

**Satisfying the Demand for Infrastructure  
in the APEC Region**

**“Meeting the Need for Better  
Management Skills”**

**Report of the  
Infrastructure Management Training Course  
for APEC Economies**

**September 1997**

**Australian Agency for International Development  
(AusAID)  
APEC Support Program**

**Australian APEC Study Centre  
30 Collins Street, Level 6  
Melbourne, Victoria**

## **Executive Overview**

**APEC Leaders have identified the need to increase the provision infrastructure as a major theme for APEC activity over the next few years.**

**The Australian APEC Study Centre recognises that the improvement of management skills among senior officials and executives responsible for the provision of infrastructure is a key part of this process. To address this issue, the Centre developed an innovative program to identify training requirements in developing APEC economies. The program was funded by the Australian Agency for International Development, AusAID .**

**The program had two components:**

- **An intensive executive training course for senior management executives from the APEC region which drew on international and Australian expertise for teaching purposes;**
- **A follow-on conference wherein participants and faculty identified training requirements needed to enhance management skills in the APEC region.**

**Twelve senior administrators and executives from Indonesia, the Philippines and Thailand took part in the APEC Infrastructure Management Training Course. Most were from the public sector, but there were also private sector participants. The program aimed to improve skills at managing development of new infrastructure. A particular focus was on improving skills required to facilitate the introduction of privatisation. Training sessions covered:**

- **characteristics of company risk;**
- **costs of capital;**
- **principles of competitiveness;**
- **differences between public and private operating environments;**
- **definition of government objectives;**
- **the need for new regulatory environments.**

**In the conference held at the end of the program, participants and faculty jointly reviewed training needs. They focused on skill requirements in Indonesia, the Philippines and Thailand. These needs are spelt out in detail in this report.**

**There was unanimity among participants that unless priority is given to improving management skills, introduction of new infrastructure will be delayed and the prospects for growth among APEC economies will be accordingly retarded.**

**The organisers of the APEC Infrastructure Management Training Course hope this report will help focus attention on the need for support for management training and that it will assist other agencies to better define and meet training needs.**

**The organisers also consider that the methodology adopted in this program is an effective vehicle for identifying in detail management training needs.**

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# **I. Introduction**

## **Background on the APEC Infrastructure Management Training Course**

**The need for economic infrastructure development in the Asia Pacific has reached a critical level. Sustainable economic growth cannot be guaranteed without adequate provision of regional infrastructure. A recent World Bank report estimated that approximately 1.5 trillion \$US will need to be spent on economic infrastructure in the Asia Pacific region by 2004.**

**The challenge for APEC economies is two fold. Firstly, the issue of cost must be addressed. Governments cannot be expected to meet the huge financial requirements on their own. Suitable financial, economic and regulatory environments must be created to stimulate private sector investment. Secondly, the demand for skills training must also be addressed in the process of development. Individuals responsible for the provision of infrastructure in developing economies must be equipped with the necessary skills required to successfully deliver projects.**

**There is considerable expertise in Australia today on infrastructure management practices and privatised delivery procedures in academia, government and private sector groups.**

**The APEC Infrastructure Management Training Course was designed by the Australian APEC Study Centre to meet the challenge of improving skills in the areas of effective planning, financing and delivery of infrastructure projects in developing economies.**

**The program addressed two types of training needs:**

- *the need for officials to improve existing skills* in areas including costing and delivering services, managing financial resources and improving human resource development; and**
- *the need for officials to learn new skills to better facilitate the introduction of privatisation procedures.* Broadly speaking these skills include; understanding the characteristics of company risk, cost of capital, and principles of competitiveness; understanding differences between public and private operating environments; understanding government objectives; and understanding the need for new regulatory environments.**

**Twelve individuals were invited to participate in the course from three developing APEC economies; Indonesia, the Philippines and Thailand. Participants held senior and middle level positions across several sectors in government, university and business. Their responsibilities and areas of expertise included planning and management of major construction, transportation, communications, public works, and industrial finance projects.**

The APEC Infrastructure Management Training Course was organised over a 4 week period beginning August 15 and ending September 19, 1997. The course functioned primarily as a series of interactive workshops, lectures, site tours and networking opportunities.

A review session was held at the end of the APEC Infrastructure Management Training Course wherein precise and ongoing training needs were defined for each of the participating APEC economies. The expertise of the course participants across a range of utilities was used to draft the body of the participant review report.

What follows are the results of this report. The report was produced collectively by all 12 participants. The review was headed by Mr Chris Summers, an APEC infrastructure specialist and adviser to Indonesian Ministry of Public Works. The review was chaired by Mr Michael Blamey, special consultant to the Australian APEC Study Centre and former Director General of Victorian Department of Property and Services.

## **II. Meeting the Need for Better Management Skills**

### **Introduction**

This report is based on a participant review conducted during the 1997 APEC Infrastructure Management Training Course.

The report is set up to accomplish goals. Firstly, it outlines the state of affairs of infrastructure development in each of the participating APEC economies; Indonesia, the Philippines and Thailand. Secondly, the report aims to define the specific skills requirements needed among officials to advance the development of infrastructure.

The participant review report is a collective statement made by 12 individuals with expertise across a range of infrastructure fields. These were the participants in the APEC Infrastructure Management Training Course. While the report is reflective of their considerable experience in assessing the problems of regional infrastructure development and the need for further skills training, the assessment is by no means exhaustive. The participants in the APEC Infrastructure Management Training Course have assembled this report based on their years of experience working in select utilities.

