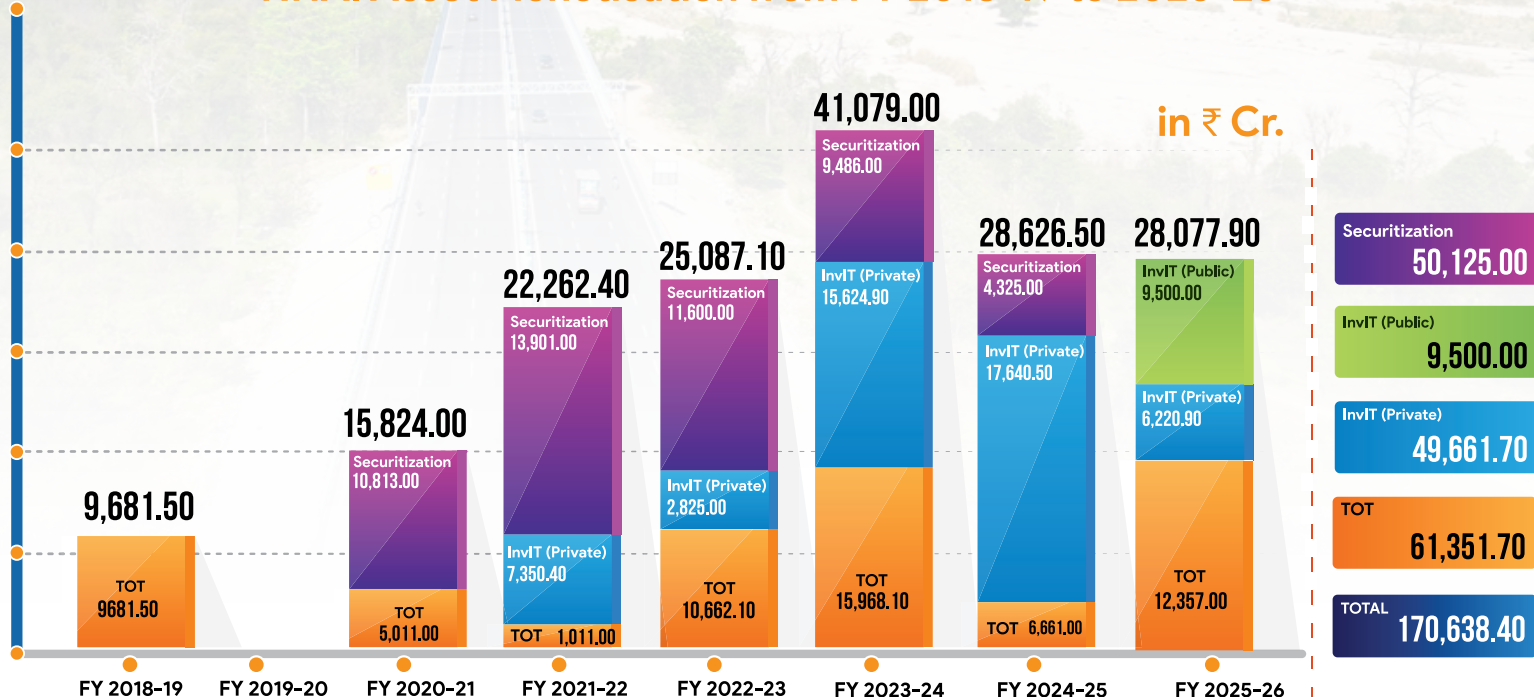
NHAI's National Highway asset monetisation programme has demonstrated robust progress from FY 2018–19 to FY 2025–26, with total realizations reaching over Rs. 1.70 lakh crore. This reflects the growing maturity of the monetisation framework and sustained investor confidence in the National Highway assets.

To institutionalize and scale its monetisation efforts, NHAI developed a comprehensive Asset Monetisation Strategy aimed at unlocking value from operational National Highway assets while promoting greater private sector participation in infrastructure development.

The TOT model, first introduced by NHAI in FY 2018–19, marked a significant shift in how National Highway assets were leveraged. Over the years, the model has contributed over Rs. 61,351 crore, establishing market credibility for such instruments. The strategy has since been evolving with the increasing role of Infrastructure Investment Trusts (InvITs), which have collectively mobilized over Rs. 59,161 crore. This marked a significant step towards broadening the investor base and enhancing participation from both institutional and retail investors. Toll securitization has also emerged as a key instrument, contributing over Rs. 50,000

crore and providing stability to the monetisation pipeline, particularly during transitional phases. The year-wise trend indicates a steady scale-up, with peak achievement recorded in FY 2023–24 with realization of over Rs. 41,000 crore, reflecting the simultaneous deployment of multiple monetisation instruments. Overall, the shift from reliance on a single model to a diversified approach has strengthened resilience and improved value realization. The sustained momentum in asset monetisation has enabled efficient capital recycling, supporting continued investment in National Highway development.

