



## **'Promoting Public Private Partnerships in Infrastructure Development'**

### **Fellowships Program**

**Monday 4 – Friday 8 July 2011**

**Room 13.03.13 Level 3, Emily McPherson Building  
Corner of Russell and Victoria Street, Melbourne**

## INTRODUCTION

The Australian APEC Study Centre at RMIT University has undertaken successful activities in the PPP sector including a major training program, regional forum and workshop organised with the APEC Business Advisory Council (ABAC). The Centre has gained prominence in PPP activities in ABAC, its Advisory Group on APEC financial system capacity building, and is the provisional secretariat supporting the development of the Asia Pacific Infrastructure Partnership.

The objective of this Fellowships Program is to address concerns in governments and public agencies about entering into relationships with the private sector in the component parts of the PPP process. It will build confidence in the process and thereby contribute to enhanced investment flows in the region by exposing regional officials to best practices and deepening of their understanding of private sector interests in the PPP processes. It will enhance policy choices and the mechanisms used in the development, selection, procurement, financing and administration over the life of a project necessary for successful PPP's. By encouraging private finance, the program will ensure the effectiveness of public and private finance in development.

These goals will be achieved by the three components of the program:

### 5-day Leadership Training Course, 4 July – 8 July 2011

A 5-day training course at RMIT University to address modern public policy management and leadership practices focused on PPPs, including case studies and a simulation.

### Professional Placements, 11 July – 15 July 2011

A five-day placement for each Fellow with Australian public and private institutions to be selected based on each Fellow's skills, expertise and areas of interest.

### Site Visits and High-Level Roundtable Discussion, 18 July – 22 July 2011

Site visits to high quality PPP projects in Victoria over 2 days. Followed by a high-level 2 day roundtable of policy discussions involving ALA participants with Australian public and private sector experts and international specialists in PPP policy frameworks, financing, project evaluation, risk sharing, and building a PPP pipeline of quality projects together with a review of activities undertaken during the Professional Placements.

## OBJECTIVES

Overall outcomes include:

1. Enhancing the management and leadership qualities of senior officials in central and lead agencies in the region responsible for managing and implementing PPP projects through a well structured five-day executive training program at RMIT University.
2. Building Fellows' confidence in PPP processes by engaging with public and private sector Australian institutions and experts involved in PPP design, management, financing and implementation, through the tailored placements in Australian institutions over a five-day executive placement program.
3. The development of long-term personal linkages between senior officials concerned with PPP development and Australian public and private sector experts over the three week program.
4. High level policy discussions on procurement, risk management, project selection, financing options and managing through the life cycle of major projects through an intensive 2 ½ day roundtable dialogue involving Australian and international experts.
5. Enhancing understanding of implementing and managing projects in the economic and social infrastructure sectors through on-site visits over 2 days to major projects in preparation or in operation in Victoria's PPP sector.

### **Training Program Objectives**

The objective of this program is to provide executive training in the qualities needed to manage and lead agencies and to work with private sector interests in developing, financing, risk management and administering PPPs. It will focus on value for money and risk minimisation for PPPs as seen from the public perspective.

