



ADMINISTRATIVE TRAINING INSTITUTE

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Training Module

on

“PUBLIC PRIVATE PARTNERSHIP(PPP)”

By:

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Lalithamahhal Road, Mysore – 570 011.

Training Module
on
“PUBLIC PRIVATE PARTNERSHIPS”

Contributor:

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Aim

Broadly the aim of the training course is to sensitize, provide skills and to give an orientation to officials from different departments in the Government of Karnataka. The officers will be able to develop appropriate managerial skills related to Public Private Partnerships.

Objectives of the Training Programme:

1. To create awareness about Public Private Partnerships.
2. To stimulate strategic thinking about Public Private Partnerships among officers.
3. To enable the officer trainees to acquire additional and necessary knowledge and skills related to the management of Public Private Partnerships.

Methodology:

The training course shall be in workshop mode. It will be based on:

- Lectures
- Panel discussions
- Case studies
- Discussion on success as well as failure cases
- Interactive and Participatory methods.
- Group Activities

Programme Description:

- Five days Residential Training Course
- Each day, course commences at 9.30am, and may go up to 5.30pm

Who Can Attend and Participate:

- Senior Level Officers (Group 'A') from different Departments of the Government. Public Sector Undertaking(State and Central), Professionals from Organizations like Boards and Nigams etc.,

Tools for the Training Programme:

- Reading Material - Handouts – Books - Research reports / papers
- Audio Video Films
- Flip Charts - Slides – Markers – Drawing Sheets
- Computer/LCD Projector etc

Modules:

Module 1: Need for PPP

Module 2: How to design, plan and Manage PPP

Module 3: How to select PPP options

Module 4: How to structure PPP transaction
Technical
Financial
Legal

Module 5: Developing Contracts and agreement

Module 6: Legal and Regulatory Frame Work

Module 7: Handling RTI to ensure commitment to participants.

Outcome:**The Trainees will be able to:**

- 1) Understand the enabling policy and regulatory framework related to public private partnerships.
- 2) Enhance their capacities, and can manage the public private partnership process.
- 3) Understand the financial needs of different projects under public private partnerships as also of various steps being taken, like setting up of India Infrastructure Finance Company and launching of a Scheme to meet Viability Gap Fund (VGF) of public private partnership projects.

TRAINING DESIGN

Session: One	
Content	Public Private Partnerships – Salient Features
Sub content	<p>Introduction – Policy – Guidelines</p> <p>Karnataka Infrastructure Development Policy – 2007, PPP projects - Capacity building - IDD (Infrastructure Development Department) Cell – iDeCK (Infrastructure Development Corporation-Karnataka) , IDFC (Infrastructure Development Financial Corporation), IIFCL (India Infrastructure Financial Corporation Limited).</p> <p>Introduction to PPPs: PPPs are a means by which the public and private sectors can work together as they provide a contractual and formalized framework needed for easier cooperation between all parties. A typical PPP structure can be quite complex involving contractual agreements between a number of different participants including Financiers, Government, Engineers, Contractors, Operators, and Customers.</p> <ol style="list-style-type: none"> 1 The Special Purpose Vehicle 2 The Government 3 The Financiers 4 The Experts 5 The Customers <p>Advantages of the PPP structure: Though the working relationships between the public and private sectors are not new, the use of PPP structures is becoming increasingly popular. PPPs enable the participants to transfer the various risks inherent in a project to those who are best equipped to manage it. If a PPP is well structured it should enable all parties to better utilize resources by promoting efficiency and transparency, as well as provide a number of benefits including:</p> <p>i. Risk Diversification - The creation of an SPV enables the coming together of many different parties and facilitates the allocation and diversification of risk and financing requirements to more than one party. This diversification enables the undertaking of projects where the financial requirements or risks might be too great for any one party by itself.</p> <p>ii. Risk Mitigation - The SPV facilitates the use of project financing which is intended to keep the specific risks of that project separate from the existing business of the private sponsors. This is beneficial in that the financial integrity of the project sponsor's business will not be jeopardized should the project fail.</p> <p>iii. Project financing - unlike traditional lending, is based on the financial strength of a project with little or no recourse back to the sponsor. The SPV borrows the funds and the debt is paid back using the cash flow generated from the project. Since it is the SPV that is borrowing the funds, this will not affect the government,</p>