NHAI Asset Monetisation from FY 2018-19 to 2025-26

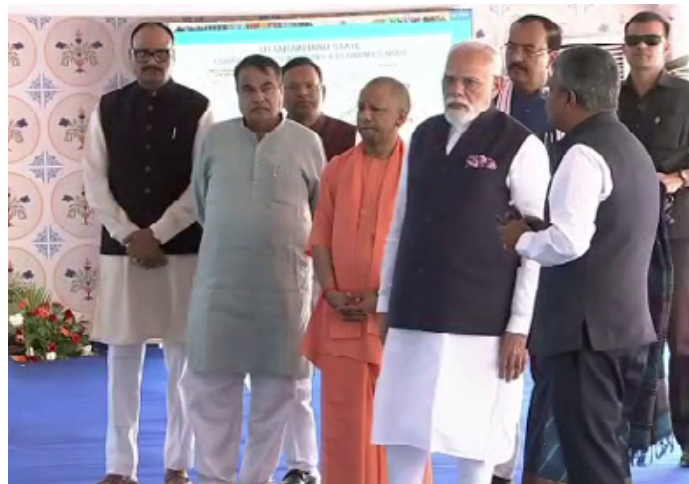


Hon'ble Prime Minister Inaugurated Delhi–Dehradun Economic Corridor

On 14th April 2026, Hon'ble Prime Minister Shri Narendra Modi inaugurated the 213 km long six-lane Delhi–Dehradun Economic Corridor, marking a transformative step towards enhancing connectivity and travel efficiency in North India. The access-controlled corridor will significantly reduce travel time between Delhi and Dehradun from approximately 6 hours to around 2.5 hours, ensuring faster and more seamless movement of passengers and goods. The corridor will strengthen connectivity to key regions including Baghpat, Baraut, Shamli, and

Saharanpur, while integrating with major expressways such as the Delhi–Mumbai, Delhi–Amritsar–Katra, and Delhi–Meerut corridors. Equipped with advanced infrastructure including interchanges, bridges, road overbridges, and wayside amenities, the project is designed to deliver a safe, efficient, and comfortable travel experience. A key highlight of the project is its focus on sustainability and wildlife conservation. The corridor features a 12 km long elevated wildlife stretch, along with dedicated elephant underpasses and animal crossings, enabling

the safe movement of wildlife between Rajaji National Park and the Shivalik Reserve Forest. Additional measures such as noise barriers, eco-friendly lighting, and habitat restoration initiatives further minimise environmental impact. The corridor will boost tourism, agriculture, and logistics, while enhancing connectivity to major destinations such as Dehradun, Haridwar and Mussoorie, contributing to regional economic growth and sustainable development.



Hon'ble Prime Minister Laid Foundation Stone and Inaugurated Various NH Projects in West Bengal

In a major step towards strengthening India's National Highway infrastructure, the Hon'ble Prime Minister laid the foundation stone and inaugurated multiple transformative National Highway projects in West Bengal on 14th March 2026. Hon'ble Prime Minister laid the foundation stone for the 230.9 km long four-laning of the Kharagpur–Moregram Economic Corridor (NH-116A); 4-lane, 5.67 km Dubrajpur Bypass on NH-14 in Birbhum, West Bengal; construction of two additional 4-lane major bridges on NH-14 in Paschim Medinipur, West Bengal — a 1.48 km long bridge over the River Kangsabati and a 0.9 km long bridge over the River Shilabati. These projects will connect several districts, improve regional and inter-state connectivity,

serve as a strategic gateway to the North-East region of India. Additionally, these projects will reduce travel distance, cut travel time, enabling faster and more efficient movement of passengers and freight. Integrated with key National Highways, these corridors will strengthen multi-corridor connectivity and enhance logistics efficiency. Equipped with major bridges, flyovers, road overbridges, and underpasses, these projects will improve National Highway capacity. Hon'ble Prime Minister also inaugurated the 6-laning of 114.7 km long Barwa Adda–Panagarh section of NH-19 up to Panagarh Bypass; the Railway Over Bridge (ROB) and its approaches between Bhedia and Bolpur on NH-114; the 6-laning of 67.7 km long Panagarh–

Palsit section of the NH-19 in West Bengal.

These projects will strengthen inter-state connectivity between Jharkhand and West Bengal, will improve connectivity across major industrial hubs including Bokaro, Dhanbad, Asansol and Durgapur, while improving freight movement towards Kolkata. With the construction of 40 underpasses and improved junction designs, these projects will enhance road safety, enables faster travel, boost economic activity in the region, smoother traffic flow and better integration with major National Highways, boosting regional connectivity, trade and logistics efficiency.



Hon'ble Prime Minister Inaugurated Ahmedabad–Dholera Greenfield Expressway in Gujarat

On 31st March 2026, Hon'ble Prime Minister Shri Narendra Modi inaugurated the 109 km long Ahmedabad–Dholera Greenfield Expressway (NE-08) in Gujarat, marking a significant step towards strengthening regional connectivity and improving travel efficiency. The four-lane expressway provides seamless connectivity between Ahmedabad and the upcoming Dholera

region, significantly reducing travel time and enhancing commuter convenience. The project will improve access to the Dholera Special Investment Region (DSIR) and the upcoming Dholera International Airport, while also helping decongest existing urban routes. By ensuring smoother traffic flow and reducing vehicular emissions, the corridor will contribute

to sustainable infrastructure development. The expressway will facilitate faster movement of goods and passengers, boost logistics efficiency, and attract investments in the region. It will also enhance connectivity to key locations such as Lothal, supporting industrial growth, tourism, and overall economic development across Gujarat.



Hon'ble Prime Minister Inaugurated Two Landmark NH Projects in Kerala

On 11th March 2026, Hon'ble Prime Minister Shri Narendra Modi inaugurated two key projects on NH-66 in Kerala, marking a significant step towards strengthening coastal connectivity and improving travel efficiency. The project includes the six-laning of the 39 km long Thalapady–Chengala

section; the six-laning of the Kozhikode Bypass between Vengalam and Ramanattukara. These projects will enhance traffic flow, reduce travel time, improve road safety, and facilitate faster movement of passengers and goods. These projects will boost regional inter-state connectivity between Kerala and Karnataka.

