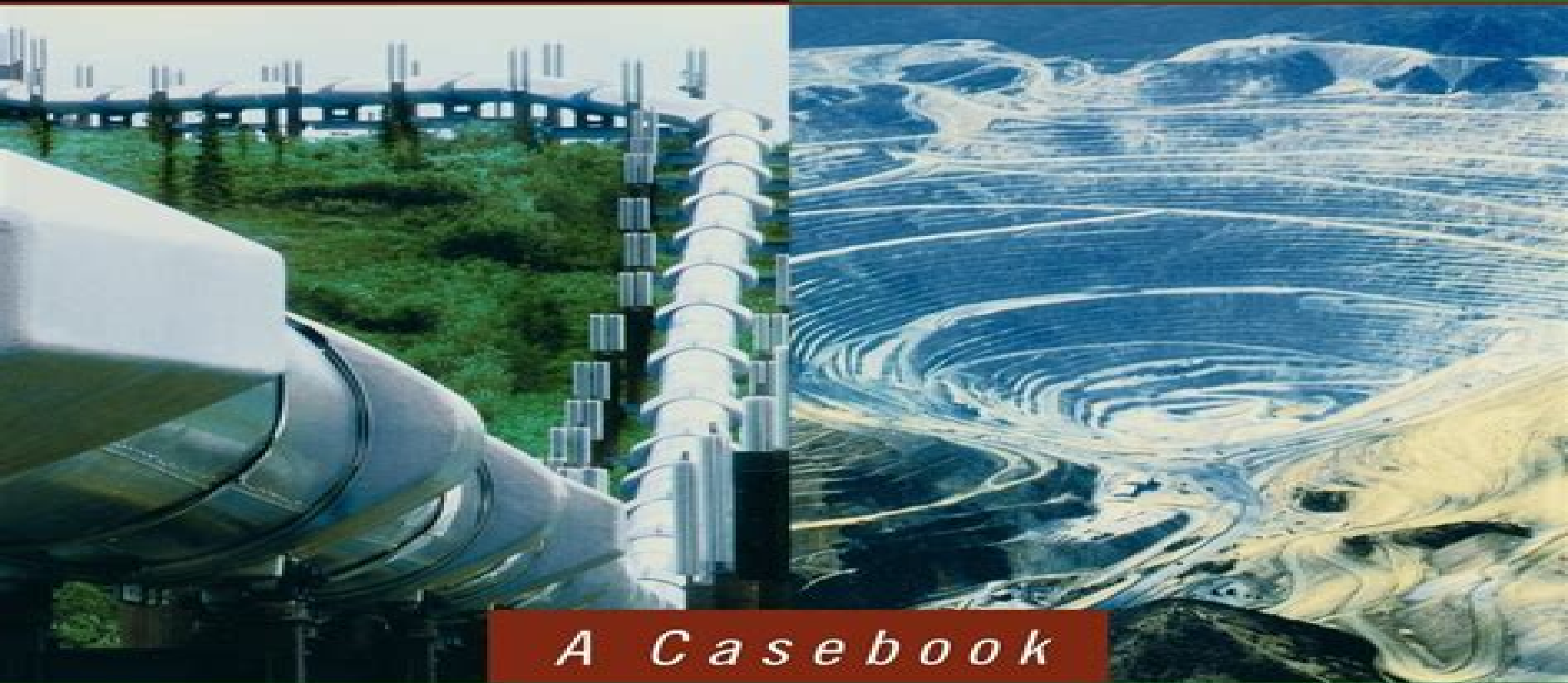


# MODERN PROJECT FINANCE



*A Casebook*

BENJAMIN C. ESTY

# Modern Project Finance

**Sara Edmonson**



## **Modern Project Finance:**

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**Theory and Practice** Stefano Gatti, 2007-11-07 Project finance is a fast growing area of capital investment for major infrastructure and other large projects Financing such projects as EuroDisney airports highways tunnels schools hospitals and other large projects presents a complex and interesting challenge that the specialty of project finance takes on wholeheartedly combining financial engineering with legal and contractual expertise to develop various financing options In this book Stefano Gatti of Bocconi University describes the theory that underpins this cutting edge industry and then provides illustrations and examples from actual practice to illustrate that theory At key points in the book Gatti brings in other project finance experts who share their specialized knowledge on the legal issues and the role of advisors in project finance deals Forward by William Megginson Professor and Rainbolt Chair in Finance Price College of Business The University of Oklahoma Comprehensive coverage of theory and practice of project finance as it is practiced today in Europe and North America **Teaching Notes W/ CD to Accompany Modern Project Finance: a Casebook** Esty, 2004-01-21

