

# Training Programme on Project Appraisal, Financing & Entrepreneur Assessment

(28<sup>th</sup> November - 3<sup>rd</sup> December, 2011)

Project  
Formulation  
&  
Analysis

Emerging  
Skills in  
Project Appraisal

Entrepreneur  
Assessment  
&  
Selection

Risk  
Identification  
&  
Mitigation



**Entrepreneurship Development  
Institute of India**  
Ahmedabad, Gujarat



# Training Programme on Project Appraisal, Financing & Entrepreneur Assessment

## Rationale

Investment will be the key driver for sustaining GDP growth of the Indian economy. As per the estimation, the investment component of GDP will be about 40% of fiscal by 2015 to sustain GDP growth of 9%. A composition of GDP has undergone a drastic change in last two decades. During the first decade of 21<sup>st</sup> century, the component of service sector and infrastructure has increased substantially compared to the last decade of 20<sup>th</sup> century. Due to this, the complexity in project formulation, analysis, as well as financing including risk mitigation has undergone a sea change. This calls for prudent investment decision process to be adopted by credit analysts working in different set ups.

On the other side, in the last decade, significant changes have taken place at national and international levels in the banking sector on account of reforms and de-regulation of financial market. This has imposed several challenges to banks and financial institutions in managing their business. In view of growing competition within the market, banks and financial institutions are facing the problem of business expansion with risk mitigation. This calls for thorough understanding of financing decision of investment by credit analysts in appraising credit proposals.

The above dilemma can be addressed by sharpening and up-grading the skills of officials working in the areas of project formulation, finance and risk analysis in growing sector of Indian economy. EDI has developed a comprehensive programme covering a thorough understanding of investment decision v/s. financing decision, risk mitigation process, entrepreneurial assessment and emerging skills for project appraisal, in the changed scenario.

## Objectives

The broad objective of the programme is to orient and strengthen the skills of the credit officers engaged in project formulation and analysis, risk identification & mitigating, selection of entrepreneur based on his competencies and understanding the emerging skills in appraisal.

The specific objectives of the programme are;

1. To develop overall project formulation and analysis skill of participants in marketing, technical and financial aspects of the project.
2. To develop understanding of various models of PPP and methodology of viability gap-funding
3. To evolve risk frame work covering management, financial and operational parameters.
4. To equip the participants to identify the competencies of entrepreneurs using specific behavioral tools and techniques.
5. To develop understanding the full recourse viz. limited recourse funding.
6. To enlighten the participants on sources of information required for marketing and technical analysis.
7. To equip the participants on emerging skills in appraisal to become more confident as credit analysts and responsive officer.



## Who Can Participate

1. Middle and front line managers and officers involved in credit appraisal in banks, financial institutions and investment promotion agencies.
2. Officials of specialized industrial finance & SME branches involved in CREDIT decision making.
3. Officers involved in viability gap funding of infrastructural project.
4. Executives working in large NBFC and investment banks.
5. Executives involved in loan syndication in Commercial Banks, Technical Consultancy Organizations, Chambers of Commerce & Industry Associations.

## Programme Contents

### Module I : Project Formulation and Analysis:

- An overview of project development cycle & frame work of credit risk assessment
- Analysis of various facets of project appraisal, conforming the marketability, feasibility and viability of the project
- Understanding the relevance of environmental analysis in project finance
- Identifying the key success requirements of a project

### Module II : Risk Identification & Mitigation:

- Systematic assessment of cost of project and financial projections
- Means of finance & selection of capital structure
- Estimation of operational cash flow & evaluation of indicators
- Evolving risk assessment frame work at unit & portfolio level

### Module III : Entrepreneur Assessment & Selection:

- An overview of the present Entrepreneur Assessment system
- Focused Behavioral Event Interview (FBEI) Technique - Process, methods, problems and strategies
- Introduction to entrepreneurs' competencies and their association with successful implementation and management of business plan
- Framework for assessment of management risk

### Module IV : Emerging Skills in Project Appraisal:

- Project financing versus Infrastructure financing
- Viability Gap Funding and Models of Public-Private Partnership (PPP)
- Abandonment Analysis
- Sources of Market & Technical Information



## Pedagogy

The programme will be highly interactive in nature. Classroom lectures will be supported by presentations of analytical tools and frame of references. Case studies, syndicate discussions, group presentations, role-plays and experiential learning will be extensively followed.

## Faculty

The programme would be primarily conducted by EDI faculty members who have been conducting such programmes nationally and internationally under the aegis of UNIDO and other international agencies. Experts from industry, financial institutions and banks would provide special inputs. Experience sharing with successful entrepreneurs will be organized.

## Programme Venue

This is a residential programme and will be conducted on EDI campus at Ahmedabad during 28 November - 3 December, 2011.

## Course Fee

Fees for the participants from India and Nepal are ₹ 35,000/- (Indian Rupees) + service tax @ 10.3%. For International participants, the fee is US \$ 1000. The fee includes course material and boarding and lodging (air-conditioned accommodation on twin-sharing basis at EDI campus).



