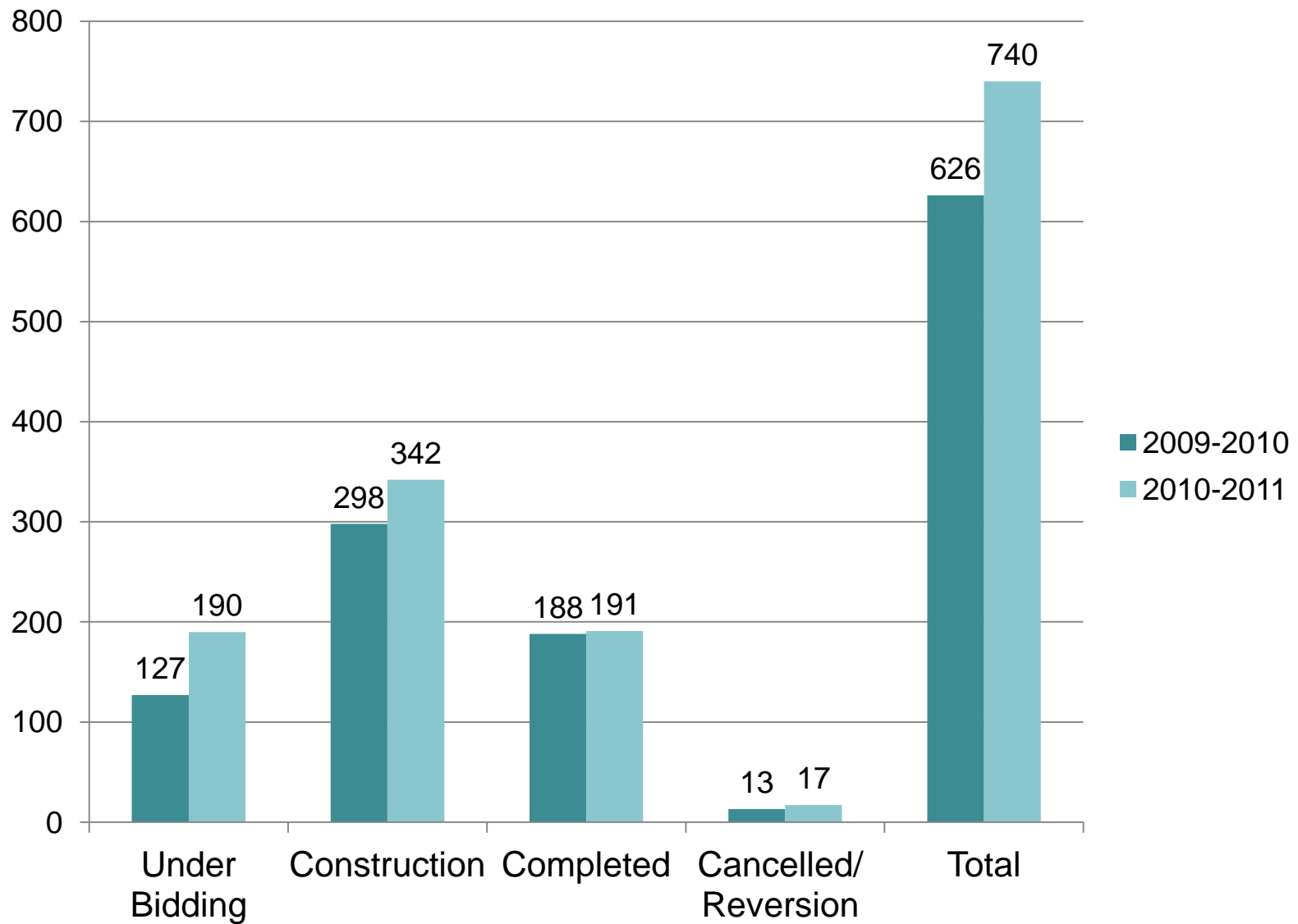


# BUILDING CAPACITY FOR DEVELOPING PPP PROJECTS

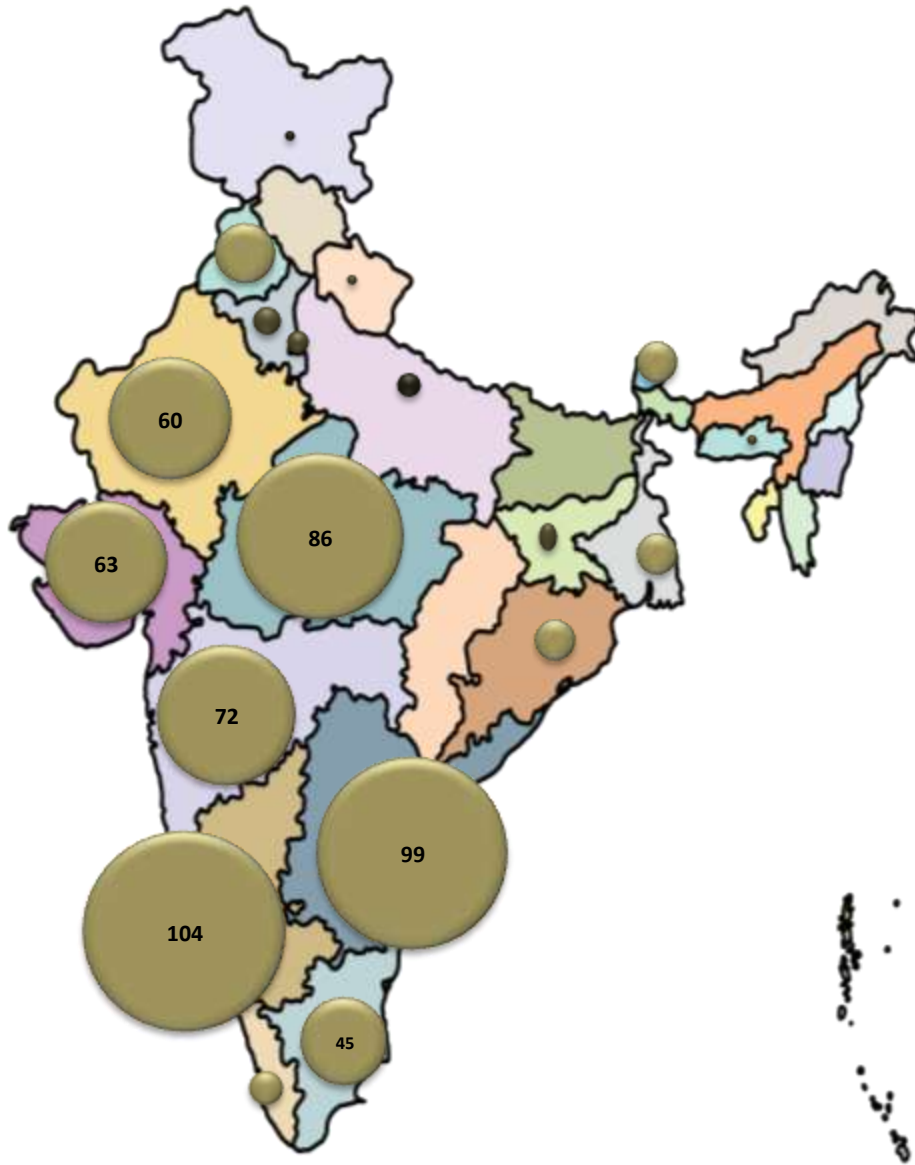


BIMSTEC Course  
National Academy of Indian Railways  
Vadodara  
March 8, 2013

# PPP Projects in India



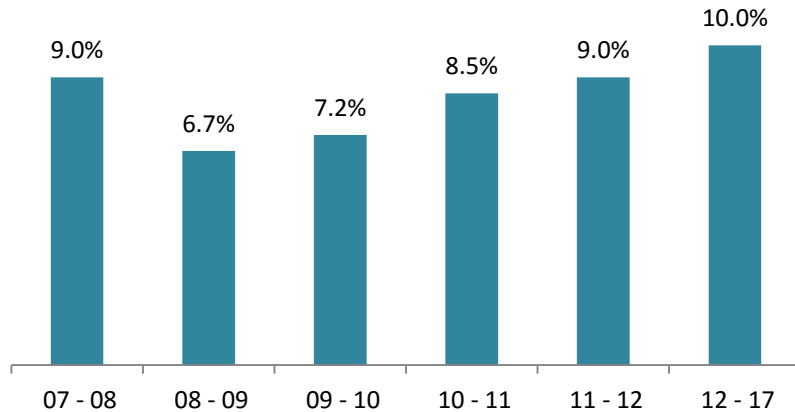
# PPP Projects in India



State	No. of Projects	TPC in Rs. Crore
Andhra Pradesh	99	67997
Assam	4	391
Bihar	6	2094
Chandigarg	2	75
Chattisgarh	4	838
Delhi	11	11317
Goa	2	250
Gujarat	63	42667
Haryana	14	14564
Jammu & Kashmir	3	6319.76
Jharkhand	7	1704
Karnataka	104	44659
Kerela	17	17226
Madhya Pradesh	86	16098
Maharashtra	72	44132
Meghalaya	2	762
Orissa	21	13350
Puducherry	2	3367
Punjab	31	3652
Rajasthan	60	15222
Sikkim	24	17111
Tamilnadu	45	18386
Uttarpradesh	12	27350
Uttrakhand	2	521
West Bengal	28	6487

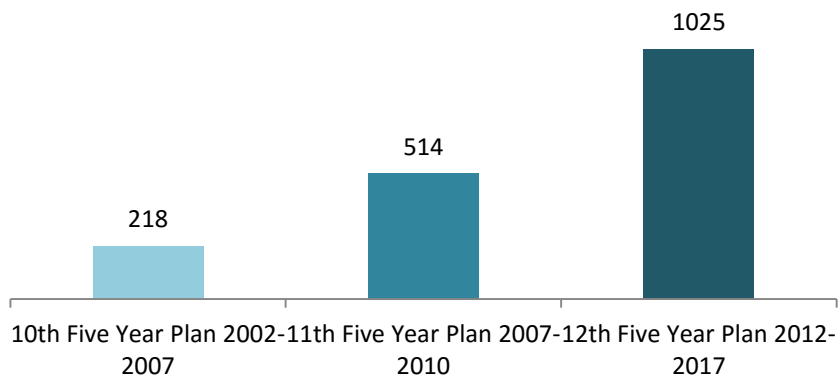
## Accelerating economic growth

GDP growth rate targets



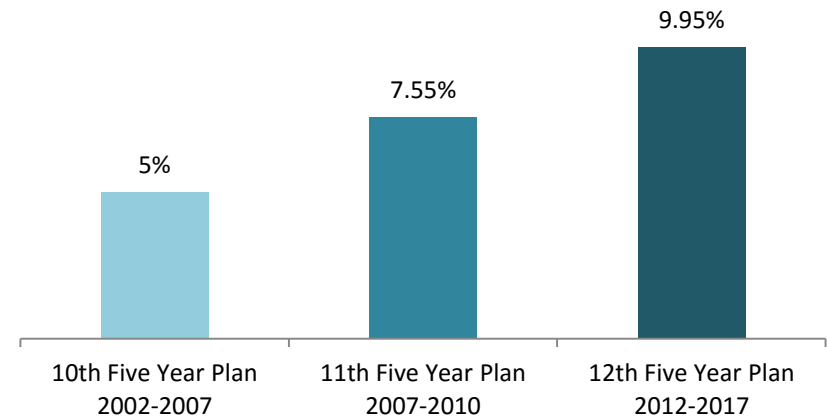
## ..and increasing infrastructure finance needs

