

A study on the model of Public—Private—Partnership (PPP)

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Abstract. In recent years, in order to promote the transformation of government functions, improve the level of public service, promote private investment and enhance the vitality of the social economy, the PPP model has been carried out in full swing throughout the country. In the process of rapid progress, we have made a lot of achievements, but there are also some problems that need to be seriously explored and thought. For example, the transformation of the concept is not in place, the laws and regulations and the policy system are not perfect, the division of the lead department and the division of responsibilities are not clear, the operation process and procedure of the PPP project are complicated, the government's integrity consciousness and the contract spirit are not enough, the fault-tolerant error correction mechanism is short, the professional organizations and the professional personnel are lacking, and so on. How to solve these problems effectively, and put forward realistic and feasible countermeasures and suggestions is the focus of the study.

1. Introduction

"The Central Committee of the Communist Party of China and the State Council on the comprehensive revitalization of the old industrial bases and other industrial bases in the northeast region" points out that the reform of the investment and financing system will be vigorously promoted and the mode of cooperation between the government and the social capital is actively promoted. The plan of the "national" 13th Five-Year "plan" proposed to innovate the mode of financial expenditure, guide the social capital to participate in the provision of public goods, and keep the financial expenditure at a reasonable level, further easing market access restrictions in infrastructure, utilities and other fields, encourage the use of franchising, government procurement services and other government and social cooperation models, encourage social capital to participate in the construction and operation of investment. Under such a policy background, the PPP mode has been rapidly promoted and developed nationwide.

There are also some problems in the rapid progress of PPP mode. For example, the transformation of the concept is not in place, the laws and regulations and the policy system are not perfect, the division of the lead department and the division of responsibilities are not clear, the operation process and procedure of the PPP project are complicated, the government's integrity consciousness and the contract spirit are not enough, the fault-tolerant error correction mechanism is short, the professional organizations and the professional personnel are lacking, and so on. Aiming at the key and difficult issues in the process of promoting PPP mode, this paper tries to put forward the following countermeasures and suggestions.

2. Countermeasures and suggestions for improving the PPP model

2.1 Change ideas and locate accurately

Create a favorable policy environment and mobilize the enthusiasm of social capital to participate in PPP projects. Including the establishment of PPP information docking platform, the establishment of

classified social capital and PPP project information base, to speed up the docking efficiency of the two sides. At the same time, we should strengthen the government's spirit of contract and create an open, fair and fair market environment. To provide adequate support and supporting measures for smooth operation of the project, and actively help item company solve problems and enhance social capital investment confidence. The government should establish a win-win or multi win concept. We should fully realize that the operation of PPP project is a process of merging funds, management, system and integrating technology. The government should take part in PPP as a partner rather than a decision-maker. We should explore and study the operation methods of key nodes with the spirit and courage of innovation and reform.

2.2 Increase publicity and mobilization, strengthen training and study

We should strengthen the theory, policy, practical experience and basic common sense of the PPP model, and take various ways and means to strengthen the training of PPP knowledge at all levels, so that the PPP model can really rooted in social management, government governance and economic operation. Through a wider range of publicity and mobilization, we will promote more powerful, experienced private capital to participate in the society, so as to achieve the successful operation of the PPP project, the successful operation, and the solution of the possible contradictions and problems that may arise in the follow-up. Carry out the PPP exchange training activities, and make the relevant leaders of the industry department and the staff of the business department master the related business knowledge of the concept, mode and specific operation process of PPP. Unified compilation of how to use the PPP mode manual, issued to the relevant departments to learn. Bringing PPP training content into the learning course of leading cadres' learning network.

2.3 Perfecting relevant policies and systems

From the more mature state of the PPP operation, the common point is that it is based on the normative legal documents or regulations, and gives strong legal support to the design and operation of the project. Europe and other countries, as well as Asia, Japan and South Korea have been legislated. Therefore, we need to establish clear, consistent laws and regulations policy system, and ultimately form a special legislation. In this respect, we should also give clear legal provisions on all aspects of the PPP project, such as market access, project bidding and financing, so as to provide a complete framework for the operation of the PPP project. It is necessary to introduce management measures and operation rules that conform to their actual conditions, establish and improve the operation mechanism and management system so as to realize the standardization of PPP life cycle. Unified policy, unified standard and unified caliber to ensure mutual restraint in policy. PPP project contract period can be up to 30 years, there are many risks, such as project change, service degradation, cost increase, personnel change and other risks. In order to ensure the stability of the project service performance, a sufficient risk prevention mechanism should be established.