**TRAINING COURSE PROGRAM**

| <b>DAY ONE ~ Monday 4 July 2011</b>                           |                      |  |
|---|----------------------|--|
| <b>Venue: Room 13.03.13, Level 3 Emily McPherson Building</b> |                      |  |
|   | <b>8:30 – 9:00</b>   | Registration and Administration Matters – Centre Staff   |
| <b>Session 1.1</b>  | <b>9:00 – 9:45</b>   | <p><b>Formal opening of the Course.</b></p> <p>Overview of the course plus short presentation on APEC and infrastructure issues in its member nations.</p> <p>Staff introductions.</p> <p>High level overview on APEC and infrastructure issues for the region.</p> <p>Cross-over with other multilateral agency agendas (i.e. ADB, WB, PPIAF, Commonwealth Secretariat)</p> |
|   | <i>Presenter</i>     | <b>Mr Ken Waller</b> , Director Australian APEC Study Centre   |
| <b>Morning Tea</b>  | <b>9:45 – 10:15</b>  | IT set up Fellows internet access/accounts   |
| <b>Session 1.2</b>  | <b>10:15 – 11:00</b> | <p><b>Ice breaker and introductions.</b></p> <p>Participants outline major PPP challenges in their economies.</p> <p>Discuss learning outcome expectations.</p>  |
|   | <i>Presenter</i>     | <b>Mr Paul O'Connor</b> , Academic Coordinator   |
| <b>Session 1.3</b>  | <b>11:00 – 12:00</b> | <p><b>'Strategy and Leadership – the Fundamentals'</b></p> <p>High level overview from the literature.</p>   |
|   | <i>Presenter</i>     | <b>Ryszard Bliszczyk</b> , Leadership Psychologist   |
| <b>Lunch</b>  | <b>12:00 – 1:30</b>  | Boardroom Room 013.04.002  |
| <b>Session 1.4</b>  | <b>1:30 – 3:00</b>   | <p><b>Group exercise: 'Leader or Manager?'</b></p> <p>Form syndicate groups.</p> <p>Cultural models/issues.</p> <p>Explore different modes and motivation factors for leaders versus managers.</p> <p>Getting from vision to implementation.</p>   |
|   | <i>Presenter</i>     | <b>Ryszard Bliszczyk</b> , Leadership Psychologist   |

**DAY ONE ~ Monday 4 July 2011 (Cont.)**

**Venue: Room 13.03.13, Level 3 Emily McPherson Building**

|                      |                    |  |
|----------------------|--------------------|--|
| <b>Afternoon Tea</b> | <b>3:00 – 3:30</b> |  |
| <b>Session 1.5</b>   | <b>3:30 - 4:30</b> | <b>'Alphabet Soup'</b> – Understanding the context of PPPs in national and sub-national development as well as different procurement and delivery models.<br>Analysing infrastructure strategy in national and sub-national development.<br>Understanding available choices in infrastructure procurement and delivery models.<br>PPP case studies – from developed and developing nations.<br>Examine case studies and introduce supporting readings. |
|                      | <i>Presenter</i>   | <b>Mr Paul O'Connor</b> , Academic Coordinator   |

| <b>DAY TWO ~ Tuesday 5 July 2011</b>                          |                      |   |
|---|----------------------|---|
| <b>Venue: Room 13.03.13, Level 3 Emily McPherson Building</b> |                      |   |
| <b>Session 2.1</b>  | <b>9:00 – 9:45</b>   | <b>PPPs – Key principles and their role in the context of national economic development.</b>  |
|   |                      | General overview of PPPs.<br>Terminology and glossary.<br>Discuss APEC's recent PPP report.   |
|   | <i>Presenter</i>     | <b>Mr Paul O'Connor</b> , Academic Coordinator  |
| <b>Morning Tea</b>  | <b>9:45 – 10:15</b>  |   |
| <b>Session 2.2</b>  | <b>10:15 – 11:00</b> | <b>Role of the Public Sector in PPPs</b>  |
|   |                      | Legislative, institutional and regulatory frameworks.<br>Importance of clear statement of government policies toward PPPs and the framework in which PPPs will operate.<br>Role of PPP units. |
|   | <i>Presenter</i>     | <b>Richard Foster</b> , Foster Infrastructure   |
| <b>Session 2.3</b>  | <b>11:00 – 12:00</b> | <b>Guest speaker: 'Role of ministers and advisers in infrastructure strategy and procurement'.</b>  |
|   | <i>Presenter</i>     | <b>Darrin Grimsey</b> , Partner Infrastructure Advisory, Ernst & Young  |
| <b>Lunch</b>  | <b>12:00 – 1:30</b>  | Boardroom Room 013.04.002   |
| <b>Session 2.4</b>  | <b>1:30 – 2:15</b>   | <b>Role of the Private Sector in PPPs</b>   |
|   |                      | What incentivises the private sector?<br>Why would they want to participate in a PPP?   |
|   | <i>Presenter</i>     | <b>Mr Vince D'Amico</b> , Thiess Construction   |
| <b>Session 2.5</b>  | <b>2:15 – 3:00pm</b> | <b>Workshop/discussion – 'What attracts private finance into PPP projects?'</b>   |
|   |                      | Applying concepts in a practical scenario.<br>PPP simulation with changing events to reinforce need for leadership and flexibility.   |
|   | <i>Presenters</i>    | <b>Richard Foster</b> , Foster Infrastructure<br><b>Mr Paul O'Connor</b> , Academic Coordinator   |