Additionally, the projects will improve connectivity to key destinations such as Kozhikode Beach, Bepore Port, and Kappad Beach, ensuring a more efficient and comfortable travel experience for commuters while supporting trade and tourism.



Hon'ble Prime Minister Laid the Foundation Stone For Key NH Project in Tamil Nadu

On 11th March 2026, Hon'ble Prime Minister Shri Narendra Modi laid the foundation stone for the construction of a bypass to Gangaikonda Cholapuram in the Kallagam–Meensurutti section of NH-81, aimed at improving connectivity

and easing traffic movement in Tamil Nadu. The bypass will divert through traffic and heavy vehicles away from the historic temple town of Gangaikonda Cholapuram, ensure smoother and safer travel for commuters and reduce pollution.

It will also enhance access to key cultural destinations, support tourism, and strengthen regional connectivity while preserving the heritage significance of the area.



NHAI Sponsored Public InvIT Debuts on BSE

In a landmark development, NHAI-sponsored Raajmarg Infra Investment Trust (RIIT) was successfully listed on the Bombay Stock Exchange on 24th March 2026. The listing marked a transformative step in asset monetisation, enabling citizens and road

users to directly participate in the growth of National Highway infrastructure as investors. Reflecting strong market confidence, the public issue was oversubscribed nearly 14 times and debuted at a premium. Supported by a robust institutional framework and professional

management, RIIT has secured rights over a portfolio of operational highway assets ownership, Raajmarg InvIT will play a pivotal role in accelerating National Highway expansion while creating long-term value for investors and contributing to India's nation-building journey.





Santosh Kumar Yadav, IAS
Chairman, NHAI

Dear Friends,

As we begin the new financial year, I am proud to share that during the previous Financial Year 2025-26, NHAI achieved many milestones that contributed towards robust development of the National Highways network across the country.

During the Financial Year 2025-26, NHAI constructed 5,313 km of National Highways surpassing the target by nearly 15%. Capital expenditure by NHAI was at Rs. 2,44,362 Crores, that includes Government Budgetary Support and NHAI's own resources.

Marking a new chapter in infrastructure financing, the maiden public issue of the NHAI sponsored Raajmarg Infra Investment Trust (RIIT) received an overwhelming investor response and was successfully listed on the Bombay Stock Exchange. Also, during FY 2025-26, NHAI made notable progress on the asset monetisation front and realised over Rs. 28,000 Crores through Public InvIT, Private InvIT, and Toll-Operate-Transfer models, underscoring the growing confidence of investors in the road sector.

Also, achieving a major milestone in Electronic Toll Collection, NHAI launched Multi-Lane Free Flow (MLFF) tolling at the Chorayasi Toll Plaza on the Surat-Bharuch section of NH-48 in Gujarat. As National Highway infrastructure expands, barrier-less tolling has become essential to enhance commuter comfort. No waiting at toll plazas, leads to saving of time, fuel and lowering of logistics costs, while improving transparency and efficiency of National Highway tolling ecosystem.

In a recent landmark moment, the Hon'ble Prime Minister inaugurated the prestigious Delhi-Dehradun Economic Corridor. This world-class corridor is set to transform regional connectivity, stimulate economic growth and promote tourism across Delhi, Uttar Pradesh, and Uttarakhand. Notably, the project also stands as a benchmark for sustainable and inclusive infrastructure development in ecologically sensitive regions. Featuring one of Asia's largest wildlife elevated corridors as well as underpasses designed to accommodate even the largest mammals, the corridor reflects NHAI's commitment to Sustainable development. A recent study conducted in collaboration with the Wildlife Institute of India documented over 40,000 instances of wildlife movement across 18 species through these structures, providing strong evidence of effective wildlife mitigation.

Further advancing the sustainability efforts, I am happy to share that NHAI has taken the initiative to develop 'Arogya Van', the thematic medicinal tree plantations on vacant land parcels along the National Highways. The initiative aims to enrich biodiversity along the National Highways by introducing medicinal tree species that support pollinators, birds and microfauna, thereby strengthening ecosystem resilience.

As we move forward, I reiterate NHAI's commitment to building world-class infrastructure that not only accelerates economic growth but also contributes meaningfully to sustainable and inclusive nation-building.

Best Wishes,
Santosh Kumar Yadav

NHAI Launches Multi-Lane Free Flow Tolling in Gujarat

In a significant step towards modernising the Electronic Toll Collection ecosystem in the country, NHAI successfully rolled out the Multi-Lane Free Flow (MLFF) based tolling system at the Chorayasi Toll Plaza on the Surat-Bharuch section of NH-48 in Gujarat on 1st May 2026. MLFF witnessed an encouraging response from the National Highway users, with around 41,500 vehicles seamlessly crossing the MLFF toll location on the very first day of implementation.

The MLFF framework introduces barrier-less tolling with minimal human intervention, allowing vehicles to pass through toll locations without stopping. Enabled by advanced technologies

such as Automatic Number Plate Recognition (ANPR) and RFID based FASTag, the system ensures automated, contactless and efficient toll operations. MLFF marks a paradigm shift in the travel experience for National Highway users by enhancing convenience and significantly improving operational efficiency.

Beyond improving user experience, MLFF will deliver benefits in terms of reduced congestion at toll plazas, shorter travel time, improved fuel efficiency and lower vehicular emissions. To ensure a smooth transition and seamless user experience, National Highway users have been advised to maintain sufficient

balance in their FASTag accounts. In cases of insufficient balance, invalid or non-functional FASTag, an Electronic Notice (E-Notice) will be issued for non-payment of user fee.

