



ADMINISTRATIVE STAFF COLLEGE OF INDIA

Bella Vista, Raj Bhavan Road, Hyderabad - 500 082, India

Ph: +91-40-66533000, 66534248 (D) Telefax: +91-40-23324365

Fax: +91-40-66534356, email: dushyant@asci.org.in / poffice@asci.org.in

URL: <http://www.asci.org.in>

Dushyant Mahadik
Programme Director

November 16, 2017

Dear Sir/ Madam,

Programme on
Evaluating and Financing Public Private Partnership Projects
(February 26 – March 02, 2018)

Administrative Staff College of India is pleased to introduce our latest offering in public private partnerships. This 5-day programme has been conceptualized to build capacity for making decisions related to project selection and project structuring.

In the context of limited fiscal headroom, alternate financing holds the key to rapid improvements in infrastructure and service delivery. Such improvements will unlock the potential of Indian economy and open the path for double digit growth in GDP. Across all arms of government, it is imperative to monetize viable projects, thereby freeing up resources for other initiatives.

Accordingly, to enable a proactive approach, ASCI has developed the programme on "Evaluating and Financing Public Private Partnership Projects". The programme would rely on experiences from various sectors to facilitate the discussions in classroom. For other pedagogical inputs, the programme would draw upon ASCI faculty as well as senior officers with policy making experience. Further details about the programme and the process of nomination can be found in the enclosed brochure.

I look forward to the participation of your organization in this important initiative in nation building !

Yours sincerely,

Dushyant Mahadik

Encl: Brochure and Nomination Form

Programme on
**Evaluating and Financing
Public Private Partnership Projects**

February 26-March 02, 2018



BACKGROUND

The demands from a burgeoning economy and aspirations of a growing middle class call for massive investments in roads, electricity supply, telecommunications, ports, water supply, waste management, public buildings, and other infrastructure services. With only 5% of the population in tax net, the resources necessary to finance the infrastructure investment remain a mirage. Given the low tax buoyancy and competing requirements from other important initiatives such as bank recapitalization, NRHM, ICDS, and SSA; public finances are reeling under pressure at the local bodies, the states and the union. To curtail fiscal deficit, the expenditure in enabling infrastructure has been delayed year after year across ministries. In November 2015, the Kelkar committee report warned that neglect of spending in these areas could cause a lost decade for the country, and campaigned for revitalizing PPPs in the country.

Given the stretched status of public finances, it is desirable to bring private funds into various arenas of public spending, including infrastructure development. Governments across the world are experimenting with new designs of engagements between public sector and private sector. Multilateral institutions such as World Bank Institute are advocating, on their part, for an increased role of the private sector.

In addition to attracting private investments, there is also a case for bringing about private sector efficiency in the delivery of several public services. Management abilities of private organizations have brought about a visible change in the experience of citizens in select sectors. Replicating these best practices on a much larger scale can potentially take India to a high growth trajectory. This is easier said than done, particularly in situations involving gaming behavior by operators, resistances from local community and incumbents, and lobbying by vested interest groups. In spite of rigorous efforts made in last three years, the number of projects stalled for various reasons remains above 20%. To assuage NPA in infrastructure sector, a thorough assessment of material risks is necessary during evaluation of projects. Further, optimal allocation of risks among all the stakeholders in a project is a major barrier to the success of PPPs.

Indian experience with PPPs has been mixed, which calls for a proactive approach while structuring the partnerships. While a lot of experience and knowledge base exist in the country to structure and execute projects, certain sectors and geographies are still averse to undertaking projects on public private partnership model. There are well established templates in sectors such as highways, power generation, ports, airports, etc.; as seen from the PPP Toolkit released by the Department of Economic Affairs, Ministry of Finance, Government of India. A dexterity in adopting these models for suitable projects is the need of the hour.

In this backdrop, a 5-day programme has been designed on the theme of "Evaluating and Financing Public Private Partnership Projects".

PROGRAMME OBJECTIVES

The programme is conceptualized to create an appreciation for PPP philosophy among project proponents and sanctioning authorities. The programme aims to increase the appetite for PPP projects through careful evaluation of large projects exhibiting quantifiable Value for Money. The programme will also enable the participants in identifying sources of funding for those projects which are a priority of the society.

PROGRAMME CONTENT

The programme will be delivered in following four inter-dependant modules.

- ◆ PPP Concept
 - ▶ Economic foundation for a PPP project.
 - ▶ Need for private finance to scale up investments in infrastructure.
 - ▶ PPP Modal families and possible legal forms taken, such as contracts, Special Purpose Vehicle, licenses, etc.
- ◆ Lifecycle of PPP Projects
 - ▶ Value for Money Analysis.
 - ▶ Taking PPP from Request for EOI to Concession Agreement.
 - ▶ Managing social change and acceptance during implementation.
 - ▶ Contract management and Monitoring mechanisms.
- ◆ Project Finance
 - ▶ Sources of finance and capital structure.
 - ▶ Analysis of project cash flows and project bankability.
 - ▶ Identification, mitigation and allocation of project risks.