**DAY TWO ~ Tuesday 5 July 2011 (Cont.)**

**Venue: Room 13.03.13, Level 3 Emily McPherson Building**

|                          |                    |  |
|--------------------------|--------------------|--|
| <b>Afternoon Tea</b>     | <b>3:00 – 3:30</b> |  |
| <b>Session 2.6</b>       | <b>3:30 – 4:15</b> | <b>(Cont.) Workshop/discussion – ‘What attracts private finance into PPP projects?’</b><br>Applying concepts in a practical scenario.<br>PPP simulation with changing events to reinforce need for leadership and flexibility. |
|                          | <i>Presenters</i>  | <b>Richard Foster</b> , Foster Infrastructure<br><b>Mr Paul O’Connor</b> , Academic Coordinator  |
| <b>Session 2.7</b>       | <b>4:15 – 4:30</b> | Hand out and explain sector based scenarios for syndicates.  |
| <b>Conference Dinner</b> |                    | <b>u1, 500 Bourke Street, Melbourne</b><br><b>Movida Aqi- Level 1, 500 Bourke Street</b>   |

| <b>DAY THREE ~ Wednesday 6 July 2011</b>                      |                         |   |
|---|-------------------------|---|
| <b>Venue: Room 13.03.13, Level 3 Emily McPherson Building</b> |                         |   |
|   | <b>8:45 – 9:00</b>      | Welcome and administration matters – Centre Staff   |
| <b>Session 3.1</b>  | <b>9:00 – 9:45</b>      | <p><b>Analysing societal need for major infrastructure investments</b></p> <p>Typical cost/benefit analysis approaches.<br/>Stakeholder analysis.<br/>Managing community expectations and politics of PPPs.</p>   |
|   | <i><b>Presenter</b></i> | <b>Richard Foster</b> , Foster Infrastructure   |
| <b>Morning Tea</b>  | <b>9:45 – 10:15</b>     |   |
| <b>Session 3.2</b>  | <b>10:15 – 11:00</b>    | <p><b>Doing the PPP deal – overview of the typical workflow for a PPP transaction.</b></p> <p>Walk through of the procurement stages and understanding model processes.<br/>Competitive bid processes and strategies to manage unsolicited tenders.<br/>Maintenance of probity and commercial/competitive tensions.</p> |
|   | <i><b>Presenter</b></i> | <b>Richard Foster</b> , Foster Infrastructure   |
| <b>Session 3.3</b>  | <b>11:00 – 12:00</b>    | <p><b>Role of project finance in the PPP model.</b></p> <p>Overview of financing approaches.<br/>Project finance issues post-GFC.</p>   |
|   | <i><b>Presenter</b></i> | <b>David Asteraki</b> , KPMG Corporate Finance  |
| <b>Lunch</b>  | <b>12:00 – 1:30</b>     | Boardroom Room 013.04.002   |
| <b>Session 3.4</b>  | <b>1:30 – 2:15</b>      | <p><b>Risk allocations in a PPP</b></p> <p>Australian examples and techniques.</p>  |
|   | <i><b>Presenter</b></i> | <b>Glenn Maguire</b> , Executive Consultant, Evans & Peck   |
| <b>Session 3.5</b>  | <b>2:15 – 3:00</b>      | <p><b>Developing a strategic options analysis and an outline/strategic business case.</b></p> <p>UK and Australian examples and techniques.</p>   |
|   | <i><b>Presenter</b></i> | <b>Mr Paul O'Connor</b> , Academic Coordinator  |
| <b>Afternoon Tea</b>  | <b>3:00 – 3:30</b>      |   |

