

Capacity Building Programme on Public–Private Partnerships (PPP) for the Civil Servants of Bhutan

1. Course Title

Capacity Building Programme on Public–Private Partnerships for the Civil Servants of Bhutan

2. Duration

Two Weeks

3. Programme Objective

The programme is designed to provide participating officials with a structured and practice-oriented understanding of Public–Private Partnerships (PPP), focusing on policy frameworks, project structuring, implementation mechanisms, and sectoral applications.

It aims to strengthen the capacity of participants to design, manage, and evaluate PPP projects through a combination of classroom inputs and field-based exposure.

4. Target Group

- Mid- and senior-level government officials
- Policymakers in infrastructure, finance, planning, and urban development
- Officials engaged in PPP cells, regulatory authorities, and project implementation agencies

5. Course Content

Week 1: Classroom Sessions

The classroom component will focus on building conceptual clarity and analytical understanding of PPP frameworks.

5. Course Content – Classroom Training

The classroom component will focus on structured inputs combining conceptual understanding with applied aspects of PPP design and implementation.

Module 1: Introduction to PPP Frameworks

- Evolution and global context of PPPs
- Key characteristics and typologies (BOT, BOOT, DBFOT, HAM)
- Sectoral relevance in infrastructure and public services

Module 2: Policy, Legal and Institutional Framework

- PPP policy ecosystem in India
- Institutional structures at central and state levels
- Model concession agreements and standardisation

Module 3: Project Structuring and Financial Design

- Project preparation and feasibility assessment
- Financial structuring and project finance principles
- Viability Gap Funding and funding mechanisms
- Risk identification and allocation

Module 4: Sectoral Applications of PPPs

- Transport infrastructure (airports, highways, metro systems)
- Energy and utilities (power distribution, waste-to-energy)
- Urban infrastructure (smart cities, municipal services)

Module 5: Procurement and Contract Management

- Bid process management and evaluation
- Contract structuring and lifecycle management
- Performance standards and monitoring mechanisms
- Dispute resolution frameworks

Module 6: Governance, Regulation and Oversight

- Transparency and accountability mechanisms
- Regulatory institutions and compliance frameworks
- Common implementation challenges and risk mitigation

Module 7: Experience Sharing and Participant Engagement

- Case-based discussions
- Participant presentations on country experiences
- Interactive sessions with domain experts

6. Field Exposure Visits

The exposure visits will be conducted through structured site engagements and interactions with implementing agencies, focusing on operational, institutional, and contractual aspects of PPP projects.

Sector	Project / Institution	Content of Exposure
Health	Coronation District Hospital	Interaction with hospital administration on outsourcing of diagnostics and facility services; operational management of service-level PPP arrangements
Aviation	Indira Gandhi International Airport (operated by Delhi International Airport Limited)	Briefing on concession framework, SPV structure, revenue streams, and operational management of airport PPP
Power Distribution	Tata Power Delhi Distribution Limited	Interaction with utility officials on distribution reforms, loss reduction strategies, and technology-enabled service delivery

Sector	Project / Institution	Content of Exposure
Hydropower	Uttarakhand Hydro Electric Corporation Limited	Overview of hydropower operations, project management, and institutional arrangements in power generation
Waste-to-Energy	Tehkhand Waste-to-Energy Plant	Site visit and briefing on waste processing, energy generation, and contractual arrangements in PPP model
Municipal PPP	New Delhi Municipal Council	Interaction on urban service delivery models, smart governance initiatives, and PPP-based municipal services
Highways	National Highways Authority of India	Overview of highway PPP models including BOT and HAM; project structuring and implementation processes
Urban Transport	Rapid Metro Gurgaon	Exposure to PPP-based metro systems, operational management, and integration with urban mobility systems

7. Training Methodology

The programme will be delivered through a combination of:

- Expert-led lectures by domain specialists and practitioners
- Thematic discussions and case-based learning
- Group exercises and simulation-based sessions
- Field visits with on-site briefings by implementing agencies
- Participant presentations and interactive knowledge exchange

8. Participant Benefits

Participants will:

- Develop a practical understanding of PPP project design and implementation
- Gain exposure to sector-specific PPP models and institutional frameworks
- Strengthen analytical capacity in project appraisal and risk assessment
- Learn from India's experience in infrastructure and service delivery PPPs
- Build networks for continued collaboration and knowledge sharing

9. Programme Deliverables

- Training modules and reference material
- Documentation of field visits
- Participant presentations and group outputs
- Certificate of completion

10. Implementation Approach

The programme will be implemented through an integrated approach combining:

- Structured classroom instruction
- Sector-focused expert engagement
- Field-based experiential learning
- Continuous participant interaction and feedback

11. Institutional Profile

The National Centre for Good Governance is a premier capacity-building institution under the Government of India, engaged in training, research, and advisory services in governance and public policy.

12. Conclusion

The programme will provide a balanced blend of conceptual understanding and practical exposure, enabling participants to effectively engage with PPP frameworks and adapt relevant practices within their respective administrative contexts.