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CONTRACTS MANAGEMENT | CON-028

Concession and BOT Contracts

Contact

+31 85 7444446
info@aractech.com
https://aractech.com

Address

Waarderweg 50, 2031 BP Haarlem - Netherlands.

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Course content

Why Attend

Concessions and build-operate-transfer arrangements allow governments and public bodies to involve private partners in financing, building and operating infrastructure such as roads, ports, airports, power plants, water facilities and hospitals. These long-term contracts can last decades and involve complex allocation of construction, demand, operational, financial and political risks.

This Concession and BOT Contracts training course explains how these arrangements are structured, procured, financed and managed. Participants learn about the main project structures and variants, the key concession agreement provisions, revenue and payment mechanisms, risk allocation, project finance and lender requirements, performance monitoring, change and renegotiation, termination and handback.

Course Methodology

• The course uses case studies of concession and BOT projects from several sectors and countries. Participants map project structures, analyse risk allocation matrices, review payment mechanisms and negotiate elements of a concession agreement in a simulated exercise between public authority, sponsor and lender teams.

Course Objectives

• Explain concession, BOT and related project structures

• Describe the parties and contractual framework of a concession

• Understand key provisions of concession agreements

• Compare user-pays and availability payment mechanisms

• Allocate construction, demand, operating and political risks

• Understand project finance structures and lender requirements

Target Audience

• Public sector infrastructure and partnership officials

• Private sponsors and investors

• Project finance professionals and lenders

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Course content

• Contract managers of concession projects

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Course outline

Detailed course outline

Day-by-day outline for Concession and BOT Contracts.

Day 1 - Concessions and Infrastructure Partnerships

- 09:00-09:34 | Why governments use concessions and BOT structures
- 09:34-10:08 | BOT, BOOT, DBFO and related variants explained
- 10:08-10:42 | Roles of the authority, project company and sponsors
- 10:42-11:00 | Value for money and affordability assessments
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Value for money and affordability assessments (continued)
- 11:46-12:20 | Lessons from successful and failed concessions
- 12:20-12:53 | Legal and institutional frameworks for partnerships
- 12:53-14:00 | Exercise: mapping the structure of a case study project

Day 2 - The Concession Agreement

- 09:00-09:30 | Scope of the concession and grant of rights
- 09:30-10:30 | Design and construction obligations
- 10:30-11:00 | Operation and maintenance requirements
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Output specifications and performance standards
- 12:00-12:30 | Tariffs, user charges and regulation
- 12:30-13:00 | Step-in rights and authority remedies
- 13:00-14:00 | Workshop: reviewing key concession provisions

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Day 3 - Revenue, Risk and Finance

- 09:00-09:34 | User-pays compared with availability payments
- 09:34-10:08 | Deductions, penalties and performance regimes
- 10:08-10:42 | Construction, demand and operating risk allocation
- 10:42-11:00 | Political, legal and currency risks
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Political, legal and currency risks (continued)
- 11:46-12:20 | Project finance, debt and equity structures
- 12:20-12:53 | Lender requirements, direct agreements and security
- 12:53-14:00 | Exercise: analysing a risk allocation matrix

Day 4 - Contract Management over the Long Term

- 09:00-09:34 | Establishing a concession contract management team
- 09:34-10:08 | Performance monitoring and reporting
- 10:08-10:42 | Managing change, variations and relief events
- 10:42-11:00 | Refinancing and its implications
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Refinancing and its implications (continued)
- 11:46-12:20 | Renegotiation pressures and how to handle them
- 12:20-12:53 | Disputes and resolution mechanisms
- 12:53-14:00 | Simulation: negotiating a change in a concession

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Day 5 - Termination and Handback

- 09:00-09:39 | Termination for authority default and contractor default
- 09:39-10:18 | Force majeure and voluntary termination
- 10:18-10:57 | Compensation on termination calculations
- 10:57-11:00 | Handback condition requirements and surveys
- 11:00-11:30 | Coffee break
- 11:30-12:06 | Handback condition requirements and surveys (continued)
- 12:06-12:44 | Transition to the authority or a new operator
- 12:44-13:22 | Lessons for future concession programmes
- 13:22-14:00 | Personal action plan for concession contracts

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Seminar dates

Available seminar dates

Live dates and pricing for Concession and BOT Contracts generated from the course details page.