**DAY THREE ~ Wednesday 6 July 2011 (Cont.)**

**Venue: Room 13.03.13, Level 3 Emily McPherson Building**

|                    |                    |  |
|--------------------|--------------------|--|
| <b>Session 3.6</b> | <b>3:30 – 4:15</b> | <b>Practical – develop an outline/strategic business case.</b><br>Sector based scenarios by syndicate:<br>Power<br>Transport<br>Health<br>Education<br>Water |
|                    | <i>Presenter</i>   | <b>Mr Paul O'Connor</b> , Academic Coordinator (confirmed)   |
| <b>Session 3.6</b> | <b>4:15 – 4:30</b> | Wrap up  |
|                    | <i>Presenter</i>   | <b>Mr Paul O'Connor</b> , Academic Coordinator (confirmed)   |

**DAY FOUR ~ Thursday 7 July 2011**

**Venue: Room 13.03.13, Level 3 Emily McPherson Building**

|                      |                      |   |
|----------------------|----------------------|---|
|                      | <b>8:30 – 9:00</b>   | Welcome and administration matters – Centre Staff   |
| <b>Session 4.1</b>   | <b>9:00 – 9:45</b>   | <b>Group presentations on their outline/strategic business case.</b><br>Group presentations.  |
|                      | <i>Presenter</i>     | <b>Mr Paul O'Connor</b> , Academic Coordinator (confirmed)  |
| <b>Morning Tea</b>   | <b>9:45 – 10:15</b>  |   |
| <b>Session 4.2</b>   | <b>10:15 – 11:00</b> | <b>Market sounding strategies and understanding capacity and capability in the market.</b>  |
|                      | <i>Presenter</i>     | <b>(PWC – (confirmed))</b>  |
| <b>Session 4.3</b>   | <b>11:00 – 12:00</b> | <b>Time value of money and the financial impact of long term concessions.</b><br>Value for money of a PPP approach – public sector comparator.<br>Time value of money<br>Simple cash-flow analysis<br>Net Present Value/Cost analysis |
|                      |                      | <i>Presenter</i>  |
| <b>Lunch</b>         | <b>12:00 – 1:30</b>  | Boardroom Room 013.04.002   |
| <b>Session 4.4</b>   | <b>1:30 – 2:15</b>   | <b>Introduction to the Public Sector comparator (PSC)</b><br>UK and Australian examples and techniques.   |
|                      | <i>Presenter</i>     | <b>Jason Loos</b> (or rep. from Partnerships Victoria) (confirmed)  |
| <b>Session 4.5</b>   | <b>2:15 – 3:00</b>   | <b>Engaging with multilateral agencies</b><br>Technical Assistance for project development<br>Support for the PPP model (PPIAF/WB/ADB)<br>Capacity building for public sector officials   |
|                      |                      | <i>Presenter</i>  |
| <b>Afternoon Tea</b> | <b>3:00 – 3:30</b>   |   |

**DAY FOUR ~ Thursday 7 July 2011 (Cont.)**

Venue: Room 13.03.13, Level 3 Emily McPherson Building

|                    |                         |  |
|--------------------|-------------------------|--|
| <b>Session 4.6</b> | <b>3:30 – 4:15</b>      | <b>Guest speaker ‘Developing and negotiating a concession agreement’.</b>  |
|                    | <b><i>Presenter</i></b> | <b>John Walter</b> , Corrs Chambers Westgarth invited by APEC (confirmed?)   |
| <b>Session 4.7</b> | <b>4:15 – 5:30</b>      | <b>Developing and implementing a PPP performance management system.</b><br>Managing the concession over a PPP life cycle.<br>Point based monitoring systems.<br>Soft/contestable service refresh mechanisms. |
|                    |                         | <b><i>Presenter</i></b> <b>Jackie Barry</b> (former CEO of Southern Cross Station Authority)- (confirmed)  |
|                    | <b>5:30</b>             | <b>Hand out brief to syndicates for final presentations.</b>   |