- ◆ Experiences with PPP
 - ▶ Discussion on PPP cases – successful and failed – from India and abroad.
 - ▶ Break-out sessions for sector-wise assessment.
 - ▶ Abandonment of projects by developer.

TARGET PARTICIPANTS

The programme is designed to sharpen the skills of middle level and senior officers from finance department in selecting and approving public private partnership projects. Senior officers from implementing departments, such as Public Works, Industries, Transportation, Energy, etc. can make use of the programme in understanding possible structures for large projects. Participants from sectors and geographies that are lukewarm to PPP model including Agriculture, Defence, Healthcare, Mining, Tourism, etc. will particularly benefit from the programme.

KEY TAKEAWAYS

Participants to the programme will benefit by way of following –

- ◆ Appreciation for the potential of private investments in building infrastructure to meet future demands.
- ◆ Gaining skills for systematic appraisal of a project including costs, benefits, risks and societal impact.
- ◆ Sensitization to major issues affecting the execution of PPP projects in the country.

VENUE

The programme is fully residential and the participants will be accommodated in air-conditioned single rooms. However, the College does not provide accommodation for the family. Transport between Airport /Railway Station and venue will be arranged by the College. The College is WiFi enabled in a comprehensive way.

DURATION

The programme is from February 26 – March 02, 2018. The participants are expected to arrive a day before and may leave after the completion of the programme.

PROGRAMME FEE

Rs. 54,000/- (US \$1840 if foreign) plus GST as applicable (presently 18%) per participant. The fee covers tuition, board and lodging, courseware (in electronic form) and other facilities of the College including internet usage.

Non-Residential Fee : Rs. 46,500/- plus GST as applicable (presently 18%) per participant. The fee covers tuition, course ware (in electronic form) working lunch and other facilities of the College including internet usage.

A discount of 10% on the Programme fee for three or more participants from the same organisation will be given, provided the fee is credited in to our Bank account before February 23, 2018. Bank details are given in nomination form.

LAST DATE FOR NOMINATION

Please use the prescribed/attached form. Last date is January 15, 2018. Kindly contact Programmes Officer for further details (contact details are given at the end of the nomination form).

LAST DATE FOR WITHDRAWAL

January 29, 2018. Any withdrawals after this date will entail forfeiture of fee paid, if any.

ASCI ALUMNI ASSOCIATION

Participants of the College programmes will automatically become members of the ASCI alumni association.

CERTIFICATE OF PARTICIPATION

The College issues a Certificate of Participation on conclusion of the programme.

Programme Director

Dushyant Mahadik

E-mail: dushyant@asci.org.in

ASCI Management Development Programs for 2017-18

MANAGEMENT DEVELOPMENT PROGRAMMES

General Management Programme for Senior Executives (SEC) - 130	08/Jan/2018	02/Feb/2018
ASCI-NRCR Joint Certification Course on Improved Management of Land Acquisition, Resettlement & Rehabilitation (LARR)	29/Jan/2018	09/Feb/2018

ECONOMICS

Financial Systems, Management and Accountability in Government - New Delhi	13/Nov/2017	17/Nov/2017
--	-------------	-------------

FINANCE

Finance for Non-Finance Executives	04/Dec/2017	06/Dec/2017
Strategies for Cost Leadership	08/Jan/2018	10/Jan/2018
Treasury and Risk Management in Banks/ Financial Institutions	22/Jan/2018	24/Jan/2018
Business Collaborations - Strategic Alliances, Joint Ventures and Acquisitions	29/Jan/2018	31/Jan/2018
Business Risk Management	05/Feb/2018	09/Feb/2018
Advanced Financial Management	12/Feb/2018	14/Feb/2018
Evaluating and Financing Public Private Partnership Projects	26/Feb/2018	2/Mar/2018

HEALTHCARE MANAGEMENT

Certificate Course in Healthcare Quality	10/Jan/2018	12/Jan/2018
--	-------------	-------------

HUMAN DEVELOPMENT

Educational Leadership for Senior Level Officials of Universities/Educational Institutions	22/Jan/2018	24/Jan/2018
--	-------------	-------------

HUMAN RESOURCE MANAGEMENT

Leadership Engagement and Development	04/Dec/2017	08/Dec/2017
Conflict Management and Negotiation Skills	11/Dec/2017	13/Dec/2017
Team Dynamics- Activity Based Approach	11/Dec/2017	15/Dec/2017
Leadership Skills Development	18/Dec/2017	22/Dec/2017
Values Driven Leadership	08/Jan/2018	10/Jan/2018
Effective Learning and Development	08/Jan/2018	12/Jan/2018
Communication Skills for Managers	29/Jan/2018	02/Feb/2018
Building and Leading Effective Teams	05/Feb/2018	09/Feb/2018
Enhancing Interpersonal Effectiveness through Transactional Analysis	05/Feb/2018	07/Feb/2018
Positive Organizational Behaviour	12/Feb/2018	14/Feb/2018

Strategic Human Resource Management with International Study Tour (Singapore and Malaysia)	12/Feb/2018	24/Feb/2018
Decision Making for Effective Leadership	19/Feb/2018	23/Feb/2018
Strategic Human Resource Management	26/Feb/2018	02/Mar/2018
Managing Creativity & Innovation	05/Mar/2018	07/Mar/2018