The introduction of MLFF represents a key milestone in the digitisation of tolling operations in India. By enhancing transparency and reducing the need for physical tolling infrastructure, the system is set to lower operational costs while strengthening compliance. Introduction of MLFF will play a pivotal role in building a robust, efficient, and future-ready tolling ecosystem.



MULTI-LANE FREE FLOW
MLFF TOLLING
KNOW YOUR E-NOTICE

Why did you receive it?
 Your vehicle crossed an MLFF toll plaza, but the toll was not paid via FASTag.

Check details on NIC Portal nhfeenotice.parivahan.gov.in
 Login with Vehicle No. + OTP on VAHAN registered mobile

Make payment within 72 hours
 Pay Within 72 hrs: **Normal Fee** After 72 hrs: **Double Fee**

1x

2x

Have a grievance?
 Raise a complaint within 72 hours of e-Notice issuance on the NIC portal.

- Keep FASTag active with sufficient balance
- Use a High Security Registration Plate



NHAI Innovation Hackathon on Smart Highway Construction

NHAI continues to foster innovation in National Highway infrastructure through its Innovation Hackathon. The 5th edition of the 'Innovation Hackathon 2026', invited innovators, technologists, and industry stakeholders to develop scalable and cost-effective solutions for Automation & Intelligent Machine Aided Construction (AIMC) and Machine Guidance & Control Systems (MGCS). The focus was on leveraging geospatial data

and electronic sensors to monitor pavement layer compaction and thickness, thereby reducing dependence on manual inspections and enhancing construction quality. The initiative received an encouraging response with a total of 31 entries addressing the problem statement. Gainwell Commosales Pvt. Ltd. emerged as the winner, followed by Ravi Shanker Potabattuni and Pramod Kumar Mishra.

Further, NHAI also launched the 6th Innovation Hackathon. This edition focuses on developing advanced solutions for retro reflectivity measurement to improve visibility of road signs and markings, particularly during night-time and low-light conditions. By encouraging the use of AI, ML, drones, and vehicle-mounted technologies, NHAI aims to promote smarter, safer, and more efficient highway monitoring systems.



NHAI Deployed Women Workforce at Toll Plazas

In a significant step towards promoting gender inclusivity and enhancing user experience on National Highways, NHAI deployed over 5,100 women staff during day shifts at more than 1,140 toll plazas across the country. This initiative aims to strengthen women's participation in frontline operational roles while fostering a more efficient, empathetic, and user-friendly environment for commuters. It will reduce disputes at toll plazas through improved engagement and service delivery. The initiative also coincides with International Women's

Day, highlighting the growing role of women in shaping India's infrastructure landscape. The decision follows extensive consultations with key stakeholders, including toll plaza operators and industry associations such as the National Highways Builders Federation (NHBF), Highway Operators Association of India (HOAI), and All India User Fee Contractors Federation (AIUCF). All operators have extended their support for this initiative, with additional deployments expected in the near future.

To ensure effective implementation, NHAI will facilitate specialized training for the deployed women staff, particularly those from rural and semi-urban areas. The training will focus on courteous behaviour, emergency response, safety protocols, and efficient toll operations. This initiative will not only enhance service standards but also create meaningful employment opportunities, reinforcing NHAI's commitment to inclusive and socially responsible infrastructure development.



NHAI Launched First Annual Green Cover Index Report for National Highways

To strengthen environmental sustainability, NHAI has released its first Annual Report on the National Highways Green Cover Index (NH-GCI) for 2025–26. This pioneering initiative provides a scientific and quantitative assessment of plantation and green cover along National Highways, leveraging advanced space-based technologies. The report has been prepared in collaboration with the National Remote Sensing Centre (NRSC) under the Indian Space Research Organisation (ISRO). It utilises high-resolution satellite imagery to analyse

chlorophyll content, enabling an objective measurement of vegetation along both sides of highways within the Right of Way (RoW). The NH-GCI is expressed as a percentage, indicating the extent of green cover at a one-kilometre granularity. During its first assessment cycle, the index has covered approximately 30,000 km of National Highways across 24 States for the period July to December 2024. Future annual cycles will facilitate year-on-year monitoring, enabling NHAI to track progress and undertake

targeted interventions for enhancing green cover. The initiative is part of a three-year Memorandum of Understanding signed in January 2024 between NHAI and NRSC. It offers a robust, cost-effective, and time-efficient approach for large-scale environmental assessment, while also enabling comparative analysis and ranking. The NH-GCI underscores NHAI's commitment to sustainable infrastructure development and advancing the green transformation of India's National Highway network.



NHAI Signed MoU with Commercial Vehicle Aggregator Platforms to Enhance Safety on National Highways

To enhance safety and the ease of commuting for commercial vehicle drivers, IHMCL/NHAI, signed a Memorandum of Understanding with leading commercial vehicle aggregator platforms on 10th March 2026. The MoU was signed in the presence of NHAI Chairman Shri Santosh Kumar Yadav, Shri Vishal Chauhan, Chairman and Managing Director, IHMCL and senior officials from partner organisations.

The collaboration focuses on integrating the Rajmargyatra App with aggregator platforms to deliver real-time alerts on accident-prone zones, diversions, construction areas, and adverse weather conditions. It also introduces a driver-led, geo-tagged reporting system for road safety issues and enables one-click access to the '1033' National Highway

Helpline for faster emergency response. Additionally, the initiative includes a structured feedback mechanism for toll and FASTag services, along with the 'Vishisht Saarthi' recognition programme for responsible drivers. This partnership marks a major step towards creating a technology-driven, participative and safer National Highway network.