Amount of infrastructure investments in USD billion



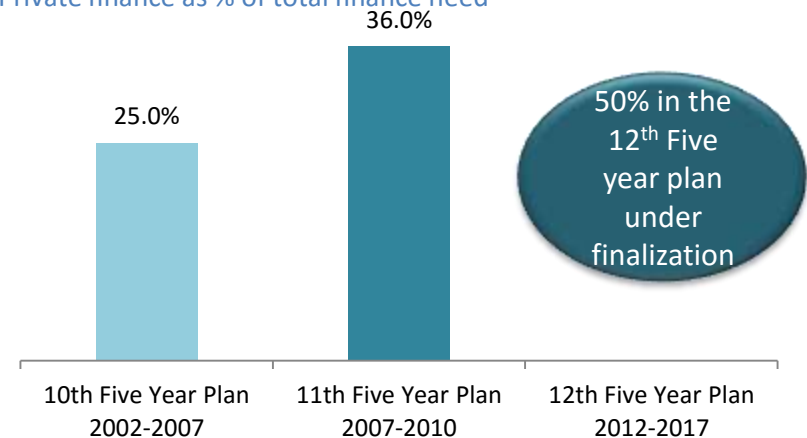
## Requires increasing infrastructure investments

Required infrastructure investment in % of GDP

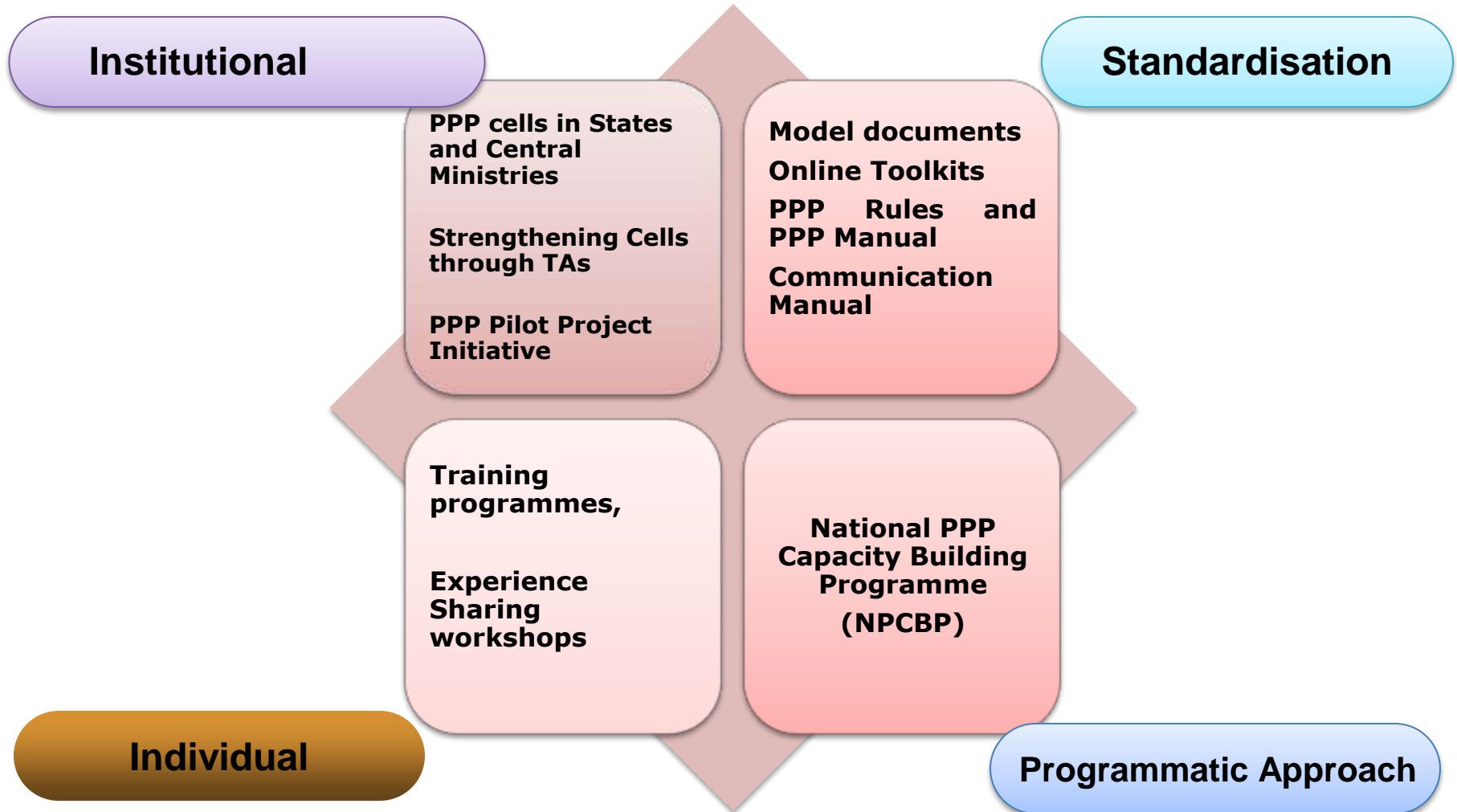


## ...and increasing need for private finance

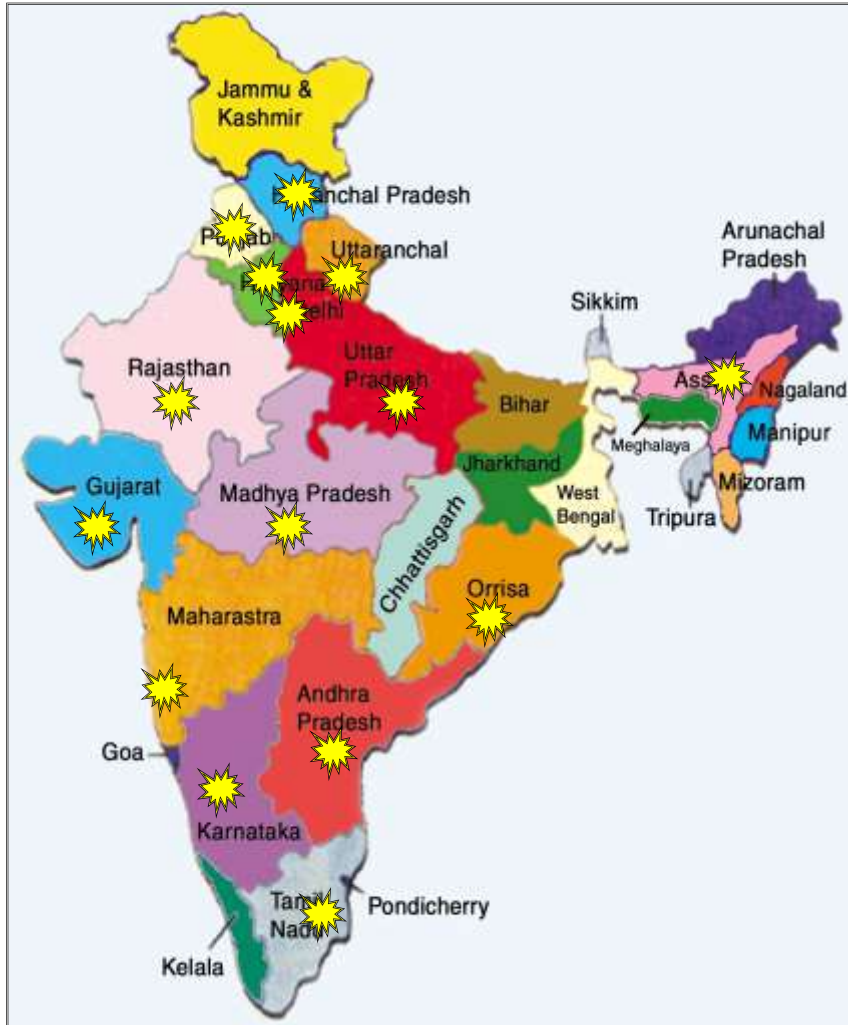
Private finance as % of total finance need



# Capacity Building Initiatives



# Institutional framework: PPP Cells Across India



- DEA initiative supported through ADB TAs for strengthening PPP Cells in the Centre and States
- PPP Cells in 16 states, 6 central ministries and DEA.
  - 21 PPP specialists
  - 18 MIS experts
  - Legal Panel of 10 law firms
- Activities and emerging outcomes:
  - ✓ Due diligence for projects
  - ✓ Development of websites and project databases
  - ✓ Framework of MIS
  - ✓ Capacity building initiatives – policy makers, departments and municipalities
  - ✓ Advocacy – Maharashtra, Orissa, TN + Kerala, Uttarakhand
  - ✓ Policy – Uttarakhand, Chhattisgarh, MP, Maharashtra
  - ✓ Other studies – developing templates for urban sector, infrastructure need gap studies
  - ✓ Sectoral studies and status papers

# Knowledge Products

'Bulletin 3 p' /  
Newsletter

'Notes From The  
Field'

'Case Study'



### CASE STUDY SNAPSHOT OF PPP PROJECTS

## PPP Project Solid Waste Management, Guwahati Assam

**Background**

Guwahati, the capital of Assam and gateway of North Eastern India, is located on the south bank of the Brahmaputra. It is the largest urban centre in Assam comprising 30% of the total urban population of the state. The metropolitan area of the city is 264 sq. km. of which an area of about 216 sq. km. is within the municipal corporation's limit. As per the census of the year 2011, the population of the city is 870,000 and is estimated to increase to around 14 lakh in 2030-33. Like most urban cities, Guwahati is also facing the problems related to urban wastes, like water supply, sewerage and solid waste disposal, leading to public health hazards.

**The Project Concept**

The Project has been planned as a Solid Waste Management Project through the PPP model. It involves around the integration of various aspects of Municipal Solid Waste (MSW) management including collection, transportation, processing and disposal of waste in Guwahati.

