

Challenges in PPP implementation: An Indian Railways Public Utility Service

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Abstract

The talk is on the product development and project execution of installing water ATMs in Indian railway stations. The project was conceptualized as early as 2007; nearly 50 water ATMs were installed in several railway stations, but was soon declared closed due to numerous operational hurdles. The Ministry of Railways (MoR) revived the project in 2015 and assigned IRCTC to install water ATMs in 7,500 stations. After due processing, IRCTC had empanelled a set of qualified vendors to install the water ATMs; but the overall progress of commissioning and operationalising was far from impressive. There were huge delays and hiccups, which had commercial implications on the vendors. Therefore vendors were likely to be discouraged and they may choose not to engage any further in the project. The fundamental issue was the delay in roll-out of water ATMs arising due to lack of coordination between the vendors, station superintends and IRCTC

Keywords

Services, PPP, Public utility, revenue sharing

Biographies

Sundaravalli Narayanaswami is on the faculty, Public Systems group, IIM Ahmedabad. She earned her PhD in Industrial Engineering and Operations Research from IIT Bombay, India after a Masters in Computer Science. Her research and teaching interests involve applications of ICT and OR tools in real-life problems of large impact. Sundaravalli has taught at various Institutions in India and abroad. She publishes and reviews regularly for scholarly editorials and presents her research findings among peers, both in India and abroad. She is a life member of several professional associations and was a Fellow of the British Computer Society (2009-2013). She serves on the Editorial board of the Annals of Management Science.