	<p>financier, customer / community.</p> <p>iv. Leverage – Leverage is the amount of debt in relation to the amount of equity used to finance a project. Projects financed using project-financing methods are usually highly leveraged in order to increase the equity return. The use of leverage can make projects more financially viable.</p> <p>v. Credit Ratings - Traditional corporate lending is based on the sponsor's credit rating. Project financing facilitates the borrowing for a profitable project and is not restrained by the project sponsor's borrowing limitations.</p> <p>vi. Tax Benefits - Depending on the country, tax benefits and holidays sometime exist for new enterprises. The establishment of an SPV to undertake a PPP can help sponsors take advantage of these tax saving mechanisms.</p>
Session objectives/purpose	To familiarize the trainees with the idea / policy of PPPs as part of planning for development. Policy and related issues on PPPs. Different kinds of PPPs and the sectors where PPPs could be appropriate. Understanding PPP. Why PPP? Relevance of PPPs in India / Karnataka. Karnataka Infrastructure Policy - 2007
Expected outcome	After the session, trainees will be able to understand the ideas of PPPs in a much better way, and they will get familiarity with the policy issues and guidelines in existence.
Method/ process	Lecture and Interactive Method. Introduce the concept / idea of PPPs to the trainees. Elicit their understanding / ideas / views on the subject, and write them on the charts / white board. Now with the help of power point presentation explain the concepts / ideas point by point. See that the trainees understand and be clear on the concepts / ideas and policy etc. Then link your presentation with the ideas / understanding / views of the trainees written on the charts / white board. Keep the session open for discussion and clarifications. Clarify each point.
Aids/Materials:	Charts – white Board - Power Point Presentation -
Time / Duration	Two hours
Handouts/FAQ	Handouts shall be provided What are PPP Models / Projects? Is it (PPPs) Privatization?

<i>Session: Two</i>	
Content	Public Private Partnerships – Salient Features - Concession Agreement - Legal Framework / Documentation –
Sub content	Government Contracys – key issues Concession Agreement: means a contract of the nature specified in Schedule 1 between the Developer and the

	<p>State Government or Government Agency or the Local Authority relating to any Infrastructure project or such other contract as may be prescribed from time to time by the Government.</p> <p>Key covenants in concession contract</p> <p>Judicial decisions</p> <p>Procurement Principles</p> <p>Swiss Challenge Approach:</p> <p>Competitive Bidding:</p> <p>Memorandum and Articles of Association</p> <p>Contractual Agreements</p> <p>Discussion points</p> <p>Legal Framework, Legal Provisions, Rules & Regulations related to PPP projects</p>
Session objectives/purpose	The trainees will be able to define / explain legal concepts and issues involved in PPP projects
Expected outcome	Trainees will be able to manage and handle PPP projects efficiently and effectively
Method/ process	<p>Lecture and Interactive Method.</p> <p>The resource person introduces the concepts and salient features related to Legal Framework and Documents related PPP projects. Presentation will be made on Procurement principles, bid documents, right to information, selection process, key covenants, Government contracts, contract formation, Bank guarantee, tender submission-legal principles, important judicial decisions, management contract etc, step by step. Wherever it is required, the Resource Person allows the participants to interact, and clarifies their doubts.</p>
Aids/Materials:	White Board – Charts – power point presentation
Time/Duration	Two Hours
Handouts/FAQ)	Handouts

<i>Session: Three</i>	
Content	<i>Public Private Partnerships- Concepts-</i>
Sub content	<p>RfQ (Request for Qualification), RfP (Request for Proposal), SPV (Special Purpose Vehicle), Bidding, VGF (Viability Gap Fund), Risks etc – Project Development Cycle.</p> <p>PPP Models.</p> <p><i>Guidelines for Pre-Qualification of Bidders for PPP Projects Two Stage Process</i></p> <p><i>The bidding process for PPP projects is divided into two stages.</i></p>

The First stage is generally referred to as Request for Qualification (RFQ) or Expression of Interest (EoI). The objective is to short-list eligible bidders for stage two of the process. In the second and final stage, generally referred to as the Request for Proposal (RFP) or invitation of financial bids, the bidders engage in a comprehensive scrutiny of the project before submitting their financial offers.