All these activities shall be carried out by a single entity resulting in optimization of resources in line with the waste management hierarchy. The project components include:

- 1. Primary collection of MSW: Door-to-door collection of MSW
- 2. Transportation of MSW: After collection, MSW is to be transported in covered vehicles to the processing and disposal.
- 3. Processing and Disposal of MSW: MSW is to be processed for energy recovery before final disposal into a landfill site. Processing includes:
  - RDF Plant to handle 800 TPD MSW. Mixed MSW would be converted into Refuse Derived Fuel (RDF) in the RDF Plant.
  - Co-plant Plant: Organic components of MSW would be integrated into RDF. Process and waste would be used in co-plant plants to produce biogas.
  - Power Plant: The Power Plant boiler will be fed with 180 tonnes per day of RDF having Calorific value (CV) in the range of 2500-2800 kcal/kg and 57 TPD of biomass, up to the limit laid down in the MSWS Policy guidelines, to be used as supplementary fuel for such plants and generate 8 MW of electricity. At the project site, it is proposed to set

up a RDF Plant designed to handle 500 TPD of mixed MSW, a Co-plant Plant to handle 50 TPD of organic and green waste, and a Power Plant to generate 8 MW of electricity.

**Project Structure**

Implementing Agency	Guwahati Waste Management Company Private Limited (GWMCPL)
Concession Period	20 years
PPP Model	BOOOT
Project Cost	INR 152 cr
Government Share (INR/cr)	INR 39 cr
Private Developer	INR 63 cr
Concession awarded to	Shriyati Shriyati Engineers Ltd

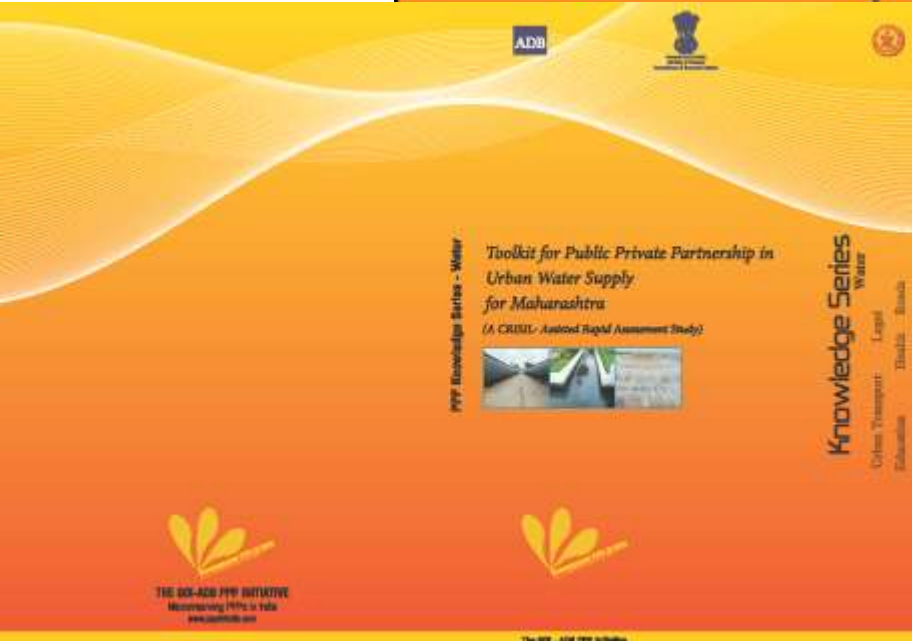
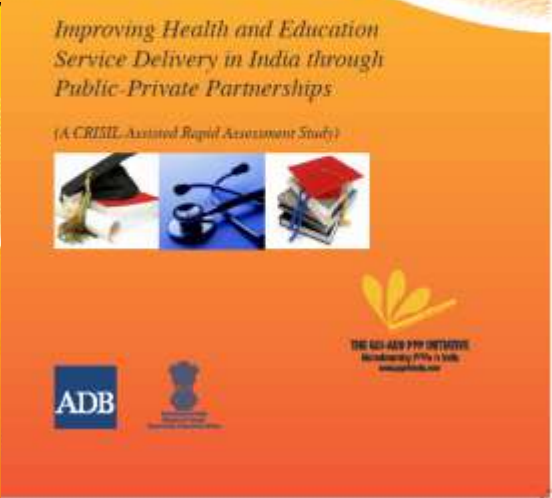
For project implementation, a Special Purpose Vehicle (SPV) in the name of Guwahati Waste Management Company Private Limited (GWMCPL) was created and the entire project-related activities and operations were located in the name of the SPV (GWMCPL). The status of various activities in relation to the Project is below:

- Total land area is about 24.12 hectares and Site Allocation for the site under MSW handling & Management (Phase 2008) has been decided.
- The Concession Agreement has been signed between the

Strengthening PPPs in India

# Knowledge sharing Products

'Knowledge Series'



THE 200-ADB PPP INITIATIVE  
Mobilising PPPs in India  
www.200ppp.in

The 200 - ADB PPP Initiative

# Knowledge Dissemination

[www.pppinindia.com](http://www.pppinindia.com) – exclusively devoted to PPP policies/ programmes/ initiatives in the States and Central Ministries.



An online database [www.pppindiadatabase.com](http://www.pppindiadatabase.com) provides information on over 800 PPP projects in the country.



# Online Toolkit for PPPs

## 1 Family Indicator Tool: Which Type of PPP?

1. Does the project have a limited liability vehicle?  
 2. Would the private operator be responsible for both construction and operating the project during its lifetime?  
 3. Would assets under the proposed PPP be identifiable (either as a separate legal entity or as a separate fund)?  
 4. Who would be responsible for managing the project?  
 5. Are the project's risks borne by public insurance?  
 6. Are the risks under the PPP the same risks that would be borne by the public sector?  
 7. What will the primary revenue source be for the private sector?

## 2 Mode Validation Tool: Risk-based check

Preferred PPP mode for comparison (Step 1)  
 BOT (with fixed payment)

Yellow indicates allocator does not match  
 Green indicates matching allocator

Risk Type	Sensitivity	Relevance during the concession	Preferred Allocation (Step 2)	Allocation under BOT (with fixed payment)
<b>A. PRE-OPERATIVE PHASE RISKS</b>				
A.1 Delays in land acquisition	High	0-2 years	Public Sector	Public Sector
A.2 External linkages	High	0-2 years	Private Sector	Public Sector
A.3 Financing risks	Medium	0-2 years	Private Sector	Private Sector

## 3 Suitability Filter: How likely is success?



## 4 Financial Viability Analysis Model



## 5 Value for Money Indicator



**PROGRAMMATIC APPROACH:  
NATIONAL PPP CAPACITY BUILDING PROGRAMME  
(NPCBP)**

## **National Training Programme on PPPs**

To enhance the capacity of Governments  
to  
develop, implement and monitor  
PPP projects

*by*

Developing the capacity of select State  
and Central Training Institutions to  
conduct PPP Training Programmes

*Building capacities of  
public functionaries at  
Sectoral, State, para-  
statal and local levels*

- Making PPPs part of the annual training calendar /curriculum at State & Central Training Institutes and LBSNAA
- Developing capacity and ownership at State/municipal level

**15 Administrative Training Institutes (ATIs)**



Assam

Bihar

Delhi

Maharashtra

Orissa

Rajasthan

Uttarakhand

Andhra Pradesh

Haryana

Himachal Pradesh

Gujarat

Madhya Pradesh

Punjab

West Bengal

Karnataka

**2 Central Training Institutes (CTIs)**



LBS National Academy of  
Administration (LBSNAA)

Indian Maritime University (IMU)

**Partner Institutions**

## STATE ADMINISTRATIVE TRAINING INSTITUTES

Assam Administrative Staff College - *Guwahati, Assam*

Bihar Institute of Public Administration and Rural Development - *Patna, Bihar*

Gopabandhu Academy of Administration - *Bhubaneswar, Orissa*

HCM Rajasthan Institute of Public Administration - *Jaipur, Rajasthan*

Uttarakhand Academy of Administration - *Nainital, Uttarakhand*

Directorate of Training (UCTS) - *Delhi*

Yashwantrao Chawan Academy of Development Administration - *Pune, Maharashtra*

Dr. MCR Human Resource Development Institute of Andhra Pradesh – *Hyderabad, Andhra Pradesh*

