

# Getting Infrastructure & PPPs Right

June 1 - 5, 2020



Executive Education  
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

# Getting Infrastructure & PPPs Right

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### Introduction

The role of infrastructure development cannot be overemphasised. Infrastructural investments constitute a very large part of the capital formation in India today. And increase in the role of the private sector both in the form of PPPs and investments in regulated industries is imperative. Yet in many sectors, due to limitations in design and policy, the progress has not been rapid enough. And disputes and renegotiations have marred many sectors. Much of the limitations in design, including in financing could have been anticipated. Today, when so much is expected out of infrastructural especially private, to not only add to productive assets, but to contribute to demand, the problem of getting infrastructure cannot be overemphasized.

In this programme we lay out the basis for interventions by government, and of participation of the private sector, and bring out the challenges in design. We also bring out the changes necessary in the current approach for healthy private sector participation, covering endogenous risks, besides contractual, financial and regulatory arrangements in a number of sectors. We expect participants to bring with them a live /ongoing case of regulation / policy or PPP framework / agreement that could be discussed and diagnosed to arrive at a workable solution. The course would benefit consultants, regulators, government officials, developers, financial institutions, hoping to get right their approach to the design of policy, law, and frameworks, upfront; thereby avoiding the iterations that projects in their design go through.

### Programme Highlights

Through the case studies and the discussions, the following concepts/ topics / issues would be covered and developed:

- Varieties of market failure: natural monopoly, lack of appropriability, and experience goods characteristic to identify sectors of infrastructure.
- Responses to market failure: regulation, public ownership, incentive regulation and marketization, and newer forms of contracting.
- Sectors of infrastructure, their characteristic and the market failures therein.
- Tariff principles, Congestion pricing.
- Public Private Partnerships – risk allocation and design considerations, financing PPPs, endogenous risk, contract adherence.
- Contracting, agreements and procurement.
- Infrastructure financing PPPs, financing instruments and structuring. Brownfield investments and their scope.
- The law and infrastructure.

- Issues in infrastructure development today.
- Risks in the current policy (examples).
- Land and infrastructure – Risks in acquisition, working of land markets in India.
- Case studies of infrastructure development in India.

### Participants' Profile

Officials of FIs, PPP cells, government, developers, managers of companies in infrastructure, banks and financial institutions, infrastructure consulting firms, government and infrastructure verticals of consultancies, regulatory institutes and legal firms dealing in infrastructure.

### Faculty

#### Agarwal, Anurag

LL.M. (Harvard), LL.D. (Lucknow)

Professor. Business Policy Area. Current teaching, consulting and research interests include contracts and arbitration, infrastructure and PPPs. Faculty Chair for the executive education programme “Legal and Regulatory Issues in Infrastructure”.

Recipient of the “First Outstanding Teacher Award 2013” at IIMA. The Marti Mannariah Gurunath Outstanding Teacher Award was instituted by Prof. Marti G. Subrahmanyam, Stern School, NYU (PGP 1969, IIMA) in his father's memory.

Has authored two books: “Contracts and Arbitration for Managers” Sage 2016 and “Business and Intellectual Property” Random House 2010. Writes “Lawfully Yours”, a weekly column published in DNA Ahmedabad.

Graduated as Mechanical Engineer in 1990 from the erstwhile Motilal Nehru Regional Engineering College, Allahabad.



Started career with Bharat Petroleum Corporation Limited, where he worked for less than a year. Thereafter studied law at the Lucknow University, where he completed Bachelor (LL.B.) – Gold Medallist at the college, Master (LL.M.) – Gold Medallist at the University, and Doctor (LL.D.) of Laws. Went to Harvard Law School for a second Master of Laws (LL.M.)

Practised as an Advocate at Lucknow for about seven years and at Delhi for about a year and a half. He switched over to full-time teaching in 2004, with a brief stint at Management Development Institute, Gurgaon, and joined IIMA in October 2004. Visiting faculty at National Judicial Academy Bhopal, Gujarat State Judicial Academy Ahmedabad and ESSEC Paris

Has been the Chairperson of the One Year Post-Graduate Programme in Management for Executives PGPX, Business Policy Area, and the Post Graduate Programme in Public Management and Policy PGP-PMP.