Request for Qualification (RFQ)

The RFQ process aims at short-listing and pre-qualifying applicants who will be asked to submit financial bids in the RFP stage. The objective is to identify credible bidders who have the requisite technical and financial capacity for undertaking the project. The information sought for the purposes of pre-qualification should generally be restricted to technical and financial capabilities that are relevant to the project. Such information should be precise and quantified so that the process of short-listing is fair and transparent, and does not expose the government to disputes or controversy.

Number of bidders to be pre-qualified

The number of bidders to be pre-qualified and short-listed for the final stage of bidding i.e. the RFP stage needs careful consideration. On the one hand, the number should be adequate for ensuring real competition in bidding. On the other hand, a large number of short-listed bidders could dampen participation by serious bidders, thus diluting competition, because credible investors are normally less inclined to spend the time and money necessary for making a competitive PPP bid, if the zone of consideration is unduly large. It is to be recognised that unlike a bid for procurement of goods and services, bids for PPP projects involve greater risks, significantly larger investments and longterm participation. Since PPP projects in infrastructure provide a critical service to the users at large, the quality and reliability of service assumes greater importance. Moreover, restricting the list to the best available bidders improves the chances of a successful PPP operation. For these reasons, about five prequalified bidders are favoured as an international best practice for securing high quality bids. In case shortlisting is to be done for two or three projects at the same time, the number of shortlisted bidders could be increased to 7 and 10 respectively. For this purpose, a fair and transparent system of evaluation at the RFQ stage would be necessary.

Specifying stringent pre-qualification criteria

While stringent eligibility criteria would ensure pre qualification of bidders well suited for the RFP stage, it would also effectively reduce the number of qualified bidders. A balance, therefore, needs to be drawn for serving the objective of prequalifying a reasonable number of suitable bidders for the RFP stage. The

principles for determining the eligibility criteria such as technical and financial capacity should be formulated keeping these considerations in view.

Evaluation Criteria

The criteria for short-listing of bidders should be divided into technical and financial parameters as stated below:

Technical Capacity

The applicant should have acquired sufficient experience and capacity in building infrastructure projects. This can be measured either from the construction work undertaken/commissioned by him, or from revenues of BOT/BOLT/BOO projects, or from both, during the 5 years preceding the application date. Eligibility conditions, as necessary, may also be stipulated in respect of O&M experience.

The technical capacity of bidders can be assessed on the following parameters:

*(a) **Project/construction Experience:***

*(b) **O&M Experience:** The applicant should have experience of five years or more in operation and maintenance (O&M) of projects in the specified sector. In the absence of such experience, the applicant may be required to enter into an operations & maintenance (O&M) agreement with an entity having equivalent experience, failing which the concession agreement would be liable to termination. While suggesting this arrangement, it is proposed to provide sufficient flexibility for modifying these requirements to suit the needs of individual sectors/projects.*

Financial Capacity

Applicants should have a minimum net worth equivalent to 25% of the estimated capital cost of the project for which bids are to be invited. In the case of projects with an estimated cost of Rs. 1,000 (one thousand) crore or more, the requirement of net worth could be suitably reduced, but should be no less than 15%. This would ensure that pre-qualified applicants have sufficient financial strength to undertake the project.

Eligibility of Experience

The members of the consortium, who claim experience or networth in the RFQ must hold at least 26% of the consortium's equity. This condition is necessary for ensuring that only the experience of those members who have a substantial stake is counted for the purposes of pre-qualification, and members with small equity holding are not added with the sole objective of improving the ranking in prequalification.

Technical evaluation at the RFP stage

Requiring a technical evaluation at the RFP stage would

normally lead to an elaborate and costly evaluation of complex proposals which are, by their very nature, difficult to compare since technical proposals of different bidders could vary significantly. Logically, the government should set the technical parameters and ask for financial bids only, leaving sufficient flexibility for bidders to design and engineer the project in a manner that conforms to pre-determined standards and specifications, including service outputs.

In case of exceptionally complex projects where the project authority determines that the bidders must submit their technical proposals/ plans, the requirements thereof should be specified in detail and such proposals / plans should be invited at the qualification stage, either along with the initial applications or at an intermediate stage preceding the bid stage. Only pre-qualified applicants should be invited to participate in the bid stage, which shall only consist of an invitation to submit financial offers.