Himachal Pradesh Institute of Public Administration – *Shimla, Himachal Pradesh*

Sardar Patel Institute of Public Administration - *Ahmedabad, Gujarat*

RCVP Noronha Academy of Administration and Management - *Bhopal, Madhya Pradesh*

Administrative Training Institute – *Kolkata, West Bengal*

Haryana Institute of Public Administration – *Gurgaon, Haryana*

Mahatma Gandhi State Institute of Public Administration – *Chandigarh, Punjab*

Administrative Training Institute – *Mysore, Karnataka*

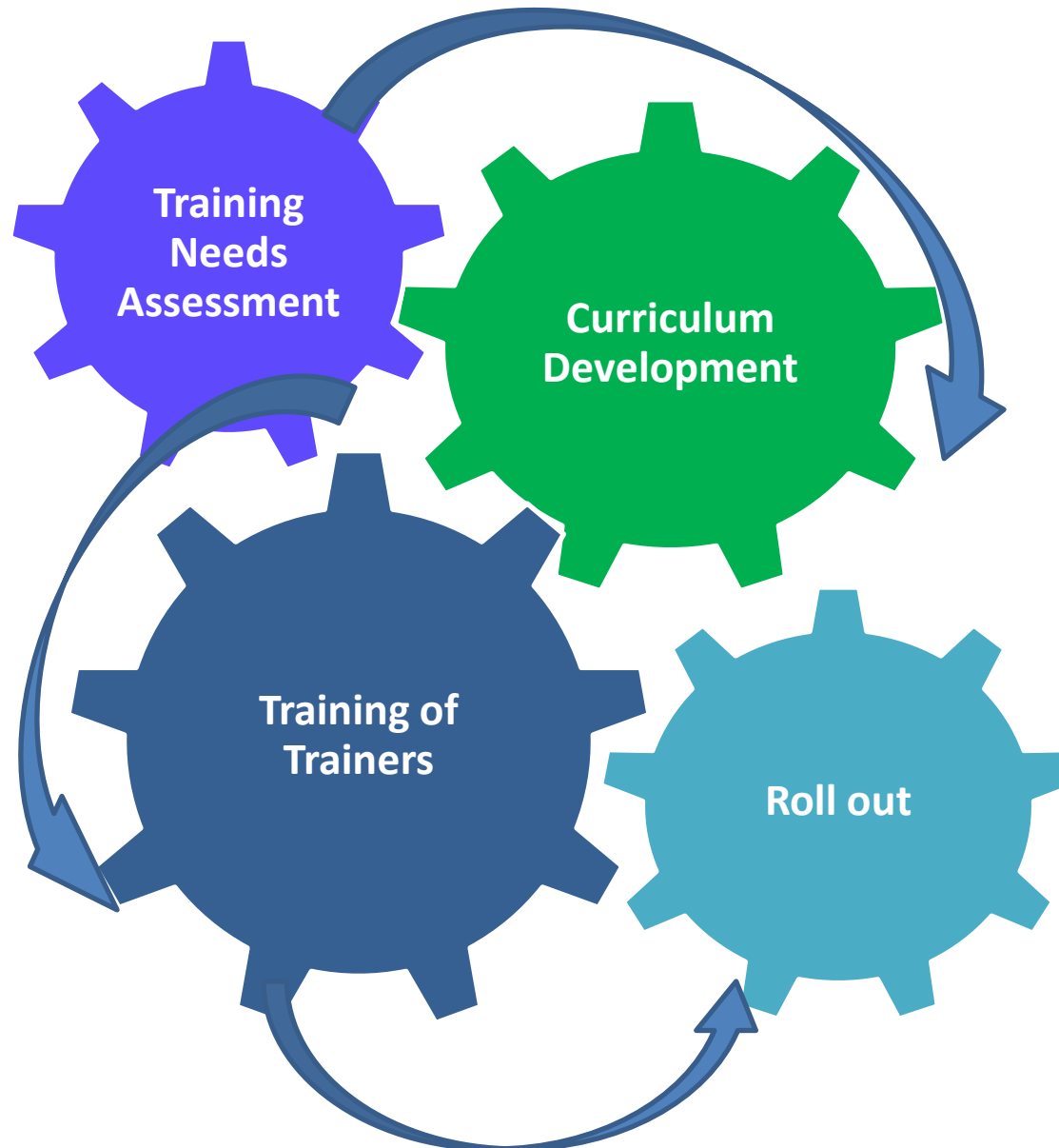
## CENTRAL TRAINING INSTITUTES

LBS National Academy of Administration – *Mussoorie, Uttarakhand*

Indian Maritime University – *Chennai, Tamil Nadu*

## PARTNER INSTITUTIONS

# A Four-fold Approach



**TRAINING NEEDS ASSESSMENT**



**CURRICULUM DESIGN AND  
CONTENT DEVELOPMENT**



**TRAINING OF TRAINERS**



**NATIONAL ROLL OUT**

**PROGRAMME COMPONENTS**

**TRAINING NEEDS ASSESSMENT**



**CURRICULUM DESIGN AND  
CONTENT DEVELOPMENT**



**TRAINING OF TRAINERS**



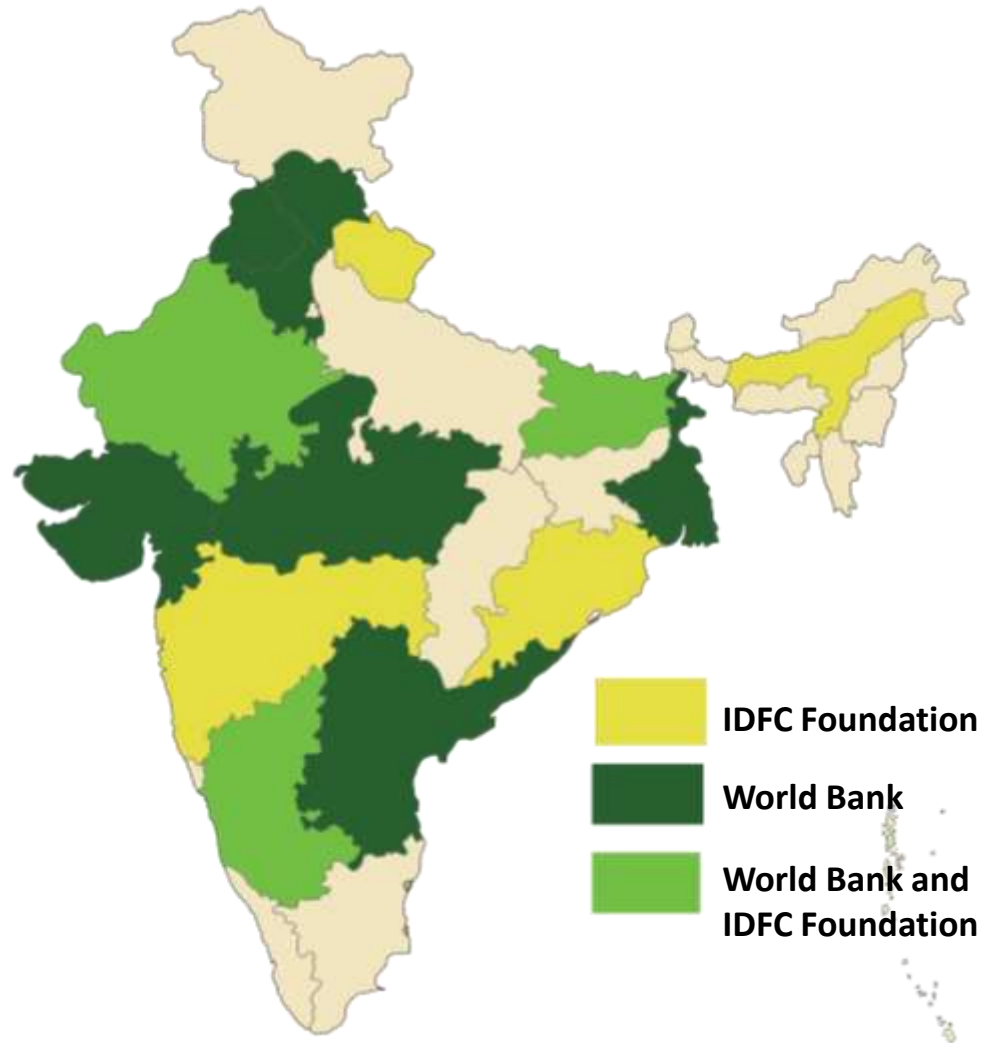
**NATIONAL ROLL OUT**

**PHASE I: TNA**

# Training Needs Assessment

▶ **Reference Sectors for TNA :**

- ▶ Roads
- ▶ Railway
- ▶ Ports
- ▶ Airports
- ▶ Tourism
- ▶ Urban
- ▶ Social Sector



## **APPROACH AND METHODOLOGY**

## *Training audience: Various Levels of Government*

---

### **Primarily Group A / Class I officers.**

#### **Central level**

Ministries such as Urban Development, Shipping, Railways, Human Resource Development, Health

#### **State Level**

Departments/Heads of Departments/Boards/Corporations

#### **City/ULBs (JNNURM and 5 lakhs+)**

Departments dealing with Urban Infrastructure, Finance and Planning, Health and Education

**INTENDED TARGET FOR THE TRAINING PROGRAMME**

*TNA Survey was conducted in two parts....*

---

## **A. TNA – General**

1. To identify the mix of officers who are currently dealing with PPP projects, and those who may be dealing with such projects in the future.
2. To identify the key needs of the staff (working or likely to be working on PPP projects) to effectively perform their functions related to PPP projects.
3. To assess the variation in training needs at different levels.

## **B. TNA – Trainers**

To assess the needs and capabilities of the potential trainers

- **JNNURM & 5 Lakh+ Cities:**

- **State-level Departments:**

PWD (public works/ roads & buildings), Urban Development, Tourism, Health, Education, Agriculture, Rural Development, Transport and Public Health Engineering

- **ULB/Municipal level Departments:**

Water Supply, Solid Waste Management, Sewerage, Urban Transport and Roads, Finance and Planning, Health and Education

**Respondent selection criteria:**

- Primarily Class I or Group A officers - Class II or Group B officers included in some cases.
- A mix of those with PPP experience and those without PPP experience.
- Officer (s) who are have handled or are likely to handle PPP projects
- From legal, financial, technical and project management backgrounds

**For State Departments:**

- At the operation/implementation/supervisory level staff
- At the decision making/executive level

**For ULBs:**

- At the operation/ implementation/supervisory level staff
- At the decision making/executive level
- In addition, **elected representatives**

**Total respondents: 632 (including 40 elected officials)**

## 7 State Administrative Training Institutes

1. **Administrative Training Institute** - Mysore, Karnataka
2. **Assam Administrative Staff College** - Guwahati , Assam
3. **Bihar Institute of Public Administration and Rural Development** - Patna, Bihar
4. **Gopabandhu Academy of Administration** - Bhubaneshwar, Orissa
5. **HCM Rajasthan Institute of Public Administration** - Jaipur, Rajasthan
6. **Uttarakhand Academy of Administration** - Nainital, Uttarakhand
7. **Yashwantrao Chavan Academy of Development Administration** - Pune, Maharashtra

## 2 Central Training Institutions (CTIs)

1. **Lal Bahadur Shastri National Academy of Administration** - Mussoorie, Uttarakhand
2. **Indian Maritime University** - Chennai, Tamil Nadu

### Respondent Selection Criteria:

- Nominations for trainers sought from each state/institution based on certain selection criteria
- Officers nominated from each state/institution formed the survey sample

**Total respondents: 45**

### Personal Profile

- Personal Details
- Departmental and Organizational Background
- Functional Background

### PPP Awareness

- PPP project experience
- General project experience

### PPP Transaction Knowledge

- For those with PPP experience
- Transaction experience measured across different stages of the Project Life Cycle

### Training Assessment

- Past training received
- Perceived Training needs

### Preferred Training Duration and Methods

- Asked differently based on whether or not has PPP experience, and whether has teaching experience

## State Level

317 respondents

Policy making and associated decisions: 26.2%

- Secretaries, Additional Secretaries, Directors

Execution or implementation of projects: 69.4%

- Joint Directors, Project Managers, Deputy Directors

Support function level: 4.4%

- Project assistants, Accountants, Section Officer, capacity building, Public relation

Officers with no prior PPP experience: 199

- Of these, 74.9% have other project experience

## ULB Level

315 respondents

Implementation Level: 70%

- Chief Engineers, Health Officers, Executive/Assistant/Junior Engineers, Sanitary Inspectors and JnNURM officers

Policy making level: 18%

- Executive Officers, Additional Executive officers and peoples' representatives like Mayors, Deputy Mayors, Councillors.

Support function level: 12%

- Project Assistants, Accountants, Section Officer, Capacity Building Officers, and Public Relation Officers etc.