This cutting edge financial casebook is divided into four modules Structuring Projects Valuing Projects Managing Project Risk and Financing Projects The cases have been carefully selected to reflect actual use of project finance over the past five years in terms of geographic location the cases come from 15 different countries and industrial sectors Benjamin Esty of the Harvard Business School is one of the leading scholars in project finance Project finance is becoming the financing mechanism of choice for many private firms Cases require the reader to integrate knowledge from multiple disciplines when making a single managerial decision This integration of functional areas such as strategy operations ethics and human resource management encourages the reader to adopt a more integrative perspective and understanding of the interconnectedness of managerial decision making Project Finance in Construction Tony Merna, Yang Chu, Faisal F. Al-Thani, 2010-06-04 Project finance has spread worldwide and includes numerous industrial projects from power stations and waste disposal plants to telecommunication facilities bridges tunnels railway networks and now also the building of hospitals education facilities government accommodation and tourist facilities Despite financial assessment of PF projects being

fundamental to the lender's decision there is little understanding of how the use of finance is perceived by individual stakeholders why and how a financial assessment is performed who should be involved where and when it should be performed what data should be used and how financial assessments should be presented Current uncertainty in financial markets makes many sponsors of construction project financings carefully consider bank liquidity the higher cost of finance and general uncertainty for demand This has resulted in the postponement of a number of projects in certain industry sectors Governments have seen tax receipts drastically reduced which has affected their ability to finance infrastructure projects often irrespective of the perceived demand Equity providers still seek to invest however there are less opportunities due to market dislocation Due to the demand for global infrastructure it is believed that project financings will return to their pre crunch levels or more so however lenders liquidity costs will be passed on to the borrowers Lenders will also be under stricter regulation both internally and externally The steps outlined in the guide are designed to provide a basic understanding for all those involved or interested in both structuring and assessing project financings Secondary contracts involving constructors operators finance providers suppliers and offtakers can be developed and assessed to determine their commercial viability over a project's life cycle Special Features a structured guide to assessing the commercial viability of construction projects explains economic metrics to use in the decision making process detailed case study shows how stakeholders apply the concept of project finance

*Project Finance for Construction and Infrastructure* Frederik Pretorius, Berry-Fong Chung-Hsu, Arthur McInnes, Paul Lejot, Douglas Arner, 2008-04-30 This is a self contained text on the logic and institutions of project finance supplemented by a series of project finance case studies illustrating applications in different economic environments across different jurisdictions and at different stages of development It will introduce an analytical framework drawing on applied institutional economics that includes and concentrates primarily on an analysis of the institutional logic behind generic project finance arrangements The application of the institutional framework will be demonstrated with project cases from Hong Kong Thailand India Europe and Azerbaijan each at different stages of development While each project case will have a general theme and will highlight aspects of interest to built environment professionals it will primarily be used to illustrate one or more specific PF/PFI principle

**Modern Project Finance** Sara Edmonson, 2004

**Developing Sustainable Energy Projects in Emerging Markets** Francis Ugboma, 2021-08-31 This book is an essential primer in the core principles of sustainable energy project development through concept design feasibility and reality and takes a holistic approach to the development and financing of such projects setting out the technical commercial and financial aspects in a straightforward and practical manner It sets out a first principles based approach to developing sustainable projects in markets which are not extensively covered by project finance handbooks and which offer a particular set of challenges to the would be developer Drawing from over twenty years of experience in the sustainable energy sector this practical guide will be a valuable resource to both those considering and already involved in projects in developing and

emerging countries Readers can expect to come away with a strong foundation in a core set of guiding principles that can be applied to a wide range of sustainable energy projects in any geographical location