INFORMATION TECHNOLOGY

Leveraging Big Data and Analytics	20/Dec/2017	22/Dec/2017
IT Enabled Knowledge Management	29/Jan/2018	31/Jan/2018
e-Learning and Digital Education	26/Mar/2018	28/Mar/2018

INFRASTRUCTURE DEVELOPMENT

Homes for All: Attaining the National Agenda	23/Nov/2017	25/Nov/2017
Urban Infrastructure Project Preparation and Management	22/Feb/2018	24/Feb/2018

INNOVATION AND TECHNOLOGY

Strategic R & D Management	11/Dec/2017	13/Dec/2017
Managing Strategic Innovation	22/Jan/2018	24/Jan/2018

MARKETING

Customer-Centric Brand Management	04/Sep/2017	06/Sep/2017
Creating Social Value Through Corporate Social Responsibility	11/Dec/2017	13/Dec/2017

OPERATIONS

Materials and Supply Chain Management	27/Nov/2017	01/Dec/2017
Project and Contract Management	08/Jan/2018	12/Jan/2018
Procurement Procedures for The World Bank Aided Projects	12/Feb/2018	23/Feb/2018

PUBLIC POLICY GOVERNANCE AND PERFORMANCE

Translating Entrepreneurship to Enterprise	04/Dec/2017	08/Dec/2017
--	-------------	-------------

STRATEGIC MANAGEMENT

Driving Performance through Transformational Leadership	19/Feb/2018	23/Feb/2018
---	-------------	-------------

URBAN GOVERNANCE

Towards Universal Sanitation in Urban Areas	11/Dec/2017	13/Dec/2017
GIS for Urban Development	18/Jan/2018	20/Jan/2018
Public Private Partnership in Urban Infrastructure & Service Delivery	07/Feb/2018	09/Feb/2018
Integrated Solid Waste Management	12/Mar/2018	14/Mar/2018



Administrative Staff College of India

Bella Vista, Raj Bhavan Road, Khairatabad,
Hyderabad - 500 082, India.

Telefax (Programmes Office) : 0091-40-23324365

Phone : 0091-40-66534247, Fax : 0091-40-66534356

Delhi Campus

C-24, Institutional Area
South of IIT, Behind Qutub Hotel
New Delhi-110 016.

Tel: 011-26962204, 26961750, 26961850

www.asci.org.in

**Nomination Form
Programme on
Evaluating and Financing Public
Private Partnership Projects
(February 26 – March 02, 2018)**



ADMINISTRATIVE STAFF COLLEGE OF INDIA
Bella Vista, Raj Bhavan Road, Hyderabad - 500 082, (India)

Nominee's Contact Information :

Name (Mr/Ms) :	_____	Date of Birth :	_____
Designation :	_____	Qualification :	_____
Organisation :	_____		
Address :	_____		
Phone(s) :	(Off) : _____	(Mobile) :	_____
		Home :	_____
e-mail :	_____	Fax :	_____
Education :	_____		

Sponsor's Details

Name of the Sponsoring Authority _____	Designation _____
Organisation :	_____
GSTIN :	_____
Address :	_____

	Pincode : _____
Phone(s) :	(Off) : _____
	(Mobile) : _____
e-mail :	_____
	Fax : _____

BANK PARTICULARS

For Foreign Participants:

Receiver's	Bank of America, New York (SWIFT: BOFAUS3N)
Correspondent Bank	Via Chips ABA 0959 for Account UID 002473 Via Fedwire 026009593
For Credit of	State Bank of India, Treasury Department, Mumbai, India, SWIFT BIC – SBININBBH04Nostro A/c No.6550992180.
Ultimate Beneficiary	Administrative Staff College of India, Account No.62090698960, State Bank of India, Bellavista Branch, Raj Bhavan Road, Hyderabad.

For Indian Participants :

Bank Name	State Bank of India
Address line 1	6-3-1092, 1st floor, A Block
Address line 2	Bella Vista Branch, Raj Bhavan Road
Address line 3	Hyderabad – 500 082
Beneficiary A/c Name	Administrative Staff College of India
Bank A/c Number	62090698675
Bank MICR No	500002306
NEFT IFSC Code	SBIN0020063

Note: Details of Bank / Wire transfer may be sent to fo@asci.org.in for confirmation.

Amount Payable :	_____	Mode of Payment (DD/Chq/NEFT) :	_____
Name of the Bank :	_____	Date of Instrument/Transfer :	_____
Instrument Number :	_____	UTR Number for NEFT :	_____

Medical Insurance

Name of the Insurance Agency	Policy Number	Validity upto
Note : Coverage should be available in Hyderabad, India		

Signature of the Sponsoring Authority :

Date :

Name :

Designation :

NOTE : Forward nomination form to : **Ms. V. Naga Swapna, Programmes Officer,** Administrative Staff College of India, Bella Vista, Hyderabad-500 082. Phone : 0091-40-66534247, 66533000, Mobile: 9246203535, Telefax: 0091-040-23324365, Fax : 0091-40-66534356, e-mail: poffice@asci.org.in