Date	Location	Format	Fee
14 - 18 December 2026	London	Classroom	**€2,915**
21 - 25 December 2026	Barcelona	Classroom	**€2,275**
7 - 11 December 2026	Frankfurt	Classroom	**€2,175**
25 - 29 January 2027	London	Classroom	**€2,915**
4 - 8 January 2027	Barcelona	Classroom	**€2,275**
11 - 15 January 2027	Frankfurt	Classroom	**€2,175**
18 - 22 January 2027	Amsterdam	Classroom	**€3,215**
1 - 5 February 2027	London	Classroom	**€2,915**
8 - 12 February 2027	Barcelona	Classroom	**€2,275**
15 - 19 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Concession and BOT Contracts generated from the course details page.

Date	Location	Format	Fee
22 - 26 February 2027	Cape Town	Classroom	**€1,825**
8 - 12 March 2027	London	Classroom	**€2,915**
15 - 19 March 2027	Barcelona	Classroom	**€2,275**
22 - 26 March 2027	Frankfurt	Classroom	**€2,175**
1 - 5 March 2027	Dubai	Classroom	**€2,845**
19 - 23 April 2027	London	Classroom	**€2,915**
26 - 30 April 2027	Barcelona	Classroom	**€2,275**
5 - 9 April 2027	Frankfurt	Classroom	**€2,175**
12 - 16 April 2027	Geneva	Classroom	**€3,315**
24 - 28 May 2027	London	Classroom	**€2,915**

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Seminar dates

Available seminar dates

Live dates and pricing for Concession and BOT Contracts generated from the course details page.

Date	Location	Format	Fee
3 - 7 May 2027	Barcelona	Classroom	**€2,275**
10 - 14 May 2027	Frankfurt	Classroom	**€2,175**
17 - 21 May 2027	Istanbul	Classroom	**€2,825**
14 - 18 June 2027	London	Classroom	**€2,915**
21 - 25 June 2027	Barcelona	Classroom	**€2,275**
7 - 11 June 2027	Frankfurt	Classroom	**€2,175**
12 - 16 July 2027	London	Classroom	**€2,915**
19 - 23 July 2027	Barcelona	Classroom	**€2,275**
26 - 30 July 2027	Frankfurt	Classroom	**€2,175**
5 - 9 July 2027	Madrid	Classroom	**€3,400**

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Seminar dates

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Live dates and pricing for Concession and BOT Contracts generated from the course details page.

Date	Location	Format	Fee
16 - 20 August 2027	London	Classroom	**€2,915**
23 - 27 August 2027	Barcelona	Classroom	**€2,275**
2 - 6 August 2027	Frankfurt	Classroom	**€2,175**
9 - 13 August 2027	Munich	Classroom	**€2,425**
13 - 17 September 2027	London	Classroom	**€2,915**
20 - 24 September 2027	Barcelona	Classroom	**€2,275**
6 - 10 September 2027	Frankfurt	Classroom	**€2,175**
4 - 8 October 2027	London	Classroom	**€2,915**
11 - 15 October 2027	Barcelona	Classroom	**€2,275**
18 - 22 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
25 - 29 October 2027	Rome	Classroom	**€2,830**
8 - 12 November 2027	London	Classroom	**€2,915**
15 - 19 November 2027	Barcelona	Classroom	**€2,275**
22 - 26 November 2027	Frankfurt	Classroom	**€2,175**
1 - 5 November 2027	Vienna	Classroom	**€3,425**
20 - 24 December 2027	London	Classroom	**€2,915**
27 - 31 December 2027	Barcelona	Classroom	**€2,275**
6 - 10 December 2027	Frankfurt	Classroom	**€2,175**
13 - 17 December 2027	Amsterdam	Classroom	**€3,215**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**

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Live dates and pricing for Concession and BOT Contracts generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**

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10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**

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23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**

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8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**