**DAY FIVE ~ Friday 8 July 2011**

**Venue: Room 13.03.13, Level 3 Emily McPherson Building**

|                      |                      |  |
|----------------------|----------------------|--|
|                      | <b>8:30 – 9:00</b>   | Welcome and administration matters – Centre Staff  |
| <b>Session 5.1</b>   | <b>9:00 – 9:45</b>   | <b>Guest speaker – ‘The role of the Project Director’</b><br>From contract to construction.  |
|                      | <i>Presenter</i>     | <b>Tony Lubofsky</b> , Project Director Royal Children’s Hospital and Victorian PPP Schools (confirmed)  |
| <b>Morning Tea</b>   | <b>9:45 – 10:15</b>  |  |
| <b>Session 5.2</b>   | <b>10:15 – 12:00</b> | <b>Workshop – prepare final presentations on outline PPP business case.</b><br>Group work.   |
|                      | <i>Presenter</i>     | <b>Mr Paul O’Connor</b> , Academic Coordinator   |
| <b>Lunch</b>         | <b>12:00 – 1:30</b>  | Boardroom Room 013.04.002  |
| <b>Session 5.3</b>   | <b>1:30 – 3:00</b>   | <b>Group presentations to expert panel</b><br>Group work.  |
|                      | <i>Presenter</i>     | <b>Mr Paul O’Connor</b> , Academic Coordinator (confirmed)   |
| <b>Afternoon Tea</b> | <b>3:00 – 3:30</b>   |  |
| <b>Session 5.4</b>   | <b>3:30 – 4:30</b>   | <b>Plenary – feedback from expert panel.</b><br>Open forum and discussion with expert panel.<br>Recap and acquit learning expectations from the start of the course.   |
|                      | <i>Panel</i>         | <b>Mr Paul O’Connor</b> , Academic Coordinator<br>Expert panel: <ul style="list-style-type: none"> <li>• Ken Waller, Australian APEC Study Centre</li> <li>• John Walter, Corrs Chambers Westgarth</li> <li>• Associate Professor Colin Duffield, University of Melbourne</li> <li>• Trevor Angst, Department of Business and Innovation</li> <li>• Tony Lubofsky, Project Director Royal Children’s Hospital and Victorian PPP Schools (invited - ???)</li> </ul> |
| <b>Session 5.5</b>   | <b>4:30 – 5:00</b>   | Course evaluations and workshop close.   |
|                      | <i>Presenter</i>     | <b>Mr Paul O’Connor</b> , Academic Coordinator (confirmed)   |



**'Promoting Public Private Partnerships in Infrastructure Development'**

**Roundtable Discussion**

**Thursday 21 & Friday 22 July 2011**

**Mr Ken Waller  
Facilitator**

Executive Room 2, The Westin Melbourne  
205 Collins Street, Melbourne  
Ph. 9635 2222