**Morris, Sebastian** (Faculty Co-Chair)

Fellow in Management (Econ, Business Strategy) (IIM, Calcutta); MSc (Int.) (Phys.), IIT, Bombay

Professor. Economics, and Public Systems Areas at IIMA. His interests include international trade and investment, industrial development, macroeconomics, economic history, public sector, infrastructure, small firms, electricity reforms, regulation, PPPs, land markets, and the Indian economy. Was recipient of the Ford Foundation Post-Doctoral Fellowship in International Economics. Won the EXIM Bank's International Trade Research Award.

Earlier worked as Associate Professor at Institute of Public Enterprise, Hyderabad, and Senior Correspondent for Business India (magazine), visiting fellow at University of Pennsylvania, and ICCR Chair Professor at Copenhagen Business School (Asia Research Centre).

Was co-chair of the IIMA-Harvard Kennedy School Phase V programmes for senior government officials. Founding Chair of the PGP-PMP of IIMA, and the Centre for Infrastructure Policy and Regulation at IIMA.

Has been the editor of the India Infrastructure Reports 2001, 2002, 2003 and 2004, covering the themes "Market Structure and Regulation", "Governance Issues for Commercialization", "Public Expenditure Allocation and Accountability", and "Ensuring Value for Money", brought out by 3inetwork and Oxford Univ. Press. Other books include the "Growth and Transformation of Small Firms in India", Oxford Univ Press.

Has led several team research efforts. Has been member of several expert committees of the Government of India, and state governments. Has also consulted for international and national organisations besides government and served on several expert committees of the government of India. Have served on the boards of NGOs and companies.

**Pandey, Ajay** (Faculty Co-Chair)

Fellow (IIM Ahmedabad), BE (Roorkee)

Professor. Finance and Accounting area at the Indian Institute of Management Ahmedabad.



Has over 25 years' experience in teaching, training and consultancy. His research interests include corporate governance, risk management, project finance, commodity markets, regulation and asset price dynamics.

Earlier, has been a faculty member at Management Development Institute (MDI), Gurgaon and Administrative Staff College of India (ASCI), Hyderabad.

At IIMA, served as Dean (Faculty) from 2010-13, and as Dean (Programmes) from 2013-15 and then as Acting Director (Director In-Charge) in 2013. Other administrative roles have included Chair of the Admissions Committee, Chair of the IIMA flagship 2 year MBA programme, Chair of the Financial Aid Committee and Chair, Finance and Accounting Area. Has also served as a Member of the Board for the Centre for Innovation, Incubation and Entrepreneurship (CIIE).

He has contributed to the India Infrastructure Reports and was the editor for the 2009 India Infrastructure Report on Land. Has consulted for governments, corporates and parastatals, regulators and multilateral agencies.

## Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **May 18, 2020**. The last date for early bird discount is **May 11, 2020**.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for

receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

For nomination forms and more information, please contact:

### **Executive Education**

Indian Institute of Management Ahmedabad  
Vastrapur, Ahmedabad 380 015.  
Phone: +91-79- 7152 6400  
Email: [exed@iima.ac.in](mailto:exed@iima.ac.in)  
Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)

### **Programme Coordinator**

Ms. Krishna Dhamecha  
Phone: +91-79-7152 6406  
Mobile: +91-70690 29947  
Fax: +91-79-2630 0352  
Email: [krishnad@iima.ac.in](mailto:krishnad@iima.ac.in)

### **Certificate**

A certificate of participation will be issued to the participants at the end, subject to attending all the sessions of the programme.

### **Venue and Accommodation**

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room accommodation on campus or with empanelled hotel partner.

IIMA norms do not allow participants to have guests stay with them during the programme.