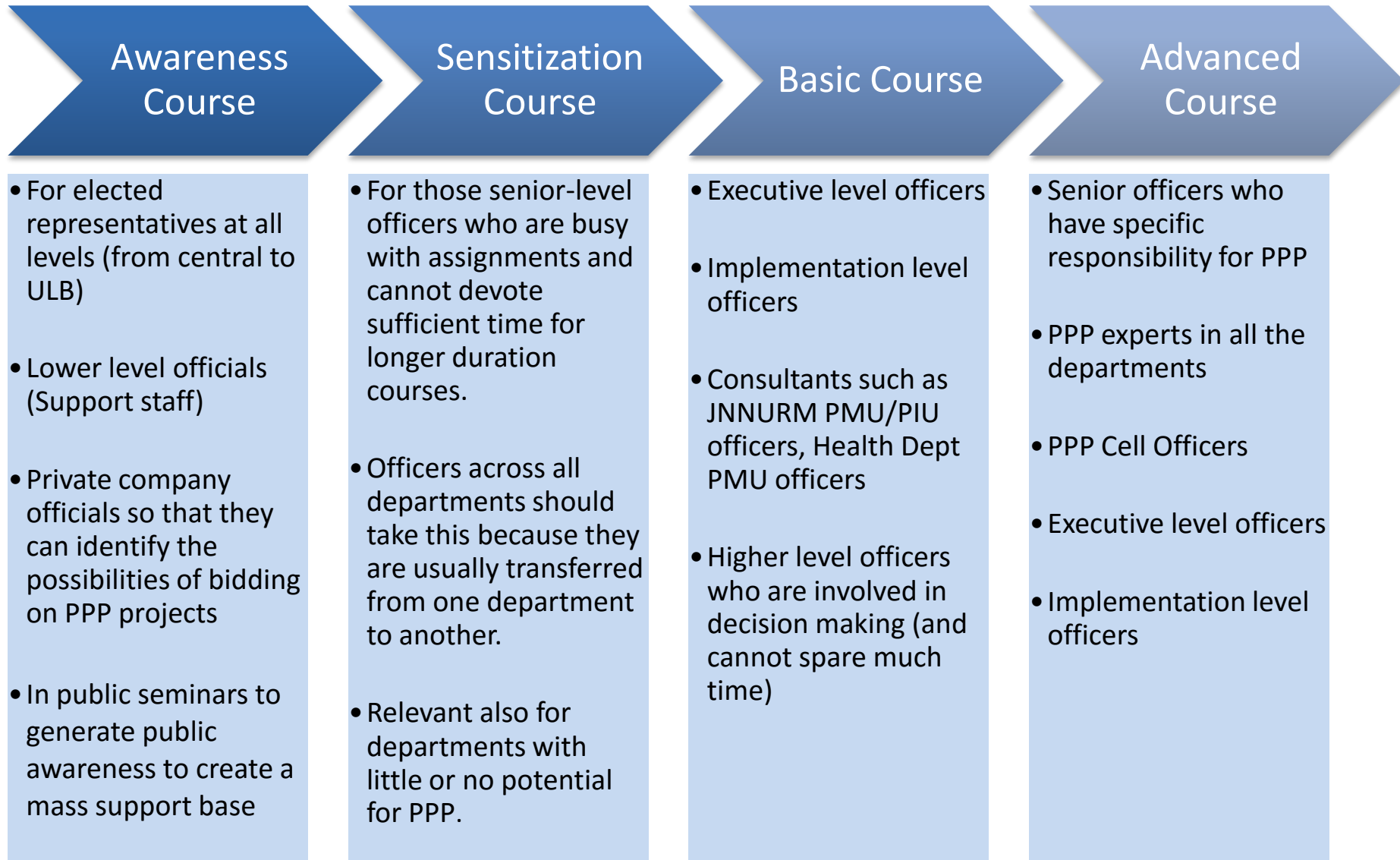
Officers with no prior PPP experience: 288

- Of these, 38.6% have other project experience

**KEY FINDINGS:**

**TRAINING DESIGN AND METHODOLOGY**

1. Acknowledged need to build capacity of officers in all aspects of PPP (conceptual and operational)
2. Need to train junior level officers (such as Under-Secretaries and Section Officers) also who would be preparing documents like bid documents, notes for justification of a PPP project.
3. Most widely cited need was for capacity building in project identification and selection: Which project is appropriate for PPP?



- The preferred training methods (cumulative score):
  - Lecture cum audio-visual presentation (86.5%)
  - Case-study discussions (95%)
  - Group Exercises (88.3%)
- Preference for Practical examples (Case studies) rather than theoretical lectures and discussions.
  - Examples should be department/sector specific
  - Examples should also be area/state specific – so that audiences can relate to examples from similar city contexts
- Training should include practical exercises e.g. drafting concept note/justification note for a possible project to seek approval, undertaking feasibility assessment of project idea
- Guest lectures by eminent and expert speakers (without formal presentations) in different aspects of PPPs
- Concepts should be explained in simple language. Terminology which is not easily understood should be avoided e.g. transaction advisors, SPV.
- Use of local language is crucial for training of ULB officers.

