

SESSION PLAN

Module I: INTRODUCTION TO PPP (What and Why)

Module Objective: Introduce the concept of PPPs to the participants. Build and integrate on the different contextual ideas behind the PPP phenomena, such as their definitions, motivation, evaluation, stakeholders, contexts, and theoretical frameworks.

Session 1	Introduction to PPPs and What are PPPs? What is not a PPP?
Objective:	The session aims to provide an overview of PPPs. The specific focuses is on developing an understanding of the numerous definitional and conceptual frameworks of PPPs, recognizing the key features of PPPs and identify the aspects along which PPPs in the real world are similar and different.
Reading:	Kwak, Y. H., Chih, Y., & Ibbs, C. W. (2009). Towards a comprehensive understanding of public private partnerships for infrastructure development. California Management Review, 51(2), 51-78. (27 pages). Available at: http://www.researchgate.net/profile/C_Ibbs/publication/228943861_Towards_a_comprehensive_understanding_of_public_private_partnerships_for_infrastructure_development/links/00b7d5213e852cc6fe000000.pdf .
Background Reading:	World Bank PPIAF (May 2012) PPP Basics and Principles of a PPP Framework Available at: http://www.ppiaf.org/sites/ppiaf.org/files/documents/Note-One-PPP-Basics-and-Principles-of-a-PPP-Framework.pdf VIDEO: A quick introduction to PPP (UNECE) https://www.youtube.com/watch?v=snNdAwRmZ6k

Session 2	Why PPP? MOTIVATIONS AND DRIVERS OF PPP.
Objective:	Examine the various motivations and drivers for PPP. The pros and cons of narrowly/broadly focusing on one or more drivers will be highlighted and discussed.
HBS Case:	Daemmrigh, A. A. & Cornell, M.I (2012). GlaxoSmithKline in Brazil: Public-Private Vaccine Partnerships. HBS Case 9-712-049. (15 pages)

Session 3	Fundamental concepts: PPP Toolkit
Objective:	Over the last three decades, the PPP literature has borrowed concepts from different functions and adopted them to the PPP concept. This session focuses on understanding the concepts and components of the PPP toolkit like; Value for Money (VfM), Risk Analysis, Options framework, and Public Service Comparator.
Reading & Case:	

	<p>Grimsey, D., & Lewis, M. K. (2002). Evaluating the risks of public private partnerships for infrastructure projects. <i>International Journal of Project Management</i>, 20(2), 107-118.</p> <p>Available at: http://www.sciencedirect.com/science/article/pii/S0263786300000405</p>
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Session 4	Regulatory Frameworks
Objective:	<p>PPPs are not one-off transactions between the public and private parties. Instead, they are long term arrangements that come with significant political and democratic costs. They work across political lines and are required to operate in close coordination with the external economic environment. This makes the regulatory frameworks key over each stage of its lifecycle. Over the last decade there has been a huge emphasis by governments to develop and prepare a regulatory framework which is conducive to PPP formation and execution. Some of the salient features of the evolved regulatory frameworks are discussed in this session.</p>
Reading & Case:	<p>Davidson, J. S. (2010). Driving growth: Regulatory reform and expressways in Indonesia. <i>Regulation & Governance</i>, 4(4), 465-484. (19 Pages).</p>
Background reading:	<p>The Economist (2018). Evaluating the environment for the public private partnerships in Asia: The 2018 infrascopes. A report by The Economist Intelligence Unit. (Indonesia and India focus)</p> <p>Available at: https://infrascopes.eiu.com/wp-content/uploads/2019/02/EIU_Asia-Infrascopes-2018_final-report.pdf</p>

Session 5	Journey of PPPs in India
Objective:	<p>This session aims to outline the PPP journey in the Indian context. Participants would be introduced to the various changes in PPP conceptualization over time.</p>
IIMI Case:	<p>Road India – Evolution of PPPs in India</p> <p>Garg.S. & Rastogi. N (2018) Road Learnings: The first Road PPP of India. A case on Public Private partnerships evolution under review with</p>
Background reading:	<p>GOI (2011). Draft National PPP Policy. Department of Economic Affairs, MOF (26 pages).</p> <p>Available at: http://www.pppinindia.com/pdf/draftnationalppppolicy.pdf</p>

Module II Conceptualization

Module Objective: This module aims to introduce the participants to the complete life-cycle of PPP projects. Each stage of a PPP project is covered in detail and a deep understanding of each of the stages discussed.

Session 6	Conceptualizing project delivery of public good
Objective:	The session aims to build an appreciation of the public service and public infrastructure delivery context. Recognize the different stakeholders and their needs and how one can go about conceptualizing a PPP projects? Where does one start and how does one progress?
IIMA Case:	Raghuram, G. & Sundaram., S. S. (2010). Indore City Bus Transport Service (A) IIMA/CIPR003, Case collection IIM, Ahmedabad. (15 Pages)

Session 7	Financial Structuring of PPPs.
Objective:	The financial structuring of PPP projects is complex. The difficulties in the process of financial structuring are discussed in the class through a real life case study.
HBS Case:	Hillion, P. & Wee, J. (2015). New Royal Adelaide Hospital: Australia's Largest Health PPP. INSEAD Case INS954 (22 pages).