*Delegates of the programme conducted during the year 2010 are seen with (in the center) Dr. Dinesh Awasthi, Director-EDI; (2<sup>nd</sup> from L) Mr. D.M. Parikh, the Course Director and other distinguished EDI Faculty members*



## How To Apply

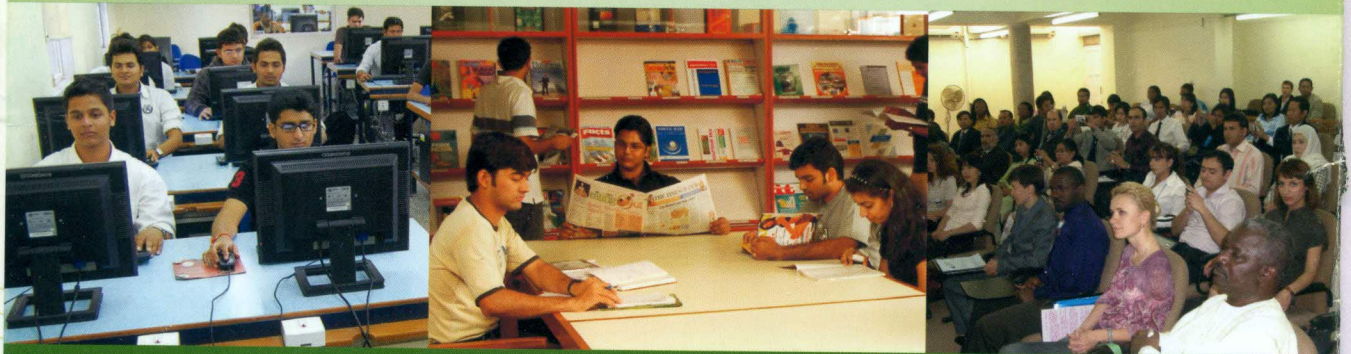
Nominations must be sent in the enclosed performa and mailed along with a demand draft of ₹35,000 + Service Tax @ 10.3% or US \$ 1000 drawn in favour of EDI, Ahmedabad. Nomination form can also be downloaded from EDI website: [www.ediindia.org](http://www.ediindia.org) and can be sent to:

**Mr.D.M.Parikh,**  
Programme Director  
Email: [dmparikh@endiindia.org](mailto:dmparikh@endiindia.org)

**Last date for receiving nominations is 21<sup>st</sup> November, 2011**

## Feedback

Almost all the participants of our previous programmes have opined that the contents are exhaustive and all encompassing. They have rated the programme inputs as extremely useful and especially appreciated the training methodology and exercises included in the curriculum. Commenting on the faculty members, the participants have observed that they are experts in their fields and immensely resourceful.



## About The Institute

Entrepreneurship Development Institute of India (EDI) is an autonomous, not for profit institution sponsored by the all India financial institutions namely; the IDBI Bank Ltd, IFCI Ltd., ICICI Bank Ltd. and the State Bank of India (SBI). It is an acknowledged national resource institution committed to investment promotion, entrepreneurship education, training and research. Its efforts in spearheading entrepreneurship movement in India and other developing countries have led to the emergence of a range of training programmes and workshops in the areas of investment promotion and entrepreneurship development.

Ever since its inception in 1983, the Institute has worked with 70 developing countries thus helping them build capabilities for industrial development. So far, over 500 professionals from developing countries have benefited from EDI's capacity building programmes. EDI is regularly conducting capacity building programmes for credit officers since last more than two decades & so far more than 300 credit officers have been trained.



# EDI Governing Board

**Shri R.M. Malla**  
President-EDI  
Chairman and Managing  
Director  
IDBI Bank Ltd.  
Mumbai

**Dr. Yoginder K. Alagh**  
Vice Chairman &  
Professor Emeritus  
Sardar Patel Institute of  
Economic & Social Research  
Ahmedabad

**Shri D.P. Bagchi, IAS (Retd.)**  
Former Chief Secretary  
Orissa

**Mrs. K. Rama Devi**  
President  
Association of  
Lady Entrepreneurs  
of Andhra Pradesh  
Hyderabad

**Shri Anand T. Kusre**  
Nominee Member of  
ICICI Bank Ltd.  
Mumbai

**Shri M.K. Nag**  
Chief General Manager (SME)  
State Bank of India  
Mumbai

**Dr. Sailendra Narain**  
Chairman  
Centre for SME Growth &  
Development Finance  
Navi Mumbai

**Shri Atul Kumar Rai**  
Chief Executive Officer &  
Managing Director  
IFCI Limited  
New Delhi

**Shri V.S. Rathore**  
Executive Director  
Small Industries Development  
Bank of India  
SME Development Centre  
Mumbai

**Shri B. Ravindranath**  
Executive Director  
IDBI Bank Ltd.  
Mumbai

**Shri Maheshwar Sahu, IAS**  
Principal Secretary  
Industries & Mines  
Department  
Govt. of Gujarat  
Gandhinagar

**Shri Uday Kumar Varma, IAS**  
Secretary (MSME)  
Ministry of Micro, Small &  
Medium Enterprises  
Government of India  
New Delhi

**Chairman**  
National Bank for Agriculture  
& Rural Development  
Mumbai

**Dr. Dinesh Awasthi**  
Director  
Entrepreneurship  
Development  
Institute of India  
Ahmedabad



## Entrepreneurship Development Institute of India

P.O. Bhat 382 428, Dist. Gandhinagar, Gujarat  
Tel : 079-23969159, 23969161, 23969163

Fax : 079-23969164

E-mail : [info@ediindia.org](mailto:info@ediindia.org)

Website : [www.ediindia.org](http://www.ediindia.org)