SPV

Unlike traditional private sector concessions, the creation of a separate commercial venture called a Special Project Vehicle (SPV) is a key feature of PPPs. The SPV is usually set up by the private sponsors(s) who, in exchange for shares representing ownership in the SPV, agree to lead the project and contribute the long-term equity capital. The SPV is a legal entity that enables the coming together of many different parties and facilitates the allocation and diversification of risk and financing requirements to more than one party. From a legal perspective, it is the SPV that undertakes the project and therefore all contractual agreements between the various parties will be negotiated between themselves and the SPV.

The Government

As previously mentioned, PPPs are a partnership between the public (government) and the private sector, and thus a strong commitment on the part of the government is key to the success of a PPP. If the government has contributed equity, in exchange for shares in the SPV, they have equal rights and equivalent interests to the assets within the SPV as other shareholders.

The Financiers

The financing of a project will be made up of different amounts of debt and equity the source and structure of which will vary depending on the project. As previously mentioned, the equity financing will generally be provided by the private sponsors, in exchange for ownership in the SPV.

The Experts

The PPP structure helps facilitate the cooperation and allocation of resources and risks among those who are best able to manage it. Thus, depending on the project, the private sector may choose, or be asked, to provide one or more services ranging from the design, building, and/or operating of a project.

	<p>The Customers There can be numerous benefactors to a project such as the motorists using a toll road, or a community benefiting from a new power plant. Regardless of who the benefactors are, it is important that they be well identified in order to accurately assess who will be paying for the services, how they are to benefit, and what their success criteria are.</p> <p>The Escrow Account An escrow account is an account that is set up, usually at the request of financiers, and managed by a third party in order to safeguard project revenues for the purpose of insuring that debt service obligations are met. An escrow account can also be used to hold a deposit in trust until certain specified conditions have been met.</p> <p>Project Cycle and Cash Flow The capital structure for PPP projects is not static as capital requirements and cash flow vary depending on the stage of the project development. Some sponsors may be required to provide a significant amount of equity capital at the beginning of a project during the construction phase when the risk is high.¹⁶ Once the construction is complete, the construction risks associated with it have been overcome, and the cash flow begins to materialize, the expensive equity or debt capital can be refinanced using cheaper debt capital thus lowering the total cost of capital.</p> <p>The highest level of risk exists during the construction phase of a project when construction delays and cost overruns can have serious consequences to a projects success. It is during this phase that investors require the highest return on their capital to compensate for the risk, thus the higher cost of capital. Once construction is over and the cash flow from operations has begun, project risks drop off substantially and it is possible for sponsors to refinance at a much lower cost.</p> <p>Taxes Project sponsors need to consider tax implications when assessing the debt and equity mix as it can impact the cost of capital, earnings, and the source of capital. Interest on debt, if tax deductible, can substantially reduce the overall cost of capital, and combined with the fact that the cost of debt is less than the cost of equity there is an incentive for sponsors to use debt instead of equity to finance projects.</p>
Session objectives/purpose	After the session, the trainees will be able to explain the basic concepts used in PPP projects like RfQ, RfP, VGF, SPV etc.
(Expected outcome)	Trainees will be in a better position to manage and handle PPP projects.
(Method/ process)	Lecture and Interactive Method. Step by step in logical order explain each concept and the salient features associated with it. Through interactive discussion, cross check whether the trainees have understood and clear as for as these concepts are concerned. If required explain again so that the trainees be clear. Use white board to explain with some

	examples.
Aids/Materials:	White / Black Board, Charts, Power Point Presentation
(Time/Duration)	Two hours
(Handouts/FAQ)	Handouts

<i>Session: Four</i>	
Content	PPP in Infrastructure Development – Salient Features and Options – Different Types
Sub content	<p>Pre-feasibility planning, Economics, Financial, Legal / regulatory and technical criteria, Standard concession documents etc</p> <p>Case Studies – Good (success) / Bad (failure) cases.</p> <p>There are many different PPP models of which some have been characterized below. The following should not be viewed as a definitive or complete list, but as a guideline to some of the more commonly used ones.</p> <p>Build-operate-and-transfer: A contractual arrangement whereby the project company undertakes the construction, including financing, of a given infrastructure facility, and the operation maintenance thereof. The project company operates the facility over a fixed term during which it is allowed to charge facility users (customers) appropriate tolls, fees, rentals, and charges not exceeding those proposed in its bid or as negotiated and incorporated in the contract to enable the project company to recover its investment, and operating and maintenance expenses in the project. At the end of the fixed term, the project company transfers the facility to the government agency or local government unit concerned</p> <p>Build-and-transfer A contractual arrangement whereby the project company undertakes the financing and construction of a given infrastructure or development facility and upon completion turns it over to the government agency or local government unit concerned, which shall pay the company on an agreed schedule its total investments expended on the project, plus a reasonable rate of return thereon.</p> <p>Build-own-and-operate: A contractual arrangement whereby a project company is authorized to finance, construct, own, operate and maintain an infrastructure or development facility from which it is allowed to recover its total investment, operating and maintenance costs plus a reasonable return thereon by collecting tolls, fees, rentals or other charges from facility users.</p> <p>Build-lease and-transfer A contractual arrangement whereby a project company is authorized to finance and construct an infrastructure or development facility and upon its completion turns it over to the government agency or local government unit concerned on a lease arrangement for a fixed period after which ownership of the facility is automatically transferred to the government agency or local government unit concerned.</p>