**Cost Planning of PFI and PPP Building Projects** Abdelhalim Boussabaine, 2013-04-03 This topical and timely book presents an innovative approach to dealing with the complexities of cost planning in PFI PFI PPP projects have a significantly different costing environment from conventionally procured projects requiring cost analysts to use their expertise and innovative thinking to develop whole life cost solutions that deliver value for money to the client thus improving public building assets performance Abdelhalim Boussabaine provides a thorough grounding in the theory of PFI from its early evolution through to examples of current projects In particular the rationale for private financing of public services arguments for and against PFI and value for money mechanisms are discussed The book presents an innovative framework for whole life value and calls for changes in the way whole life cycle value is perceived created and exchanged Cost Planning of PFI and PPP Building Projects provides the reader with existing knowledge as well as present innovative thinking for future development and management of PFI PPP cost planning processes Given the importance and novelty of this book academics professionals undergraduate and postgraduate students will find this book valuable

**The Routledge Companion to Public-private Partnerships** Piet de Vries, Etienne B. Yehoue, 2013 This Companion title explores the highly controversial subject of Public Private Partnerships providing a comprehensive volume of information for those responsible for understanding critiquing and advancing this model

Construction Project Organising Simon Addyman, Hedley Smyth, 2023-01-04 Construction Project Organising Discover foundational and cutting edge ideas in the organisation of construction projects In Construction Project Organising an authoritative team of construction researchers delivers a comprehensive exploration of the many organisational processes and forms that can be found in construction project organising and the many dimensions that can influence these forms The authors examine these dimensions detailing their importance to projects and enabling managers to respond to calls by industry professionals for more collaborative forms of organising that focus on value creation The book investigates the relationship between structure and action and how patterns of action are created recreated and maintained by scrutinising the myriad of organisational arrangements between clients financiers design teams contractors stakeholders and supply chains It also discusses different concepts in the development and management of construction project organisations including formation and maintenance issues Construction Project Organising highlights some of the key issues that remain underdeveloped in the modern literature It also includes A thorough description of the rapidly changing socio economic technological digital and data driven context in which construction projects are designed and delivered A comprehensive examination of different concepts in the development and management of construction project organisations A practical investigation of the relationship between structure and action and how action patterns are created recreated and maintained Grounded advice to help readers respond to calls by industry for more collaborative forms of project organisation focused on

value creation Perfect for researchers academics and advanced students of construction and similar disciplines Construction Project Organising is also a must read resource for construction professionals and the consultants who serve them

*Megaproject Management* Virginia A. Greiman, 2013-06-17 Project management lessons learned on the Big Dig America's biggest megaproject by a core member responsible for its daily operations In *Megaproject Management* a central member of the Big Dig team reveals the numerous risks challenges and accomplishments of the most complex urban infrastructure project in the history of the United States Drawing on personal experience and interviews with project engineers executive oversight commission officials and core managers the author a former deputy counsel and risk manager for the Big Dig develops new insights as she describes the realities of day to day management of the project from a project manager's perspective The book incorporates both theory and practice and is therefore highly recommended to policymakers academics and project management practitioners Focusing on lessons learned this insightful coursebook presents the Big Dig as a massive case study in the management of risk cost and schedule particularly the interrelation of technical legal political and social factors It provides an analysis of the difficulties in managing megaprojects during each phase and over the life span of the project while delivering useful lessons on why projects go wrong and what can be done to prevent project failure It also offers new ideas to enhance project management performance and innovation in our global society This unique guide Defines megaproject characteristics and frameworks Reviews the Big Dig's history stakeholders and governance Examines the project's management scope scheduling and cost management including project delays and cost overruns Analyzes the Big Dig's risk management and quality management Reveals how to build a sustainable project through integration and change introduction

**Corporate Risk Management** Tony Merna, Faisal F. Al-Thani, 2008-05-05 The book analyzes compares and contrasts tools and techniques used in risk management at corporate strategic business and project level and develops a risk management mechanism for the sequencing of risk assessment through corporate strategic and project stages of an investment in order to meet the requirements of the 1999 Turnbull report By classifying and categorizing risk within these levels it is possible to drill down and roll up to any level of the organizational structure and to establish the risks that each project is most sensitive to so that appropriate risk response strategies may be implemented to benefit all stakeholders The new edition of this book provides a clear insight into the intricacies of corporate risk management and the addition of the case study exemplars aids understanding of the management of multiple projects in the real world Professor Nigel Smith Head of the School of Civil Engineering University of Leeds