**DRAFT ROUNDTABLE DISCUSSION PROGRAM**

**DAY ONE ~ Thursday 21 July 2011**

**Venue: Executive Room 2**

**The Westin Melbourne, 250 Collins Street, Melbourne**

|                                 |                      |   |
|---------------------------------|----------------------|---|
|                                 |                      |   |
| <b>Session 1.1</b>              | <b>9:00 – 9:15</b>   | <b>Welcome and introduction</b>   |
|                                 | <i>Presenter</i>     | <b>Mr Ken Waller</b> , Director Australian APEC Study Centre  |
| <b>Session 1.2</b>              | <b>9:15 – 10:00</b>  | <b>Regional developments relating to PPPs – APEC/Asia</b><br><b>Ms Kalpana Seethepalli</b> , Economist World Bank, Singapore<br><b>Mr Liam Findlay</b> , Executive Officer, APEC Branch,<br>Department of Foreign Affairs and Trade |
|                                 | <i>Presenter</i>     | <b>Mr Paul O'Connor</b> , Academic Coordinator  |
| <b>Morning tea</b>              | <b>10:00 – 10:30</b> |   |
| <b>Session 1.3</b>              | <b>10:30 – 11:15</b> | <b>Regional developments relating to PPPs – Latin America</b>   |
|                                 | <i>Presenters</i>    | <b>Mr Jose San Martin</b> , General Director for Road<br>Development, Ministry of Communications & Transport,<br>Mexico   |
| <b>Session 1.4</b>              | <b>11:15 – 12:00</b> | <b>Infrastructure in an Australian context – focusing on<br/>project selection</b>  |
|                                 | <i>Presenter</i>     | <b>Mr Rory Brennan</b> , Executive Director, Infrastructure<br>Australia  |
| <b>Lunch</b>                    | <b>12:00 – 1:30</b>  | <b>The Martini Bar</b> , Ground Floor The Westin Melbourne  |
| <b>Fellow<br/>Presentations</b> | <b>1:30 – 1:45</b>   | <b>Ms Erika Nassar</b> , Professional Placement - Victorian Auditor<br>General's Office   |
|                                 | <b>1:45 – 2:00</b>   | <b>Discussion</b> by all participants   |
|                                 | <b>2:00 – 2:15</b>   | <b>Ms Vania Lins Souto</b> ,  |
|                                 | <b>2:15 – 2:30</b>   | <b>Discussion</b> by all participants   |
|                                 | <b>2:30 – 2:45</b>   | <b>Prof ShouQing Wang</b> , Professional Placement -<br>Infrastructure Australia  |
|                                 | <b>2:45 – 3:00</b>   | <b>Discussion</b> by all participants   |
|                                 | <b>3:00 – 3:15</b>   | <b>Mr Jithesh John</b> , Professional Placement - KPMG  |
|                                 | <b>3:15 – 3:00</b>   | <b>Discussion</b> by all participants   |
| <b>Afternoon tea</b>            | <b>3:00 – 3:30</b>   |   |

**DRAFT ROUNDTABLE DISCUSSION PROGRAM (Cont.)**

**DAY ONE ~ Thursday 21 July 2011**

**Venue: Executive Room 2**

**The Westin Melbourne, 250 Collins Street, Melbourne**

|                             |                    |   |
|-----------------------------|--------------------|---|
| <b>Fellow Presentations</b> | <b>3:30 -3:45</b>  | <b>Mr Praveen Mahto</b> , Professional Placement - Victorian Auditor General's Office   |
|                             | <b>3:45 – 4:00</b> | <b>Discussion</b> by all participants   |
|                             | <b>4:00 – 4:15</b> | <b>Ms Angela Uccelli</b> , Professional Placement - Infrastructure Australia  |
|                             | <b>4:15 – 4:30</b> | <b>Discussion</b> by all participants   |
| <b>Session 1.5</b>          | <b>4:30 – 5:00</b> | <b>Panel Overview</b><br>Focus on key issues from the day, dialogue   |
|                             | <i>Panel</i>       | <b>Mr Ken Waller</b> , APEC Study Centre<br><b>Ms Kalpana Seethepalli</b> , World Bank Singapore<br><b>Mr Lliam Findlay</b> , APEC Branch DFAT<br><b>Mr Rory Brennan</b> , Infrastructure Australia<br><b>Mr Jose San Martin</b> , Ministry of Communications and Transport, Mexico |
| <b>Cocktail Function</b>    | <b>6.00 – 8.00</b> | <b>Victorian government Investment Centre</b><br><b>Level 46, 55 Collins Street, Melbourne</b>  |