	<p>Build-transfer-and-operate: A contractual arrangement whereby the public sector contracts out the building of an infrastructure facility to a private entity such that the contractor builds the facility on a turn-key basis, assuming cost overrun, delay and specified performance risks. Once the facility is commissioned satisfactorily, title is transferred to the implementing agency/LGU. The private entity, however, operates the facility on behalf of the implementing agency/LGU under an agreement.</p> <p>Rehabilitate-operate-and-transfer: A contractual arrangement whereby an existing facility is turned over to the private sector to refurbish, operate and maintain for a franchise period, at the expiry of which the legal title to the facility is turned over to the government.</p> <p>Finance Only: A contractual agreement entitling a private entity to fund a project directly or using various mechanisms such as a long term lease or bond issue.</p>
Session objectives/purpose	After the session, the trainees will be able to explain the processes of planning and management of different ppp projects related to infrastructure development.
Expected outcome	The trainees will be in a better position to plan, design and manage ppps projects.
Method/ process	<p>Presentation: Explain the process of PPP project planning step by step. Explain in simple language and in logical order, different models of PPP projects for infrastructure development. Work out some dummy examples on the white board / charts, and ask the trainees to discuss. Facilitate the discussion, and keep clarifying doubts. Motivate the trainees to conceptualize any dummy project on appropriate PPP model for infrastructure, and discuss the same.</p> <p>Present one or two case studies of PPP projects in Infrastructure development, facilitate the trainees to analyse, discuss and sum up.</p> <p>Introduce the success project first and then the failure one. Make the presentation based on clear analysis, which would include: PPP model, mode, salient features, stakeholders (parties) involved, stage of implementation, process of implementation etc. Then present the results, followed by brief intervention / interactive discussion with the trainees. This can be followed by your analyses / causes for success / failure. Finally keep the session for open discussion with the trainees. During group discussions, record the points emerging, and also motivate the trainees to record the same. As sum up, highlight the points / lessons learnt from case presentation.</p>
Aids/Materials:	White Board / Charts / Power Point Presentation and Interactive Discussion – Showing Film – Exercises – Case Presentation – Analysis – Group Exercise
Time/Duration	Four Hours
Handouts/FAQ	Handouts

<i>Session: Five</i>	
Content	Planning for PPPs – Financial Structuring PPP Projects and Procurement
Sub content	Project management, Financial Structuring, Monitoring of compliance
Session objectives/purpose	The trainees will be able to explain the process of project planning, financial analysis and contract management of PPP projects
Expected outcome	The trainees will be able to manage ppp projects in effective and efficient ways
Method/ process	Lecture Method – discussions and interactive. Explain what project planning is, with special reference to PPP project planning. And show using white board how financial structuring is done for ppp projects. Explain in simple language, how step by step monitoring of compliance could be achieved in ppp projects.
Aids/Materials:	White Board, Charts - Power Point Presentation
Time/Duration	Two Hours
Handouts/FAQ	Handouts shall be provided

<i>Session: Six</i>	
Content	Field Visit
Sub content	Visiting PPP Project Sites / Areas
Session objectives/purpose	After the field visits to ppp project areas, the trainees will be able design and structure ppp projects in their areas
Expected outcome	The trainees will be able to design good ppp projects
Method/ process	Visiting one or two ppp project areas from morning till evening. The resource person will be a facilitator, and allows the trainees to interact with the managers / implementing officers / stakeholders of ppp project. Trainees visit the project area with a check list. In addition to observations and discussions, the trainees record the points (lessons / doubts / observations etc) in a note book. The ppp project manger can make a brief presentation on the project particularly focusing on the reasons for ppp projects, benefits / costs, planning, stakeholders, returns, risks, financial sources etc. After field visits, the trainees shall be divided into groups, and each group make the presentation on topic/s assigned to them – topics: ppp project planning, financial structuring, stakeholders, risks involved, gestation period, costs and benefits etc.
Aids/Materials:	Note books and check lists (during the field work) - Power Point