NHAI Signed MoU with IIT Ropar to Strengthen Highways in Hilly Terrains

On 30th March 2026, NHAI signed a Memorandum of Understanding with IIT Ropar at its Headquarters in New Delhi to enhance the safety and resilience of National Highways in hilly terrains. The collaboration will provide expert consultancy on slope

protection, landslide mitigation, and river training works, particularly in Himachal Pradesh. This initiative aims to address challenges such as landslides and floods through the application of advanced technical expertise and innovative solutions.

It will support the development of a more robust and reliable highway infrastructure, ensuring safer connectivity and improved durability of road networks in vulnerable and challenging terrain conditions.



NHAI Signed MoU with IMD to Enhance Weather Intelligence for National Highways

NHAI signed a Memorandum of Understanding with the India Meteorological Department (IMD) to strengthen collaboration in leveraging advanced weather intelligence for National Highway development and safety on 8th April 2026. The MoU was signed

in the presence of NHAI Chairman, Shri Santosh Kumar Yadav and Dr. Mrutyunjay Mohapatra, Director General, IMD. This partnership will enable weather-informed planning and operations across National Highways, enhancing safety and protection of

highway assets. By utilising real-time monitoring, impact-based forecasts, and early warning systems, the initiative will support efficient decision-making and contribute to resilient, future-ready infrastructure development.



NHAI to Deploy AI-Powered Dashcam Monitoring for Highway Operations

In a major step towards technology-driven highway management, NHAI is set to deploy AI-Powered Dashcam Analytics Services (DAS) across nearly 40,000 km of the National Highway network. This initiative aims to transform Operations & Maintenance (O&M) through the integration of Artificial Intelligence (AI) and Machine Learning (ML) for data-driven monitoring and decision-making. Under this initiative, specialized dashboard

cameras will be installed on Route Patrol Vehicles (RPVs) to conduct comprehensive weekly surveys of highway stretches. The system will utilise high-resolution imagery and video data, with AI/ML models capable of automatically detecting over 30 types of defects, including potholes, cracks, rutting, damaged road furniture, and non-functional streetlights. It will also monitor safety concerns such as illegal encroachments

and unauthorized median openings. To further enhance safety, periodic night surveys will assess the visibility and performance of road signage, markings, and lighting. A dedicated IT platform with advanced analytics and visualization tools will support real-time monitoring and integration with the NHAI Data Lake. This initiative will enable timely maintenance, improve safety, and significantly enhance the overall highway user experience.



NHAI to Develop 'Arogya Van' for Promoting Biodiversity and Sustainability

In a significant initiative towards ecological sustainability, NHAI initiated the development of 'Arogya Van'—thematic medicinal tree plantations on vacant land parcels along National Highways. The initiative aims to enhance biodiversity and strengthen ecosystem resilience by introducing medicinal plant species that support pollinators, birds, and microfauna. In the first phase, NHAI identified 17 land parcels covering over 62.8 hectares

across multiple states, where approximately 67,462 medicinal trees will be planted. Around 36 species, including Neem, Amla, Jamun, Imli, and Mulsari, have been selected based on agro-climatic suitability. Priority locations include areas near toll plazas, wayside amenities, and interchanges to maximise public outreach and awareness. Additionally, NHAI earmarked nearly 188 hectares of vacant land for plantation during the upcoming monsoon season to

ensure better survival rates. Moving beyond conventional plantation practices, thematic focus on medicinal species will enhance ecological, cultural, and educational value. Aligned with national priorities such as promoting Ayurveda and conserving indigenous flora, the 'Arogya Van' initiative reflects NHAI's commitment to sustainable infrastructure and creating green, knowledge-driven highway corridors. (vector image)



NHAI Initiative for Technical Capacity Building

NHAI signed a Memorandum of Understanding with Cube Highways Technologies Private Limited (CHTPL) to enhance the technical competencies of its officials in line with evolving infrastructure standards and best practices on 6th April 2026. The MoU was signed in the presence of NHAI Chairman Shri Santosh Kumar Yadav, along with senior officials from both organisations.

The collaboration aims to strengthen expertise in key areas of National Highway engineering and pavement technology, including traffic estimation, flexible pavement design, bituminous materials, and performance evaluation. The specialised training programme is designed for junior-level officials and will be conducted at the Cube Highways Innovation Centre in Hyderabad.

The programme will combine classroom sessions with hands-on training and case-study-based assessments to ensure practical learning outcomes. This initiative underscores NHAI's commitment to capacity building and skill development, enabling its workforce to deliver high-quality, efficient, and future-ready National Highway infrastructure.



NHAI Hosted Delegation to Strengthen Infrastructure Collaboration

On 24th March 2026, NHAI hosted a delegation from Sri Lanka's Parliamentary Oversight Committee on Infrastructure and Strategic Issues at its Headquarters in New Delhi. The session was led by Shri Vishal Chauhan, Member (Admin), NHAI, who briefed the delegation on India's National Highway development initiatives, including advancements in expressways, road safety, and technology-driven project execution.

The visit provided a platform for knowledge exchange and sharing of best practices in highway infrastructure development. It also reinforced bilateral cooperation, fostering collaboration towards building efficient, safe, and future-ready transport networks in both countries.



NHAI Fosters Global Infrastructure Partnerships



On 10th April 2026, NHAI hosted a delegation from Mozambique Government at its Headquarters in New Delhi, fostering international collaboration in the infrastructure sector. During the visit, the delegation was briefed on India's National Highway development initiatives.