**TRAINING NEEDS ASSESSMENT**



**CURRICULUM DESIGN AND  
CONTENT DEVELOPMENT**



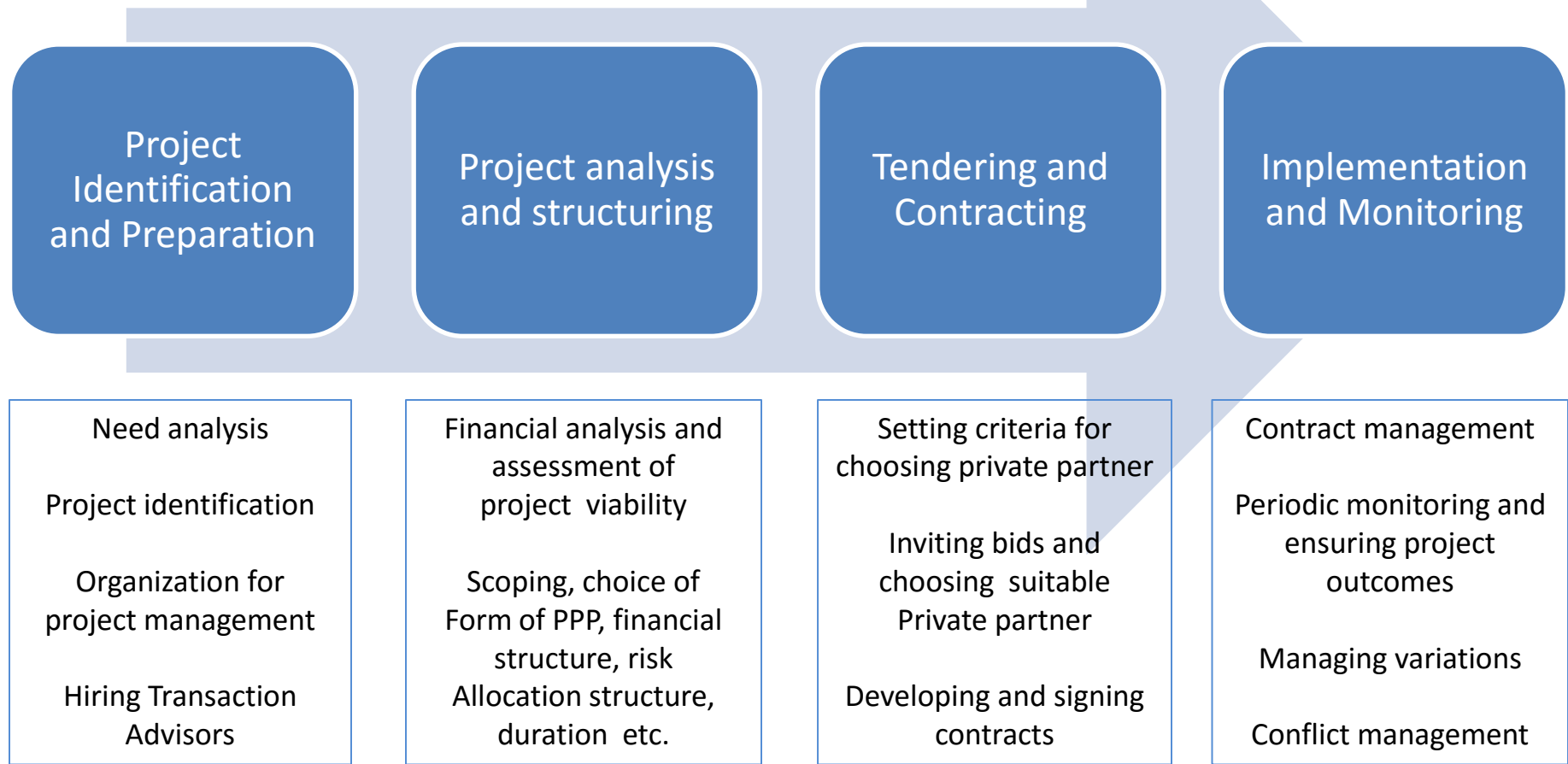
**TRAINING OF TRAINERS**



**NATIONAL ROLL OUT**

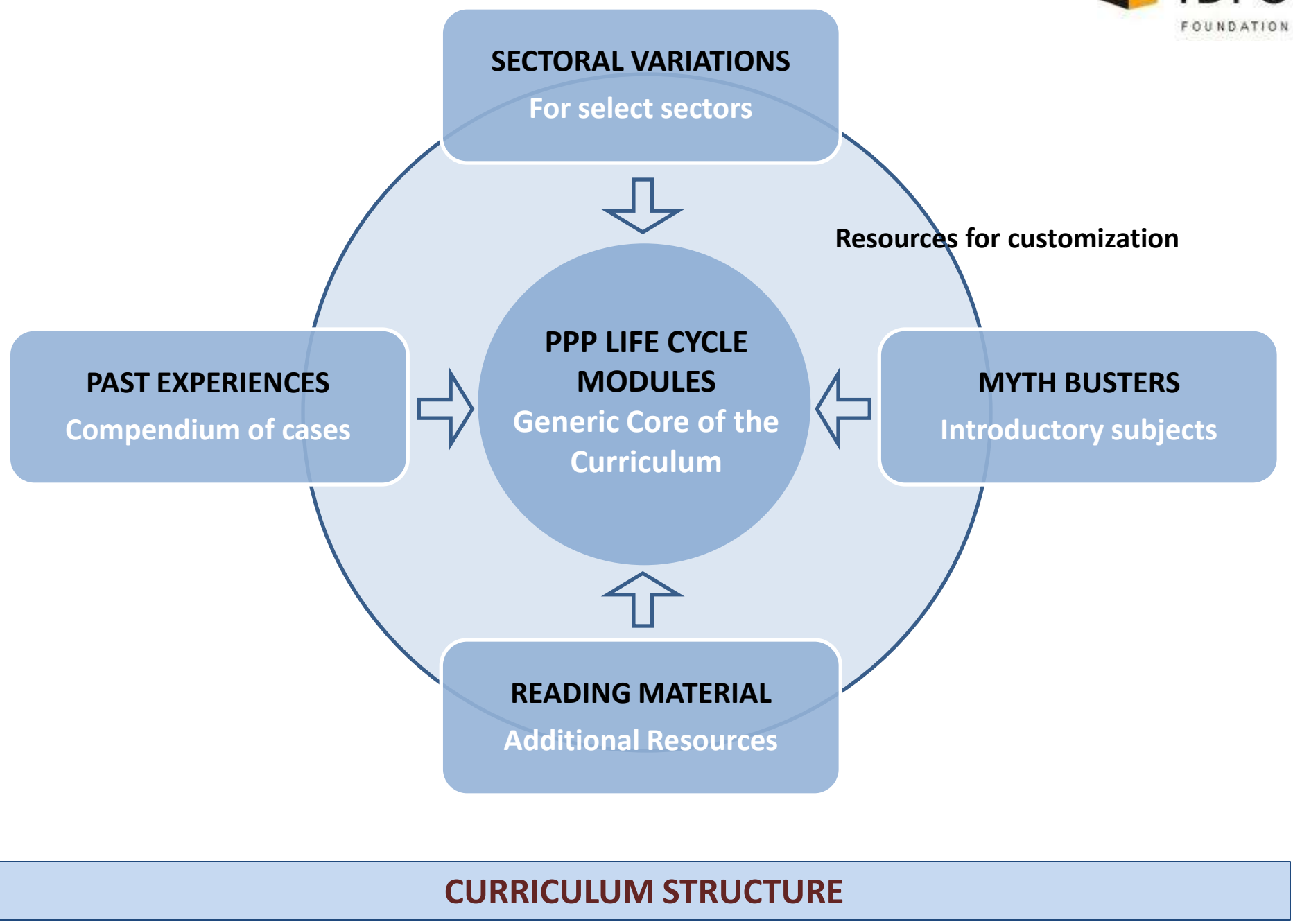
**PHASE II: CONTENT DEVELOPMENT**

The Course Content developed follows a:  
**PROJECT LIFE CYCLE APPROACH**



This has formed the basis for development of modules and sequencing of lesson plans  
 Modules developed cover all aspects of PPPs from project ideation to implementation

**CENTRAL CONCEPT FOR CURRICULUM DESIGN**



The Programme caters to a wide spectrum of audiences. In addition to the different tiers of Government the following other variations also need to be catered to

***Various Sectors***

***Various levels of engagement***

**URBAN INFRASTRUCTURE**

Water Supply  
Sewerage and sanitation  
Solid Waste Management  
Urban Renewal  
Urban Real Estate

**URBAN TRANSPORT**

Transport Infrastructure  
Transit Systems

**HEALTH SECTOR**

Infrastructure  
Delivery

**EDUCATION SECTOR**

Infrastructure  
Delivery

Consumers  
Political representatives  
Opinion makers

Experienced

Initiated

Likely to undertake

Practitioners  
Implementers

Policy makers



**TARGET AUDIENCE**

In order for the programmes to be meaningful to such a varied audience, a diverse menu of courses has been developed under the programme.

5 types of courses are offered

COURSE TYPE	DURATION	TARGET AUDIENCE
<b>AWARENESS COURSE</b>	1 day	Elected representatives, representatives of Civil Society, NGOs and Media
<b>SENSITIZATION COURSE</b>	2 days	Officials with little or no prior experience of PPPs and who have time constraints
<b>BASIC COURSE</b>	4 days	Officials with little or no prior experience of PPPs and who can spare more time for the courses
<b>ADVANCED COURSE</b>	6-9 days	Open to all officials involved with or likely to engage intensively with PPPs. Officials with prior experience or those who have attended the Basic Course would be preferred.
<b>POLICY COURSE FOR SENIOR DECISION MAKERS</b>	2 days	Senior Level Government Officers

## TYPES OF COURSES

In order to cater to such a varied audience,  
a diverse menu of courses has been developed under the programme.

4 types of courses are being offered

Each of these courses can be customized for specific sectoral audiences through **Sectoral modules** being developed

For the Urban Infrastructure, Urban Transport, Health and Education sectors

These modules will act as plug-ins and will include:

- ✓ Specific Sectoral policy and regulatory frameworks
- ✓ Sector specific case studies - successes and failures
- ✓ Forms of PPPs used so far
- ✓ Sector specific technical and structuring issues
- ✓ Legal issues, performance parameters etc.

## ***Venue***

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At the HCM Rajasthan Institute of Public Administration – September 2010; and Haryana Institute of Public Administration in January 2011

## ***Main Objective***

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1. Test how well the content is received and absorbed by target audience
2. Test the duration of sessions
3. Test efficacy of pedagogy used
4. Obtain feedback on quality, need for additions, specific issues which need to be addressed etc.

## ***Participants***

---

1 day course attended by NGOs, elected representatives, media persons and NGOs from Rajasthan

Other courses attended by a mix of officers from the planning department, state industrial development company, water resources department and public works department

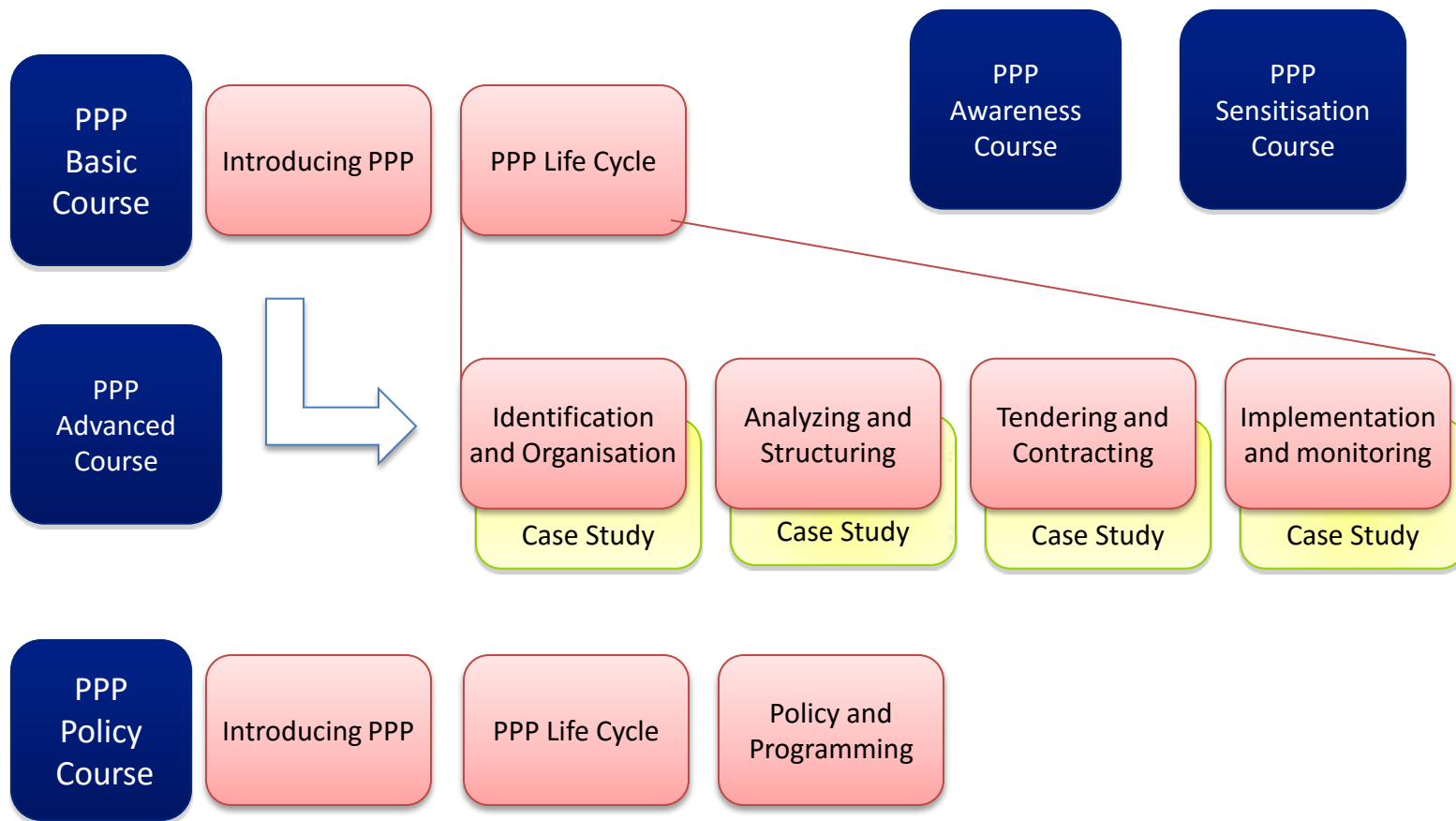
## ***Feedback***

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While the feedback was positive - some critical suggestions regarding sequencing and pedagogy have been incorporated