Session 8	Bidding Process of PPPs.
Objective:	PPP bidding processes are complicated, multidimensional and long drawn. Further, the bidding process is open to public and media scrutiny during the process and also post-facto. The problems and concerns like; political issues, transparency, equity and fairness of process, and their solutions are discussed in class through a real life documented case.
IIMA Case:	Kuhad, P. (2010). Bidding Process for the Delhi and Mumbai Airports. Planning Commission, Secretariat for Infrastructure, Government of India. (13 pages) Available at: http://www.gajendralhaldea.in/pdf/prateek-case-study.pdf

Module III PPP Management

Module Objective: This module is proposed to generate a deep understanding of PPP management process during different phases of a PPP project. The different sessions dig deep into PPP projects to examine how they manage delivery over their life cycle.

Session 9	Financial Management Perspective
Objective:	The session aims to identify the fundamental issues in governance and management of PPPs during the construction and operation phases, from a financial perspective.
HBS Case:	Jan, C. (2010). Taiwan's High Speed Rail: A Public Private Partnership Hits a Speed Bump HKS671 Case Number 1910.0, Harvard Kennedy School (21 pages)

Session 10	Risk and Uncertainty Perspective
Objective:	Identifying the disputes in operation phase and discussing their solutions.
Reading:	Force Majeure Clauses - Checklist and Sample Wording. Available at: https://ppp.worldbank.org/public-private-partnership/sites/ppp.worldbank.org/files/ppp_testdumb/documents/force_majeure_clause_s_checklist_sample_wording_en.pdf
IIMI Case:	Garg (2020) Adani Mundra Power Plant: Managing Risk and Uncertainty. IIM Indore Case collection.
Background reading:	Ghatak, A. R. & Dasgupta, A. (2017). Raising the 'Bar' for India's Power Sector. Insight – Economic & Political Weekly (EPW). Vol. 20.

Session 11	Public Interest Perspective
Objective:	Continuing from the previous session on stakeholder management, here we dig deeper to get insight on the public interests that a PPP project addresses.
IIMI Case:	Garg, S. (2019). Delhi to Gurugram NH-8 highway: A public private partnership. IIM Indore Case collection.

Session 12	Flexibility Perspective - Negotiating PPPs
Objective:	PPPs are long term legal contracts, however as requirements change and environments change, there exists a need for adjustment, which in the PPP context is a concern. The session examines these concerns.
HBS Case:	Coles, P. A., Corsi, E., & Dessain, V. (2012). On Two Wheels in Paris: The Vélib Bicycle-Sharing Program. HBS No. 9-912-022. Boston, MA: Harvard Business School Publishing. 24 pages.

Module IV Learning and Emerging Issues in PPPs

Module Objective: In this module we review the primary concerns that the PPP conceptualization has been facing and how the same is being addressed in the evolutionary journey of PPPs.

Session 13	Evaluating PPP
Objective:	The session aims to develop a deeper understanding about evaluation of PPPs, and identify the numerous issues in their evaluation.
Case:	Higgins, C. D., & Huque, A. S. (2015). Public money and Mickey Mouse: Evaluating performance and accountability in the Hong Kong Disneyland joint venture public–private partnership. <i>Public Management Review</i> , 17(8), 1103-1123. (21 pages) Available at: http://www.tandfonline.com/doi/abs/10.1080/14719037.2014.881533
Background Reading:	Hodge, G. A., & Greve, C. (2007). Public–private partnerships: an international performance review. <i>Public administration review</i> , 67(3), 545-558. DOI: http://dx.doi.org/10.1080/14719037.2014.881533 .

Session 14	Criticizing PPP
Objective:	The session aims to develop a critical perspective on PPPs, by discussing controversial stories on PPPs.
Video Case:	The 30 minute BBC video – Panorama : PFI Scam needs to be seen before class. https://www.youtube.com/watch?v=32AglebZSZQ
Background Reading:	1) GOI (2015) Kelkar committee report on Revisiting and revitalising Infrastructure PPP's in India http://finmin.nic.in/reports/ReportRevisitingRevitalisingPPPModel.pdf 2) The Economist (15th December'2012) Infrastructure in India: RIPP India's love affair with public-private partnerships faces a stern test. Available free at http://www.economist.com/news/finance-and-economics/21568397-indias-love-affair-public-private-partnerships-faces-stern-test-rippp

Session 15	Making PPPs a success
Objective:	In this session, we study a successful PPP that has served as an exemplar for the PPP concept. Presentations by 2 groups of their project reports Urban water supply. Innovations to address typical concerns
HBS Case:	Rangan, V., Kasturi, Wheeler, D. & Comeault, J. (2007). "Manila Water Company." HBS No.9-508-004. Boston, MA: Harvard Business School Publishing (21 pages)

SOME IMPORTANT ONLINE PPP RESOURCES:

1. Public Private Partnership Toolkit - PPIAF, the World Bank and AusAID
<https://ppp.worldbank.org/public-private-partnership/library/public-private-partnership-india-toolkit-ppiaf-world-bank-and-ausaid>
2. Home - Public Private Partnerships in India
<https://www.pppinindia.gov.in>
3. Public Utility Research Center | Warrington - UF Warrington College of Business
<https://warrington.ufl.edu/public-utility-research-center/>
4. EIB - European PPP Expertise Centre (EPEC)
<http://www.eib.org/epec/> ****