The interaction served as a platform for knowledge exchange and sharing of best practices in National Highway development and management. It also reinforced bilateral cooperation, enabling both countries to explore opportunities for building efficient, safe, and future-ready transport networks through collaborative efforts and innovation.

NHAI Organised Workshop on Litigation Management and Project Coordination

NHAI organised a day-long workshop on "Comprehensive Litigation Management in National Highways & Strengthening Inter-Departmental Coordination" in New Delhi under Mission Karmayogi – Sadhana Saptah on 7th April 2026. The initiative aimed at enhancing capacity building and improving efficiency in project execution. The workshop was chaired by NHAI Chairman Shri Santosh Kumar Yadav, who highlighted the importance of seamless inter-departmental coordination for timely clearances and accelerated delivery of National Highway projects. Shri Vishal Chauhan, Member (Admin), along with senior officials from NHAI, Ministry of Road Transport and Highways, and other key Ministries & Departments, participated in the session.

The discussions focused on critical areas such as land acquisition, litigation management, utility shifting, and statutory clearances. The workshop enabled solution-oriented deliberations to identify process gaps, strengthen coordination, and enhance overall efficiency in the pre-construction and project implementation stages.



NHAI Conducted Workshop on Clearances and Digital Platforms for Project Efficiency

NHAI organised a Workshop-cum-Capacity Building Session at its Headquarters in New Delhi under Mission Karmayogi – Sadhana Saptah, focusing on 'Railway, Environment, Forest & Wildlife Clearances and PRISM-SG Portal' on 8th April 2026. The session aimed to strengthen processes for faster, compliant, and efficient project execution.

In his inaugural address, NHAI Chairman Shri Santosh Kumar Yadav emphasised the importance of timely clearances, enhanced inter-agency coordination, and effective utilisation of digital platforms to improve project delivery. The workshop included detailed technical discussions on key challenges related to environmental, forest, and wildlife clearances.

Experts also presented case studies, highlighting best practices and practical solutions for addressing procedural bottlenecks. The session provided a valuable platform for knowledge sharing and capacity building, enabling officials to streamline processes and enhance efficiency in pre-construction and project implementation stages across National Highway projects.



Building a Robust National Highway Network

'Down the memory lane' is a series that revisits the glorious years of making of National Highways Authority of India. This series brings exclusive insights and captures the triumphs, milestones, challenges and experiences of former Chairmen of NHAI, who have steered NHAI to newer heights. Rajmaarg caught up with the former NHAI Chairperson, Smt. Alka Upadhyaya and here are the excerpts from the conversation that highlights her tenure with the organisation.



Smt. Alka Upadhyaya
Former Chairperson
National Highways Authority of India

“Covering Every Mile, with a Smile”

Remembering my tenure as the Chairperson, NHAI is a nostalgic moment. Also, one thing that comes to my mind was that it was always like being on a treadmill. There was never a moment that you could stop and breathe but I recollect this with a lot of fondness and while talking about it, I again feel the adrenaline rush.

The journey has been very interesting for me because I've spent most time in my career in infrastructure and then finally to be working as Chairperson, NHAI and later moving on as Secretary for the Ministry of Road Transport and Highways, I would say that this was a very significant phase in my career.

NHAI's Contribution to Nation Building

Over the years, NHAI has contributed immensely towards the economic growth of the nation. We no longer go to another country to see what world-class infrastructure looks like.

We have the most spectacular state-of-the-art, seamless road infrastructure today, competing with any of the developed countries. The ethos that we tried to build during my tenure at NHAI was 'Building Miles with Smile', 'Travelling with a Smile' or 'Covering Every Mile with a Smile'.

This undertaking ethos signifies that road construction is not only nation building, but the ultimate experience that a National Highway user gets. Everyone in the organisation worked together to bring that smile on the commuter's face. This was also one of the glorious periods, where highway sanctions and contract awarding were at an accelerated speed. During my tenure, the entire organisation moved in a linear direction to plan, design, acquire land and to award works contracts. The emphasis was on zero tolerance for delays to enable quick decision and to enable fast pace of construction. There was a lot of bonhomie and teamwork among the members and field officers that enabled the award of highest number of works, sanctioned by the Ministry of Road Transport & Highways. NHAI has made so many remarkable structures in the development of National Highway that today we see with the use of best technology that has been adopted.

All our partners and stakeholders like the contractors, concessionaires and operators have aligned with NHAI to bring in their expertise in terms of quality, engineering and experience.

Leveraging Information Technology

I tried to convert the use of Information Technology to be transaction-based as much as possible to bring transparency & adherence to timelines. We leveraged a MIS driven data system the data lake, and converted it into transaction based, so that at each step we could monitor work progress. We also implemented the transaction-based ERP in NHAI. The other thing that we did was drone coverage of under-construction projects. Drone coverage of the projects was meant to monitor progress, but I saw that the rushes were not being properly utilized and there was no real capture of data. We did a 'Proof of Concept' to capture annotated data from drone coverage to effectively monitor the progress of the projects. The POC turned out to be successful and now all the projects were monitored in real-time with the help of drones and predictive tools.



We used this technology for problem solving as well, like some of the roads in Gujarat were a challenge and there would always be a gap between the version of contractors, officials and the public. The visual annotated data from these drones gave organisation a foolproof monitoring tool. The same has been sealed fully and recently won the IT Governance award.

Similarly, we started the NHAI One mobile application, and we also developed 'Tatpar' app to look after maintenance of the roads to establish quick resolution of any kind of defect on the National Highways. It was all linked to the payment of the contractors for maintenance.