# Curriculum: Modular

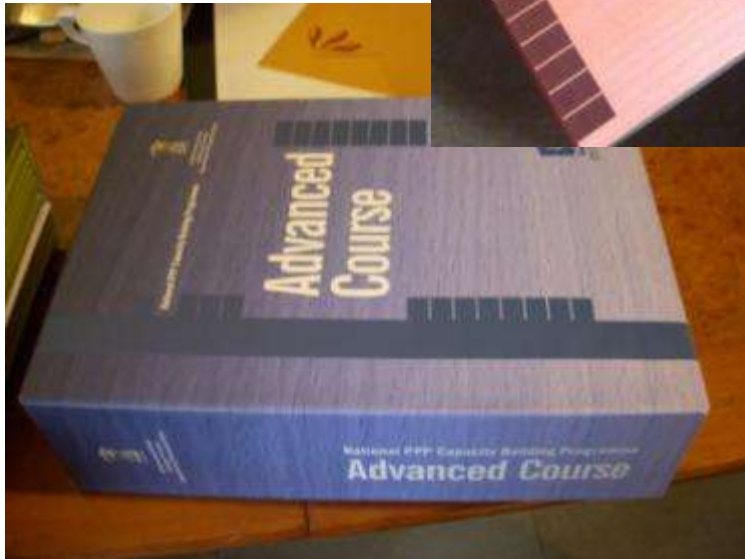
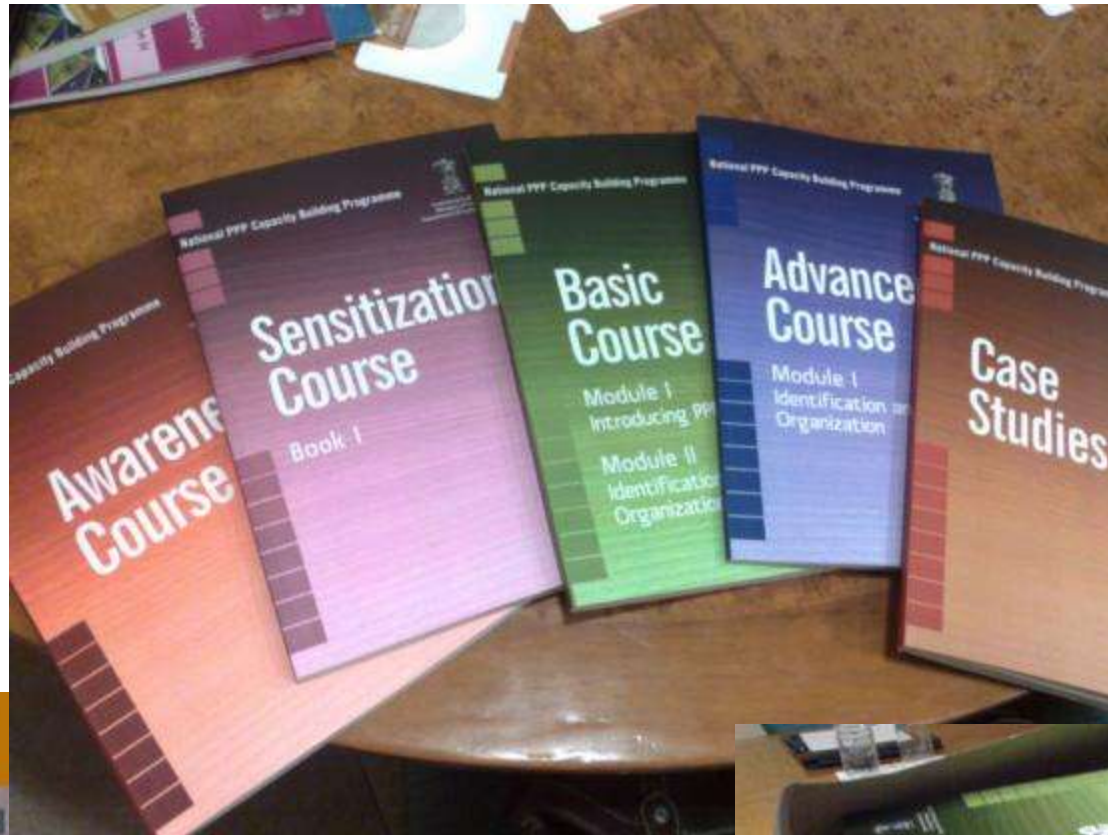
## - based on PPP Project Life Cycle



S.No.	Title	Sub-title
1	Awareness Course	
2	Sensitization Course	Book I
3	Sensitization Course	Book II
4	Basic Course	Modules I & II
5	Basic Course	Module III
6	Basic Course	Module IV
7	Basic Course	Module V
8	Basic Course	Class Exercises Solutions Handbook
9	Advanced Course	Module I
10	Advanced Course	Module II
11	Advanced Course	Module III
12	Advanced Course	Module IV
13	Advanced Course	Class Exercises Solutions Handbook
14	Case Studies	
15	Basic Course	Supplementary Reading Material: Modules I & II
16	Basic Course	Supplementary Reading Material: Modules III & IV
17	Advanced Course	Supplementary Reading Material: Module I
18	Advanced Course	Supplementary Reading Material: Module II
19	Advanced Course	Supplementary Reading Material: Module III
20	Advanced Course	Supplementary Reading Material: Module IV

## Course Books for NPCBP Programme

# Course Content Developed



# Released by the Finance Minister in December 2010



**TRAINING NEEDS ASSESSMENT**



**CURRICULUM DESIGN AND  
CONTENT DEVELOPMENT**



**TRAINING OF TRAINERS**



**NATIONAL ROLL OUT**

**PHASE III: TOT**

## ***Number***

---

1. The programme envisages creation of a cadre of 5-6 trainers from each ATI/CTI
2. Around 80-90 trainers would be trained under the programme including 15 states and 2 CTIs

## ***Selection process:***

---

1. At least 10 Nominations sought from ATIs/CTIs and State PPP Cells based on the selection criteria, which included years of training experience and experience of engaging with PPPs among other parameters
2. 5-6 trainers shortlisted based on the suitability of their experience and after personal and telephonic interviews

ToT programmes commenced from January 2011 onwards:

BATCH	DATES	TARGET GROUP	NUMBER
Batch 1	January 2011	Trainers from ATIs/ Nominees by State PPP Nodal Agencies (IDFC Foundation)	15
Batch 2	March 2011	Trainers from ATIs/ Nominees by State PPP Nodal Agencies (IDFC Foundation)	12
Batch 3	March 2011	Trainers from the CTIs/ Nominees from Delhi (IDFC Foundation)	15
Batch 4	April 2011	Trainers from ATIs/ Nominees by State PPP Nodal Agencies (World Bank)	20
Batch 5	May 2011	Trainers from ATIs/ Nominees by State PPP Nodal Agencies (World Bank)	12
Batch 6	June 2011	Trainers from ATIs/ Nominees by State PPP Nodal Agencies (IDFC Foundation)	7
Batch 7	December 2011	Trainers from CTIs/ ATIs (IDFC Foundation)	9
Batch 8	January 2012	Trainers from ATIs/ Nominees by State PPP Nodal Agencies (IDFC Foundation)	25
Batch 9	June 2012	Trainers from ATIs/ Nominees by State PPP Nodal Agencies (IDFC Foundation)	36
		<b>TOTAL</b>	<b>151</b>

**9 BATCHES OF TOT PROGRAMMES**

DAY	HEAD	CONTENTS
<i>Day 1 - Mon</i>	INTRODUCTION	Overall Structure, PPP features, life cycle Instructions on how to conduct introductory sessions Test delivery by some trainers
<i>Day 2 - Tue</i>	MODULE 1: Identification and Organization	<b>Classroom training by master trainers</b> <b>Instructions for delivery of various courses</b> <b>How to use customization resources</b> <b>Test delivery by some trainers</b>
<i>Day 3 - Wed</i>		
<i>Day 4 - Thu</i>	MODULE 2: Analyzing and Structuring	Classroom training by master trainers Instructions for delivery of various courses How to use customization resources Test delivery by some trainers
<i>Day 5 - Fri</i>		
<i>Day 6 - Sat</i>		
<i>Day 7 - Sun</i>	REST DAY	
<i>Day 8 - Mon</i>	MODULE 3: Tendering and Contracting	Classroom training by master trainers Instructions for delivery of various courses How to use customization resources Test delivery by some trainers
<i>Day 9 - Tue</i>		
<i>Day 10 - Wed</i>	MODULE 4: Implementation and Monitoring	Classroom training by master trainers Instructions for delivery of various courses How to use customization resources Test delivery by some trainers
<i>Day 11 - Thu</i>		
<i>Day 12 - Fri</i>	CONCLUSION	Overview and Summary – Concluding instructions – familiarization with reading material - feedback

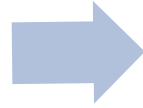
## BROAD STRUCTURE OF TOT PROGRAMME

# Training of Trainers....



## LEVEL 1

- Trainers given Level 1 certification upon successful completion of the classroom-based Training of Trainers programme



## LEVEL 2

- Trainers are expected to conduct 1 programme at their respective ATIs
- Master trainers will attend their sessions and Level 2 certification will be awarded based on actual classroom performance



## LEVEL 3

- Select trainers found to have exceptional aptitude in specific subjects will be given level 3 certification as certified national resource on those particular subject areas in PPP

# TRAINER CERTIFICATION PROCESS

**TRAINING NEEDS ASSESSMENT**



**CURRICULUM DESIGN AND  
CONTENT DEVELOPMENT**



**TRAINING OF TRAINERS**



**NATIONAL ROLL OUT**

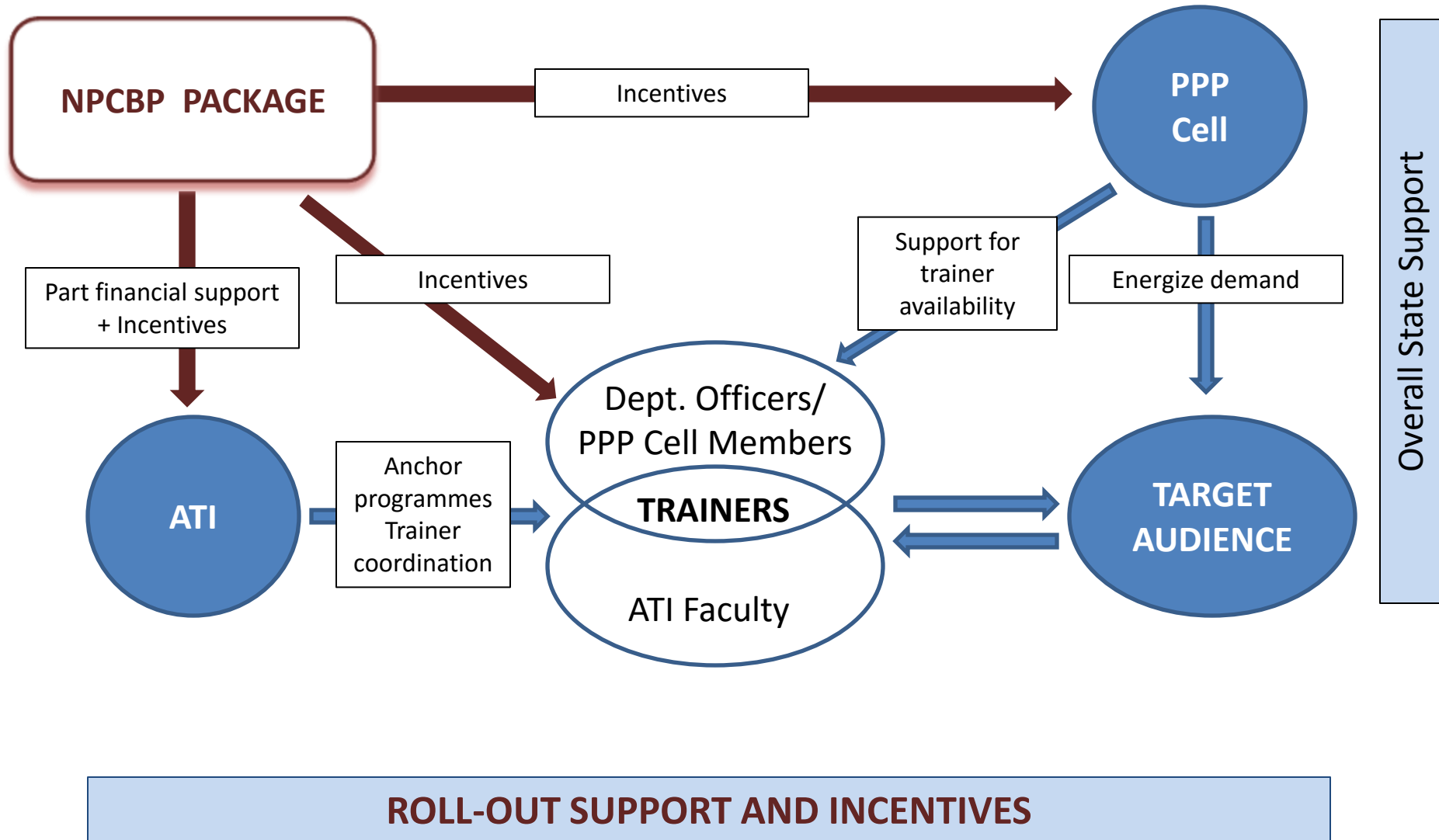
**FINAL PHASE: ROLL OUT**

1. Training calendars to be formalized through discussions with ATIs/CTIs
2. Each ATI/CTI is expected to run at least 10 programmes per year through a mix of awareness, sensitization, basic and advanced courses
3. Assuming atleast 20 participants per course, around 200 participants would be trained per year in each state and 3000 in all in 15 states
4. The indicative course mix is as suggested below:

<b>AWARENESS</b>	<b>SENSITIZATION</b>	<b>BASIC</b>	<b>ADVANCED</b>
2 nos	2 nos	3 nos	3 nos

**NUMBER OF COURSES**

The training model in the States rests on primarily the **ATI** and the **Trainers**, and depends on the support from the **PPP Nodal Agency**:



PROGRAMME	DURATION (days)	SUPPORT PER PROGRAMME	NUMBER OF PROGRAMMES	PER YEAR SUPPORT
Awareness	1	10,000	2	20,000
Sensitization	2	20,000	2	40,000
Basic	4	40,000	3	120,000
Advanced	6-9	80,000	3	240,000
<b>TOTAL</b>			<b>10</b>	<b>420,000</b>

1. Financial support per programme will be provided up to a pre-specified maximum.
2. Payment criteria may be specified. For example:
  - Average number of participants per course – say, 20 per course for ATIs
  - No additional payment or deduction in course fee if actual is greater or less than 20
  - Minimum of 15 participants a must in order to conduct a course
3. Funds may be used only for specified purpose: e.g. honorarium/travel expenses for an external PPP resource.

## TRAINING INSTITUTES: COURSE-BASED FINANCIAL SUPPORT

INCENTIVE SCHEME	NUMBER	UNIT COST	TOTAL COST (Rs.)
IIPDF “Success Fee”	14	300,000	4,200,000
PPP Resource Centre	14	50,000	700,000
Best Institution - First	1	50,000	50,000
Best Institution - Second	1	30,000	30,000
Best Institution - Third	1	20,000	20,000
<b>TOTAL</b>			<b>5,000,000</b>

**IIPDF “Success Fee”:** Advanced Course participants should produce proposals for IIPDF by the end of the course. If selected, the ATI to be paid a maximum of Rs. 50,000 per application. A maximum of two applications may be so ‘rewarded’ per course.

**PPP Resource Center:** Development of a Resource Center for PPP at the ATI to be encouraged, for example, for documenting PPP projects/practices, towards audio-visual documentation of lectures

**Best Training Institute:** Awards to be based on certain performance criteria

- Criteria should encourage more training programmes
- Award ceremony to be high-profile

## TRAINING INSTITUTES: ADDITIONAL INCENTIVES

**Recognition Ceremony:** Trainers should be recognized widely as a “valued” state resource

- Felicitation at a high profile ceremony: at the State government level
- Combine with Level II Certification

**Best Trainer Award:** Awards to be based on certain performance criteria

- Can separate out Advanced/Basic course as separate category
- Criteria should encourage more training programmes
- Award ceremony should be reasonably high-profile

**Trainer Workshop/retreat:** Encourage development of peer-to-peer contacts and learning

INCENTIVE SCHEME	NUMBER	UNIT COST (Rs.)	TOTAL COST (Rs.)
Level II Certificate Ceremony	14	50,000	700,000
Best Trainer (Basic/Advanced)	3	30,000; 20,000; 10,000	60,000
Best Trainer (Awareness/Sensitization)	3	15,000; 10,000; 5,000	30,000
Trainer Workshop/Retreat	1	500,000	500,000
<b>TOTAL</b>			<b>12,90,000</b>

**ENERGIZING TRAINERS: At the start and end of the training period**

The role of the State PPP Nodal agency is crucial for the acceptance of the programme .

1. The agency must act as a facilitator:
  - Facilitate availability of non-ATI trainers by seeking permission from the parent department
2. The agency should champion the programme:
  - Encourage State and ULB departments to attend PPP training programmes organized at the ATI
  - Share information with ATIs about PPP activities in the state

**Certificate of Commendation:** Recognition Ceremony at the PPP Nodal meeting or India PPP Conclave: of the three best performing PPP Nodal agencies - who have best help mainstream the programme

**ROLL-OUT STATUS**

State/CTI	Buy-in of State & Institute	Formal Arrangement	Adequate Trainer Cadre	ATI Faculty Trainer	Roll-out Status
Assam	✓	✓	✓	✓	✓
Bihar	✓	✓	✓	✗	✗
Delhi	✓	✓	✓	✓	✓
Orissa	✓	✓	✓	✓	✓
Maharashtra	✓	✓	✓	✓	✓
Rajasthan	✓	✓	✓	✓	✓
Uttarakhand	✓	✓	✓	✓	✓
LBSNAA (CTI)	✓	✓	✓	✓	✓
IMU (CTI)	✓	✓	✓	✓	✓

- Trainer cadre completed in all states
- ATIs with no faculty trainers: Bihar
- Roll-out yet to begin in Bihar; coordination required between BIPARD and IDA

**Status of the primary institutions under KfW component: 7 ATIs and 2 CTIs**

State	Buy-in of State & ATI	Formal Arrangement	Adequate Trainer Cadre	ATI Faculty Trainer	Roll-out Status
Andhra Pradesh	✓	✓	✓	✓	✓
Haryana	✓	✓	✓	✓	✓
Himachal Pradesh	✓	✗	✓	✓	✓
Gujarat	✓	✓	✗	✓	✗
Madhya Pradesh	✓	✓	✓	✓	✓
Punjab	✓	✓	✗	✓	✓
West Bengal	✓	✓	✓	✓	✓
Karnataka	✓	✓	✓	✓	✓

- State support required in Gujarat and Punjab
- Adequate trainer cadre not present in Gujarat and Punjab
- Roll-out planned in HP; Gujarat lagging

### Status of the additional 8 States

A total of 4 Awareness, 6 Sensitization and 7 Basic programmes conducted so far.....

	ATI/CTI	Programmes conducted	Persons Trained	Comments
1	Andhra Pradesh	11	434	3S, 5B, 2A, 1Ad
2	Assam	4	82	2S, 2B
3	Delhi	3	99	3S
4	Haryana	3	31	3S
5	Karnataka	11	376	1A, 1S, 3B, 6Ad
6	Madhya Pradesh	3	90	2B, 1S
7	Maharashtra	3	79	2A, 1Ad
8	Odisha	1	27	1S
9	Rajasthan	5	131	2A, 3B, 1S, 1Ad
10	Uttarakhand	7	163	4A, 3B,
11	West Bengal		44	2A
12	LBSNAA (CTI)	8	727	7B, 1A
13	IMU (CTI)	2	45	2B
		<b>61</b>	<b>2328</b>	

A – Awareness (1 day)

S – Sensitization (2 days)

B – Basic (3-4 Days)

Ad – Advanced (6-9 Days)

### Roll-out Details by States

	Programme	Persons Trained	Coverage
1	Basic Programme	35	Assam and other NE states
2	Basic Programme	19	MP
3	Sensitization Programme	22	Delhi, Rajasthan
4	Sensitization Programme	37	Assam
5	Abridged Course	56	
6	Sensitization Programme	24	AAO, AO
7	Sensitization Programme	35	Railway Staff College, Vadodara
8	PPP & Procurement for Meghalaya officials	43	Senior officers of MBDA
9	Advanced Course	28	Senior Officers, ICRC, Nigeria
10	Basic Course	40	Senior Officers, ICRC, Nigeria
11	PPP Programmes under MoUD's RCBH Programme	300	Urban Municipal Officials in 15 States
		<b>639</b>	

Programmes conducted by IDFC Foundation using the material developed under NPCBP.....

### Other Programmes

**SUMMARIZING**

## ***Expected role of ATIs/CTIs***

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- **Anchor** the Capacity Building Programme
- **Support** conducting of trainer assessment programmes
- **Make** trainers available for ToT programmes and roll-out
- **Schedule**, arrange and conduct roll-out of training programmes
- **Monitor** availability and use of Trainers subsequently

## ***Expected role of States***

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- **Avail** the opportunity for creating capacities within government officials to undertake PPPs successfully
- **Nominate** participants for roll-out programmes

## ***Expected role of PPP Nodal Agencies***

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- **Support** and guide the programme in the State: be a cheerleader
- **Assist** the ATI in obtaining state/city specific PPP related information
- **Nominate** participants for roll-out programmes
- **Identify** potential future PPP Trainers

The content developed under the programme is:

- Extensive in its coverage of aspects of PPPs
- Modular in approach – allowing flexibility in durations and focus areas if required
- Highly customizable through creation of additional resources such as Sectoral Modules, Compendium of case studies in various sectors and reading material

The programme envisaged the creation of a robust cadre of State level trainers for disseminating standardized and high quality training in PPPs

Enables creation of a long term and sustainable capacity building resource of trainers and customized material for each state, beyond the duration of the national programme

Select excellent trainers may also become a national resource for dissemination of knowledge on PPPs

Simultaneous roll out in 15 major states and several central ministries in the country

The programme and its diverse menu of courses covers a large spectrum of target audiences from user and consumer groups, politicians and opinion makers, to PPP practitioners and policy makers

## **FEATURES OF THE PROGRAMME**

**THANK YOU  
FOR YOUR KIND ATTENTION**

# Target Audience

- **Policy Makers:**

Principal Secretaries/ Secretaries and appropriate secretariat staff, Top/ Senior Management officials of para-statal bodies/ state PSUs, mayors, standing committee members, municipal commissioners and senior officials of urban local bodies (ULBs).

- **Project implementation group:**

This group would largely comprise engineering staff of state government departments, para-statal bodies, state PSUs and ULBs – typically engineers of the rank of Executive Engineer and above. Where relevant, it would also include non-engineering staff in charge of implementing PPP initiatives in their respective departments/ organisations,

- **Finance group:**

This group would include Finance officers at the state departments/ administrations and ULBs.

# Typical PPP Process