2.4 Straighten out the relationship, all departments do their jobs and do their best

Since many infrastructures are to provide public services, there is a need to further clearly define and divide public services and infrastructure in the future. Clear the Department's responsibilities and responsibilities, and gradually straighten out the functions of government departments involved in PPP projects. Otherwise, it will bring difficulties to the actual operation. Set up a high level PPP working leading group, and comprehensively coordinate and guide the work of PPP. Carry out top-level design in sub industry, sub area and sub domain, promote fine management of PPP project, guide the application scope of PPP model for different industries, so as to provide accurate service and promote PPP projects in various industries.

2.5 Standardizing processes, simplifying programs

Further improve the operating methods of the PPP mode, determine the reasonable and flexible operation process, simplify the examination and approval process to the maximum limit, simplify the complex problems, and then improve the speed of the PPP propulsion. The joint examination and approval system of the PPP program department should be implemented, and the relevant departments should form a joint trial group. From the planning, approval, procurement and implementation of the PPP project, the whole process guidance, service and promotion should be carried out. Formulate and introduce detailed PPP operation guide to standardize the operation of industry authorities. We can provide a model that can be followed by imitation, and organize a successful PPP mode project in every industry as soon as possible. This will play a leading, exemplary and promoting role. Standardize the operation template of the project, according to different industries and different categories to plan and simplify the operation template, scientifically standardize the rate of return for different industries and enterprises, and reduce the administrative risk. The PPP implementation plan should solicit public opinions and suggestions. In the whole process of PPP project construction and operation, PPP promotion agencies, PPP project implementation agencies and relevant departments should give full play to the role of social supervision.

2.6 Coordinating regional development and integrating related projects

With the deepening of reform and innovation, the government investment and financing reform system will continue to improve. Avoid to look PPP mode as the only "life-saving straw". From the goal of providing higher level and high quality public products and services for the society, the plan should be planned and studied systematically. The PPP should be synchronized with the three year plan, and the annual implementation plans are formulated accordingly. The list of "PPP projects" of all cities should be consolidated and collected by the provincial authorities, merging the same items to form regional and regional major projects to boost economic development. Including the establishment of PPP information docking platform, the establishment of classified social capital and PPP project information base, to speed up the docking efficiency of the two sides.

2.7 Give full play to the role of intermediary organizations and form a professional team

Let professional people do professional things. PPP involves various fields such as engineering management, professional technology, finance, law, finance, and taxation. It is a systematic and complex work that needs long time assessment, complex contract negotiation, reasonable risk sharing and effective supervision. Therefore, it is necessary to introduce a comprehensive team of talents (generally consulting institutions) to develop a group of PPP managers and management teams with strong theoretical and practical abilities. The experience advantages accumulated by professional institutions in the aspects of transaction structure, product pricing, investment and financing, financial analysis, risk distribution and so on, make the project design more rigorous and continuously optimized.

2.8 Establishing fault-tolerant error correction mechanism

We should solve the problem of new officials ignoring the old problems, solve the phenomenon of measuring past work with the current policy standards, and encourage cadres to do their best. In the whole process of PPP project construction and operation, PPP promotion agencies, PPP project implementation agencies and relevant departments should give full play to their supervisory role. Relevant departments should collect and compile successful PPP projects at home and abroad, give full play to the leading role of demonstration projects, and reduce project risks. Promote the establishment of PPP project planning system, management science, transparent decision-making, and public participation mechanism.

2.9 Setting up a good faith image and cultivating the spirit of contract

In promoting PPP mode, information disclosure is inevitable. Only when we understand the situation and grasp a lot of information can social capital consider cooperation with the government. The cooperation of stakeholders should be built on the basis of equality and honesty, especially the integrity of government departments, which is more important for the successful application of PPP mode. The government should cash in the contract, provide full support and supporting measures for the smooth operation of the project, and actively help the item company to solve the difficult problems and enhance the confidence of the social capital investment. We should act in strict accordance with the contract, establish a correct decision-making mechanism, ensure the value of the items, improve the risk sharing mechanism, establish a good distribution rule of income, share the responsibility and share the risk.

3. Conclusion

In the process of running PPP mode, we must conscientiously do well in project collection and screening. This mode is not suitable for all public services and infrastructure projects. Governments at all levels should set up the PPP model project library and make the project plan. The PPP cooperation project to be carried out should be fully demonstrated in advance, and a comprehensive analysis should be made by professionals. In particular, we should make a comprehensive analysis of operating costs, profits and financial affordability.

Establish a sound operational mechanism and regulatory mechanism, especially for the strict supervision of the price and quality of public services. We should fully learn from the successful implementation of foreign and provincial PPP mode projects, and ensure the scientific and standardized operation of PPP mode projects. We should pay attention to the social capital profit space and opportunity of the project, and give more management rights and dividends to the social capital. It not only meets the public's reasonable demand for the level of public services, but also provides good returns for investors to attract more social capital. Take a road of capital + technology + mechanism reform and promote the development of economic and social science under the new system and mechanism.

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