**DRAFT ROUNDTABLE DISCUSSION PROGRAM**

**DAY TWO ~ Friday 22 July 2011**

**Venue: Executive Room 2**

**The Westin Melbourne, 250 Collins Street, Melbourne**

|                             |                      |   |
|-----------------------------|----------------------|---|
|                             |                      |   |
| <b>Session 2.1</b>          | <b>9:00 – 9:30</b>   | <b>System of systems</b> – approach to PPP strategies   |
|                             | <i>Presenter</i>     | <b>Professor Geoff Cohen</b> , Professor of Infrastructure Governance, SMART Infrastructure Facility        |
| <b>Fellow Presentations</b> | <b>9:30 – 9:45</b>   | <b>Mr Oscar Ringenbach</b> ,  |
|                             | <b>9:45 – 10:00</b>  | <b>Discussion</b> by all participants   |
| <b>Morning Tea</b>          | <b>10:00 – 10:30</b> |   |
| <b>Fellow Presentations</b> | <b>10:30 – 10:45</b> | <b>Mr Manuel Chin Yu</b> , Professional Placement, Institute of Supply Chain Logistics, Victoria University |
|                             | <b>10:45 – 11:00</b> | <b>Discussion</b> by all participants   |
|                             | <b>11:00 – 11:15</b> | <b>Mr Talal Naeem</b> , Professional Placement - KPMG   |
|                             | <b>11:15 – 11:30</b> | <b>Discussion</b> by all participants   |
|                             | <b>11:30 – 11:45</b> | <b>Mr Maman Suhendra</b> , Professional Placement - Partnerships Victoria                                   |
|                             | <b>11:45 – 12:00</b> | <b>Discussion</b> by all participants   |
| <b>Lunch</b>                | <b>12:00 – 1:30</b>  | <b>The Martini Bar</b> , Ground Floor The Westin Melbourne  |
| <b>Session 2.2</b>          | <b>1:30 – 2:00</b>   | <b>Legal framework for PPPs</b> – Focus on procurement and financing options                                |
|                             | <i>Presenter</i>     | <b>Mr John Walter</b> , Partner Corrs Chambers Westgarth  |
| <b>Session 2.3</b>          | <b>2:00 – 2:30</b>   | <b>Risk Allocation and project implementation through the life cycle of a project.</b>                      |
|                             | <i>Presenter</i>     | <b>Mr Michael Daly</b> , Executive Director, Infrastructure Advisory, Ernst & Young (TBC)                   |
| <b>Fellow Presentations</b> | <b>2:30 – 2:45</b>   | <b>Mr Syed Sabzwari</b> , Professional Placement - Corrs Chambers Westgarth                                 |
|                             | <b>2:45 – 3:00</b>   | <b>Discussion</b> by all participants   |
| <b>Afternoon Tea</b>        | <b>3:00 – 3:30</b>   |   |

**DRAFT ROUNDTABLE DISCUSSION PROGRAM****DAY TWO ~ Friday 22 July 2011 (Cont.)****Venue: Executive Room 2****The Westin Melbourne, 250 Collins Street, Melbourne**

|                             |                    |   |
|-----------------------------|--------------------|---|
| <b>Fellow Presentations</b> | <b>3:30 – 3:45</b> | <b>Prof Carlos Casas</b> , Professional Placement - SMART   |
|                             | <b>3:45 – 4:00</b> | <b>Discussion</b> by all participants   |
|                             | <b>4:00 – 4:15</b> | <b>Ms Pawanee Bumrungsri</b> , Professional Placement - VicTrack  |
|                             | <b>4:15 – 4:30</b> | <b>Discussion</b> by all participants   |
| <b>Session 2.4</b>          | <b>4:30 – 5:00</b> | <b>Panel Overview</b><br>Focus on key issues from the day, dialogue   |
|                             | <i>Panel</i>       | <b>Mr Ken Waller</b> , APEC Study Centre<br><b>Prof Geoff Cohen</b> , SMART<br><b>Mr John Walter</b> , Corrs Chambers Westgarth<br><b>Mr Michael Daly</b> , Ernst & Young<br><b>Mr Jose San Martin</b> , Ministry of Communications and Transport, Mexico<br><b>Ms Kalpana Seethepalli</b> , World Bank Singapore |
|                             |                    | <b>Presentation of certificates</b>   |