To mitigate environmental loss during road construction, NHAI has introduced the concept of eco-friendly 'Green Highways', where afforestation is being done both in the median and avenue plantation. We started the concept of remote sensing to assess quantum & growth of greening on all highways.

Faster Decision Making for Faster Construction

A lot of policy initiatives were taken to ensure that a faster pace of construction was achieved. Decision-making was one of the things that I monitored very closely. The contractors and the officials on the ground were asked not to delay any kind of decision making. *"Say Yes or No, But Do Say Something", has always been my motto.* The Empowered Committee meetings had expeditious decision making for enhancing pace of construction and provide quick addressal of grievances raised by the contractors as well as our officers.

Developing Alternate Modes

Having lead the growth story of National Highways, NHAI through its subsidiary National

Highways Logistics Management Limited (NHLML), forayed into complementing Highway infrastructure through planning for Multi-Modal & Logistics Parks. To decongest cities, the idea of ropeways as city transport and for tourist destinations, ropeways were planned.

Besides National Highways, we also started to plan for alternative modes of transport. I very proudly remember the planning and tendering the first ropeway transit system in Varanasi. The foundation stone of Varanasi Ropeway laid by the Hon'ble Prime Minister. The foundation stone of two other very critical ropeway projects were also laid by the Hon'ble Prime Minister at Mana, including the Hemkund Sahib and Kedarnath. I am sure these ropeways are going to create a lot of ease for the commuters, and these will become even more popular destinations. Similarly, the other crucial intervention planning and execution of Multi-Modal Logistics Parks. Hon'ble Prime Minister also laid the foundation stone for the first two MMLPs at Chennai & Bangalore.

Bids for other MMLPs were also subsequently invited for Bangalore, Indore and Nagpur.

Decongesting Toll Plazas

One of the complaints that used to come was regarding the time taken at the toll plazas, for which there was a command-and-control system in place. To make it more efficient and reduce time taken at the toll plazas, gantries were deployed, and the Electronic Toll Collection system was installed which worked very efficiently. This one-of-its-kind system was installed at Delhi-Meerut Expressway, which was subsequently adopted at many other National Highways.

Developing the 'Game Changer' Delhi Mumbai Expressway

One of the exciting projects that we had on our hand was the Delhi-Mumbai corridor. The corridor was indeed a game changer. The first section of the corridor,





Delhi-Dausa-Lalsot section was inaugurated during my tenure. Land acquisition for the entire stretch of the Delhi-Mumbai corridor was the biggest challenge. Often the work would be completed for the entire stretch, but there would be a land issue for only 500 metre of road length. To solve this, we took the matter to the district and state administration and used other methods that were possible to get the land acquisition in place. The teams in the field and at NHAI headquarters were very proactive on these matters and we could get these things resolved very quickly.

Creating World Records

I would also like to mention that NHAI is in the habit of making several records. We created three world records during my tenure. The first one was in June 2022, for continuous laying of 75 km of bituminous concrete in a single lane in 105 hours 33 minutes on NH 53 between Amravati and Akola. This record was created in the peak summer heat of June 2022, where

our people worked continuously and tirelessly. The second record in the 'Guinness Book' was for construction of the longest viaduct with highway flyover and metro rail support on a single column pier at Nagpur in July 2022. The third record was made in March 2022, the 'India Book of Records' recognized the construction of 50 km long 8-lane access-controlled section of the Delhi – Vadodara Greenfield Expressway for using the highest quantity of bituminous mix to lay flexible pavement road in just 100 hours. These achievements show the enthusiasm of NHAI officials, contractors, workers, and they truly need to be celebrated as real heroes.

Strengthening Dispute Resolution through Arbitration

During my tenure, three committees were set up to resolve disputes through arbitration. They were not only helpful in resolving the disputes, but very often they also corrected us when we were going wrong or were being unreasonable. I remember in certain cases, very respected members or

the Chairmen of those committees would call me to suggest changes in policy matters which would be beneficial for NHAI in the long run.

Open-door Policy

I had an open-door policy for people to approach me directly because I always feel that whenever problems come to you through several layers the problem statement gets distorted, and so as the path to resolution. All our officials, including General Managers, Regional Officers, Project Directors or Contractors, could approach me to discuss problems/ bottlenecks. We also held four regional conferences in four different directions of the country as a part of 'Azadi Ka Amrit Mahotsav' in Lucknow, Kochin, Kolkata and Srinagar.

Each of the conferences was held on a different topic. Technical discussions were held on different topics like bridges, tunnels, enhancing quality of construction and leveraging the best technology, 'Ease of Doing Business', greening of highways and positive environmental efforts.



Apart from the discussions, these conferences were also about getting local officials as well as contractors involved and listening to their viewpoint. It was all part of the learning curve and capacity building, but at the same time, this also taught us a lot of things, basis which we could take a lot of policy decisions.

Asset Monetization

Roads maintenance is the biggest challenge for which several traditional models have been tried. The initial contracts when NHAI was established were all on Public Private Participation mode. Various models were used, and we were able to get a lot of public investment in the construction of the first tranches of the highway network. Gradually, there were some problems in the PPP contracts and there came a time when NHAI transitioned to EPC contracts. But then, there were also HAM contracts that were signed.