	Presentation, white board, Charts, LCD projector
Time/Duration	One Day
Handouts/FAQ	Check List and Guidelines

<i>Session: Seven</i>	
Content	PPP Examples and Case Studies - Power and other Energy Sectors
Sub content	Salient Features, Concepts, Issues and Options
Session objectives/purpose	After the session, the trainees will be able define the salient features related to PPPs in power and other energy sectors. The trainees will also be able to explain the concepts, issues and options involved in power and energy sectors, and the potential for PPPs.
Expected outcome	The trainees will be able to design good ppp projects
Method/ process	Presentation – Interactions – Case Presentation – Analysis – Discussion. The resource person introduces the salient features and concepts involved with ppp projects in power and energy sectors. Step by step presentations with interactions will be made on concepts, issues and options. With the help of case studies (films) project planning, implementation, execution etc will be presented to the trainees. There will be interactions wherever required, and this will be followed by discussions.
Aids/Materials:	Power Point, showing film, white board, LCD projector
Time/Duration	Four Hours
Handouts/FAQ	Handouts

<i>Session: Eight</i>	
Content	PPP Examples - in Solid Waste Management – Salient Features, Issues and Options
Sub content	Municipal Waste Management Medical Waste Management
Session objectives/purpose	After the session, the trainees will be able to explain the issues involved in solid waste management, and the methods / management / techniques involved that could be used under PPPs.
Expected outcome	The trainees officers with enhanced capacity will be able to manage the solid wastes under PPPs
Method/ process	Presentation – Interactions – Case Presentation – Analysis – Define what are solid wastes, their accumulation and hazards. Explain the source of solid wastes and its use. Make presentation on the impact of solid wastes on health, hygiene, and environment and on the economy. Then introduce the methods for their sound management, use on sustainable ways. Explain the difficulties of managing solid wastes at present, and then introduce the options

	for its sound management and reuse under PPPs. The Session will be interactive with open discussion.
Aids/Materials:	Power Point, Slides, showing films, white board, LCD projector
Time/Duration	Two Hours
Handouts/FAQ	Handouts

<i>Session: Nine</i>	
Content	PPP Options – Steps Involved
Sub content	Four Broad Steps to Prepare a PPP project
Session objectives/purpose	After the session, the trainees will be able to prepare a dummy PPP project by following the steps.
Expected outcome	The trainee officers will be able to prepare / design PPP projects for their departments, and can manage them well
Method/ process	Presentation – The resource person make the presentation through power points, and explain to the trainees the steps to be followed to prepare a ppp project. With the help of white board / charts, the resource persons shows and explain the benefits of following steps while preparing the PPP projects.
Aids/Materials:	White Board, Filip Charts
Time/Duration	Two Hours
Handouts/FAQ)	Handout

<i>Session: Ten</i>	
Content	Group Work
Sub content	Preparing dummy PPP projects for their respective departments
Session objectives/purpose	After this exercise, the trainees will be able to plan and prepare PPP projects.
Expected outcome	Trainees will be able to explain PPP projectpreparation methods by themselves working on it in groups. This will be helpful for them in conceptualizing, planning, executing and implementing ppp projects.
Method/ process	Desk Work - Group Work – trainees will be divided into groups based on their affiliation to differenet deaprtments – they will be guided to prepare one project for each group, and the same will be presented by them followed by open discussion
Aids/Materials:	Charts – White Board
Time/Duration	Four hours
Handouts/FAQ)	---

Session: Eleven	
Content	Evaluation of the Training Course
Sub content	Effects – lessons Learnt – Scope for Improvement
Session objectives/purpose	To get the feed back from the trainees so that the training course can be designed and training imparted on much better ways
Expected outcome	Quality of the training programme can be improved.
Method/ process	
Aids/Materials:	IRQ – Evaluation Sheet – Delphi Test
Time/Duration	Two Hours
Handouts	-