*Political and Investment Risk in the International Oil and Gas Industry* Steven A. Mucci, 2017-10-11 This book examines the financial legal and institutional strategies available to the international oil and gas industry to manage political and investment risk The financial techniques for mitigating and allocating risk include corporate finance joint ventures and project finance The legal techniques include production sharing agreements profit sharing agreements service contracts bilateral investment treaties and multilateral investment treaties The

institutional techniques include domestic courts national constitutions international arbitral tribunals governmental and non governmental regulatory agencies alliances and energy diplomacy This book traces the historical development of these techniques and their application in practice The effectiveness with which companies manage political and investment risk is important for the financial sustainability of individual firms and the industry as whole The real and perceived level of risk affects the level of exploration expenditures and therefore the balance between supply and demand and the price of oil and natural gas The search for a secure supply of oil and gas affects the political military and economic relations between countries Consequently every developed and developing country has placed energy policy at or near the top of its national priorities

**Public-Private Partnership Projects in Infrastructure** Jeffrey Delmon, 2011-01-31 Investment in infrastructure is critical to economic growth quality of life poverty reduction access to education healthcare and achieving many of the goals of a robust economy But infrastructure is difficult for the public sector to get right Public private partnerships PPPs can help they provide more efficient procurement focus on consumer satisfaction and life cycle maintenance and provide new sources of investment in particular through limited recourse debt But PPPs present challenges of their own This book provides a practical guide to PPPs for policy makers and strategists showing how governments can enable and encourage PPPs providing a step by step analysis of the development of PPP projects and explaining how PPP financing works what PPP contractual structures look like and how PPP risk allocation works in practice It includes specific discussion of each infrastructure sector with a focus on the strategic and policy issues essential for successful development of infrastructure through PPPs

Frontier Capital Markets and Investment Banking Temitope W. Oshikoya, Kehinde Durosini-Etti, 2019-05-28 This book discusses the role of capital markets and investment banking in Nigeria the largest frontier market economy in the world by both population size and gross domestic product Offering a systematic framework combining conceptual principles with real practice the book enables the reader to gain useful insight into how capital markets and investment banking work in the real world of a frontier market The book provides a synopsis of the economic attractiveness financial systems intermediation and capital markets as well as the regulatory framework within a frontier market It explores capital raising through equity and underwriting and private equity paying particular attention to putting capital to work on mergers and acquisitions project and infrastructure finance and real estate finance Furthermore it analyses asset management pension industry and securities trading in a frontier market The authors use detailed case studies from Nigeria to illustrate the operations of investment banking in frontier markets The cases tables and charts serve as useful illustrations of the topics under discussion With the authors combined experience of more than 50 years as economists finance and investment professionals and in executive leadership positions in the financial services industry this book will interest the academic community professionals in the financial industry retail and institutional investors interested in frontier markets development practitioners in international organizations and policy makers including securities and

capital market regulators      Energy Transition Jens Lowitzsch, 2019-01-09 Consumer co ownership in renewable energy RE is essential to the overall success of Energy Transition In June 2018 the European Union agreed on a corresponding enabling framework as part of a recast of the Renewable Energy Directive RED II The transposition of these comprehensive rules in particular those on local RE communities requires developing implementing and rolling out business models that broaden the capital participation of consumers The challenge is to include municipalities and or commercial investors like SMEs and advance to economies of scale while retaining the benefits of individual consumer participation This book is addressed to energy consumers in local communities their municipalities and to the policy makers who represent them Additionally non EU countries in particular those where rural areas have limited access to energy e g in Asia Africa and Latin America may be interested in the benefits of consumer ownership While demand for energy in developing countries is growing access to energy is crucial for improving the quality of life The editor of this book presents a new model of consumer ownership in RE for both the EU and countries worldwide Part One describes the rationale for consumer ownership in RE with regard to social organizational legal and financial conditions Part Two discusses the issue of financing RE and introduces a new financing technique the Consumer Stock Ownership Plan CSOP comparing it to traditional models Part Three provides 18 country studies from Europe North America South America and Asia organized so as to enable a cross country comparison of policy approaches and feasibility Policy recommendations are based on the results of this survey Part Four summarizes compares the best practice cases presents a cost benefit analysis of prosumage and against this background evaluates the impact on future policy      New Perspectives on Construction in Developing Countries George Ofori, 2012-06-26 Developing countries face the challenge of maintaining economic growth and socio economic development at the core of which sits the construction industry Considerable research on construction in developing countries took place in the 1970 s and 1980 s but little since a gap which this book fills Including contributions from prominent academics and practitioners in Australia China the Netherlands Portugal Singapore South Africa Switzerland and the UK this is a truly international analysis of a subject of global interest The most insightful and relevant of recent research on topics such as Millennium Development Goals the informal construction sector human resource development technology finance and social change are all addressed in the context of the construction industry in the developing world Also considered are other key aspects of construction industry development such as institution building nurturing of contractors and consultants and championing of industry development programmes While the challenge has grown and the needs have become even more pressing the research to date has rarely presented effective solutions Focussing on those aspects of the construction industry most crucial to development this is a much needed up to date study that sheds new light on a variety of concepts and issues This is essential reading for researchers professionals and students interested in the construction industry in developing countries Readers of this book will be interested in its companion volume Contemporary Issues of Construction in Developing Countries      Project