Some BOT contracts remained, but largely we were trying to get more HAM contracts in place. I believe it was a very good decision by the Government and NHAI to have this policy in place. Gradually, we started getting very good developers and investors, who signed up as a consortium for highway construction. With such a large network of highways being created, it was becoming important for us to have a policy in place for the maintenance of highways as the maintenance of National Highway assets was becoming a challenge. Therefore, TOT was a very favored model, bundles

of road were offered to the developers to maintain the stretches and in return, they were transferred the rights to levy the toll charges. A more exciting model came in the form of InvIT. It was during that time we were able to do about 12,000 to 13,000 km of asset monetisation on InvIT. It was also during that period that we rang the bell at the 'Bombay Stock Exchange', to get smaller investors also in the fray, besides having the big global pension funds. The InvIT team worked very hard to get the investments from across the world and from the domestic investors.

Solving Challenges

There are so many instances that I remember from my tenure. Travelling across the length and breadth of the country and travelling to distant sites was one of them. I remember this occasion, when there was a section in Gujarat which had become a challenge. We landed at Ahmedabad airport at 7 AM and travelled to the border of Rajasthan to inspect the section. We got back from there, had food at a camp and then travelled all the way back to Somnath. I think we covered more than 1,000 km in about 24 hours, reaching our destination early morning only to start again on another stretch the next day.

Promoting the Circular Economy

This is one of the things that has been very close to my heart. To promote the use of waste

material, we used plastic waste in the National Highways and the residual material of the older roads in the construction material. Circular use of material is a concept that needs to be propagated more profoundly and made mandatory as this will not only resolve the problem of waste but also bring down the cost of construction as well.

NHAI Continues to Soar High

My tenure at NHAI was a very quick learning curve, because as an organization, The fast paced environment of NHAI needs a lot of experience. Fortunately, as I have been in the infrastructure sector for a very long time, that experience came in handy. But these were very different times of contract management, project execution and manpower management. There is so much more, but these are some of the things that I remember very fondly. Every day that I have spent at NHAI brings a smile on me.

NHAI has been changing the complexion of the country as far as highway connectivity is concerned and it will continue to change the National Highway landscape. NHAI continues to soar high, continues to serve the nation and continues to make us all proud. I am thankful to everyone at NHAI for making it what it is today and my best wishes to all the officers, engineers and the management.

-- (Smt. Alka Upadhyaya was Chairperson, National Highways Authority of India from December 2021 to January 2023)





நம்ம ஊரு கும்பகோணம்/Our Kumbakonam
@KumbakonamOoru

NH 36 - VKT road! Need such major projects to uplift the standard of living!
Such a road will surely improve the economy of the region!

Thank you @NHAI_Official
@nitin_gadkari

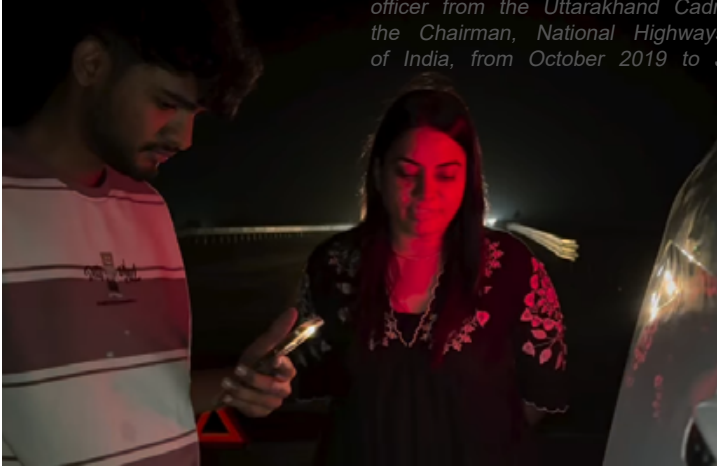


derma_skin_solution Edited

Government सेवाएं अगर ऐसी हो, तो हर
सफर memorable बन जाता है!

Heartfelt thanks to NHAI for timely road
support! 🇮🇳

-- (Dr. S. S. Sandhu is a 1988 batch IAS
officer from the Uttarakhand Cadre, he was
the Chairman, National Highways Authority
of India, from October 2019 to July 2021.)



प्रियश भार्गव

@BhargavaPriyash

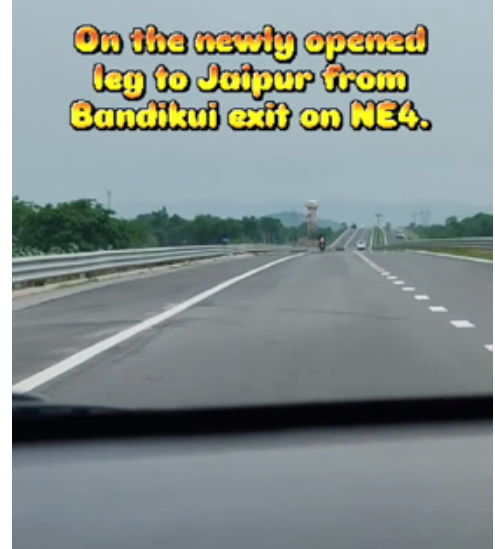
Thanks to @narendramodi @nitin_gadkari
For #UER2 Expressway



ghummakad.diaries12

This Bandikui exit for Jaipur on NE 4 was
opened on July 4 and we travelled on this
on 5th July. NE4 is excellent, world class,
with restrooms, restaurant, rest areas
every 40..50 km. Wonderful experience!

#ghummakaddiaries #travelindia
#travelphotography #roadtrip
#neerjarajvir #dehradun_diaries



Ajay Karan

@ajaykaranuday

NH83 Best ever NH i have ever travelled.
Thank you @nitin_gadkari for this.
#NH83 #nhai #dindigul #Udumalaipettai



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