### **Programme Fee and Payment**

**INR 1,20,000 + GST** per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

## **Participants' Reactions**

(From Anonymous Feedback – Being the response to the question “What do you think are the major strengths of the programme?” in the last two offers of the programme; avoiding repetitions)

- Precise purposeful programme – Covering PPP
- Programme is very useful for professional skill development.
- It was nice programme, interactive and was helpful thought real life case laws. Happy to get opportunity to interact with much experienced faculty and their knowledge and getting help in future course of action (place of work).
- The programme is a must attend course for all government professionals dealing with contracts and in the implementation of PPPs. It gives comprehensive overview of all aspects of infrastructure development.
- It has been fantastic feeling to be part of such as programme with in depth understanding of faculty and participants.
- Programme was very informative, interesting and comprehensive. Several case studies covered and in depth knowledge on each of topics covered was attained.
- Indian cases were analyzed in depth to understand failures / strengths. Combining economics, financial legal aspects was very good. Helps to cover all aspects of PPPs.
- Expertise and experience in the PPPs.
- Good faculty. Expertise and experience of faculty.
- The vast knowledge of the faculty and exploration of various fields so as to learn many more issues in broader sense.
- Learning from the real experiences and industry interaction.
- Special focus on problems involved in infrastructure & PPP sector; Interaction & exchange of ideas between faculty & the participants.
- We can now confidently be involved in infra policy decisions.
- I came to know the problems facing in different projects of the country and what precautions we should take in framing tender clauses.
- Highly competent & experienced faculty, well-structured program modules with real life case studies.
- Topic itself, since PPPs have major role in now days in India.
- Excellent mix of participants; excellent mix of faculty; fantastic organisation and conduct of lectures; excellent participative conduct.
- IIMA Classes were wonderful. The high level is appreciated in everything in this program.
- The programme is very good in all aspects.



The programme fee should be received by the Executive Education Office latest by **May 18, 2020**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organisation concerned.

The programme fee can be paid in one of these two ways:

**[A] Electronic Fund Transfer:**

1. Name of Beneficiary:  
**Indian Institute of Management Ahmedabad**
2. Savings Bank A/c 309007929889 RBL Bank Limited, Ahmedabad Viva Complex Branch (IFSC Code: RATN0000158, MICR Code: 380176004)
3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organisation)
4. Purpose of Remittance:  
**Getting Infrastructure and PPPs Right**
5. IIMA Permanent Account Number (PAN): AAATI1247F
6. IIMA Tax Deduction Account Number (TAN): AHMI00189A
7. IIMA GST Registration Number: 24AAATI1247F1Z4 (SAC: 999293)

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

**[B] Payment Gateway**

For more information, please visit the respective programmes in our website ([www.iima.ac.in/exed](http://www.iima.ac.in/exed)).

## Discount

**Early Bird Discount:** Nominations received with payments on or before **May 11, 2020** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not however guarantee acceptance of the application.

**Group Discount:** Any organisation sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme.

Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

Programmes, dates, fees and faculty are subject to change at the discretion of the Institute without any prior notice. All rights reserved.



## Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after **April 1, 2012**, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000/- + GST.

## Indian Institute of Management Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

### Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (MBA- FABM)
- Ph.D. Programme in Management
- One-Year Full Time Post Graduate Programme in Management for Executives (MBA- PGPX)
- Executive Education offers short duration programmes through open enrollment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme (FDP)
- Two-Year e-Mode (online + campus) Post Graduate Programme in Management (ePGP)
- ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA)

The Institute has 103 faculty members working in the following management areas and centres:

### Disciplinary Areas and Groups

- Centre for Management in Agriculture (CMA)
- Ravi J. Matthai Centre For Educational Innovation (RJMCEI)
- Business Policy
- Communication
- Economics
- Finance and Accounting
- Human Resources Management
- Information Systems
- Marketing
- Organizational Behaviour
- Production and Quantitative Methods
- Public Systems Group

### Interdisciplinary Centres

- Ravi J. Matthai Centre for Educational Innovation
- Centre for Innovation, Incubation and Entrepreneurship (CIIE)
- Centre for Management in Agriculture (CMA)
- Centre for Management of Health Services (CMHS)
- Gender Centre
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Misra Centre for Financial Markets and Economy (MCFME)
- NSE Centre for Behavioural Science in Finance, Economics and Marketing



**Kasturbhai Lalbhai Management Development Centre (KLMDC)** located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा  
भारतीय प्रबंध संस्थान अहमदाबाद

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