Financing: Financial Instruments And Risk Management Carmel De Nahlik, Frank J Fabozzi, 2021-05-05 The book describes the different tools and techniques available to anyone who is engaged in providing funding or advice to a project Project finance is ultimately about applying three basic principles to a funding situation and from these three all the other ideas flow including contracts First there needs to be a cash flow coming from the project that is capable of being captured by finance providers Second there needs to be a group of assets that can be segregated and contained by making sure they cannot be taken away by other parties and thirdly there needs to be a risk envelope that is well understood and managed dynamically during the project's life To do this a network of contracts must exist to support the rights of the different stakeholders and their legal claims on the project In this book the authors examine all of these aspects and provide some examples mini cases of project structures and approaches The book begins and ends with a longer case study of two projects that were standalone examples of project financing and controversial for different reasons at the time of their fundraising **Global**

**Megaprojects** Virginia A. Greiman, 2023-01-19 **GLOBAL MEGAPROJECTS** The definitive guide to international megaprojects from an undisputed authority in the field In *Global Megaprojects Lessons Case Studies and Expert Advice on International Megaproject Management* distinguished international megaproject researcher and consultant Virginia A Greiman delivers a comprehensive and incisive discussion of a key topic in global infrastructure development the international megaproject In the book readers will find indispensable guidance and insights from experienced megaproject experts as well as over 20 case studies highlighting practical solutions to common and pressing issues faced by project stakeholders around the world This book was written to demonstrate that megaprojects can and have accomplished major economic social and technical advancements thought impossible but achieved by successfully confronting the challenges of the time This book offers solutions and prescriptions for megaproject participants to overcome the complex challenges presented by these projects It incorporates the latest evidence based theory and a wealth of practical experience and provides a truly international perspective showcasing viewpoints from a diverse collection of regions cultures and industries *Global Megaprojects* also presents Thorough introductions to megaprojects and their lifecycles including the megaproject ecosystem and the world's emerging megaprojects In depth examinations of megaproject finance and economics including innovation and value driven program management Extensive explorations of complex project leadership including the characteristics of uncertainty complex projects and cross cultural dynamics Comprehensive discussions of megaproject implementation management including global delivery methodologies and strategic objective alignment *Global Megaprojects Lessons Case Studies and Expert Advice on International Megaproject Management* will earn a place in the libraries of project managers policymakers academics contractors engineers suppliers investors and sponsors of large international projects **Fundamentals of Drug Development** Jeffrey S. Barrett, 2022-07-13 **Fundamentals of DRUG DEVELOPMENT** Enables readers to understand the process of pharmaceutical research its regulatory basis and how it fits into the global healthcare environment This book

discusses how to conduct pharmaceutical research and the context for how the industry fits into global healthcare. Holistically the well qualified author helps readers and students of drug development appreciate the time and expense of the process. Specifically the work identifies the emerging trends shaping the future of drug development along with important related topics like generic drugs, data sharing and collaboration. To aid in seamless reader comprehension the book includes a glossary of terms and a self assessment quiz for each chapter at the end. PowerPoint slides are also available as an online ancillary for adopting professors. Sample topics covered in the book include Drug development and its phases, Decision making processes, drug development milestones and compound progression metrics. The various disciplines involved along with an assessment of the complexity and risks associated across the stages of development. Differences in the nature and scope of development programs due to the therapeutic area of interest. Associated costs and resources required. Graduate students and professors teaching courses in drug development, drug discovery, pharmaceuticals, medicinal chemistry and drug synthesis will be able to use this book as a complete resource for understanding all the complexities and nuances involved in the drug development process.

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