### **Indonesia**

#### **General Overview**

The continued expansion of the Indonesian economy will drive the demand for infrastructure as a necessary part of Indonesian economic development. Real GDP growth in Indonesia has been consistently occurring at rates of over 7% since

1993-94. This has enabled per capita income to rise commensurately. This will also be an important driving force behind the demand for infrastructure development in Indonesia.

Infrastructure development has also been assisted by the relaxation of foreign investment trends since June 1994. This has allowed foreign investment to nearly double from \$23.7 billion in 1994 to \$39.9 Billion in 1995. (See: *Far Eastern Economic Review*, "Asia 1997", p138.) Many of the foreign investment deals have included large infrastructure and chemical programs with medium term economic prospects.

Indonesia has been troubled by the recent foreign currency speculation. However, The "manageable" current account deficit (5% of GDP - an average figure for an economy like Indonesia) and the recent reduction in Indonesia's foreign debt indicate that the fall-out from the exchange rate speculation will not be as severe as it could have been for the Indonesian economy.

### **Major Issues**

Indonesia has made rapid and well regarded progress in Telecommunications, Power Generation, Toll Roads and Airport Operations. The review session noted the Telecommunications, Power Generation and the Distribution sectors in Indonesia are undergoing reform towards new, market-oriented mechanisms for the provision of infrastructure. However, as none of the Indonesian participants in the APEC Infrastructure Management Training Course were experienced in these sectors, they are not discussed further in this report.

The progress in the toll road sector has been highly effective but new challenges are evolving as roads enter areas where traffic volumes and land costs are less predictable. The transport sector is at an early stage of private investment and this is also the case for water supply and sewage. The assessment of training needs therefore concentrates on these sectors.

### **Water supply and sewerage**

Water supply in Indonesia is characterised by a complex and underdeveloped institutional framework. The imbalance between the high level regulatory and more local supervisory systems is considerable. To work efficiently, the framework needs to be re-engineered. This means institutional capacities must be strengthened, funding supply increased and project implementation capacities improved.

Officials of the Central and Provincial Government Units need the skills to apply the overall policies to regulate reforms; to develop guidelines; and to provide guidance to local governments and their agencies.

### **Skills Requirements**

- A large number of local government staff need training in applying policies which include private participation. Skills are required that will assist staff in:
  - .analysing local development needs
  - .assessing where the private sector contribution would be most beneficial
  - .preparation of an attractive and realistic basis for private sector proposals
  - .the management of processes and of project preparation, award and mobilisation
  - .assessing risk and developing pro-active and more cooperative approaches to management.
- Skill development is needed in the areas of Ministerial decrees and procedures and guidelines for contract and award processes.

### **Transportation**

The transportation sector's experience has only been with unsolicited proposals from the private sector. These projects are often at variance with urban development and transportation master plans. This has affected the long term economic development and short term viability of transport projects. It has also required extended periods of re-negotiating and adjustment of basic project characteristics, technologies and cost recovery considerations.

In the future, the government needs to prepare projects that will fit master planning requirements. The government also needs to solicit competitive bids based on phased development of multi-modal transport plans. Individual projects need to fit into this framework.

### **Skills Requirements**

- Skills are now needed in all phases from policy analysis, institutional adjustment, project preparation and management throughout all stages from financial closure to project mobilisation.
- The priority technical fields for skills development are light and heavy rail, subways, ports and airports.

### **Toll Roads**

General regulations are in place for toll roads but in some areas these are too general. For example, regulations are not specific enough on the building process, nor are there laws for determining which projects are to be bid oriented and which can be awarded directly.

Toll roads are being planned and developed within an environment of rapidly changing land prices and speculation. The cost structure of the projects and provisions for funding land acquisition are often overcome by rapid land cost changes.

### **Skills Requirements**

- The toll road authority, government staff and private sector representatives need training to enable them to develop and model innovative methods of responding to dynamism in project costs (including land).
- Beyond this, assistance is needed to examine other means for controlling, avoiding or capturing land price increases so that they do not impair project closures over aid project funding.

## **Philippines**

### **General Overview**

The Philippines has joined the other economies of East Asia to become the newest emerging “Asian Tiger”. Real GDP has grown in the 6 and 7 percentages in 1996 and 1997 and the Philippine economy has, according to the *Far Eastern Economic Review*, not returned to the “boom and Bust” cycles of its recent past. (See: *Far Eastern Economic Review*, “Asia 1997”, p192.) While the agricultural sector’s recovery has been a major reason for the improved growth rates in the Philippine economy, the construction sector has been a key contributor. This not only includes the bullish Manila property market, but also infrastructure related construction projects.

There has been noticeable expansion in infrastructure in motor vehicle, energy, aviation and telecommunications due to privatisation and tariff liberalisation in the Philippines. Infrastructure development also extends to large investment in railways (lightrail systems in Metro Manila), tollways, express way expansion and construction.

### **Major Issues**

In recent years, the Philippines has made great strides in regulatory reform under Presidential leadership. Break-throughs have occurred in major bottlenecks of high profile projects, particularly power related projects. The process of regulatory reform and its application to large and urgent schemes in urban transport and water supply for Manila and Subic Bay economic development zones is continuing under the strong presence of current leadership.

In contrast, there are also a wide range of lower profile schemes in Metro-Manila, and most other cities in the hundreds of municipalities, for which the special Presidential powers cannot be readily applied.

Although there is a strong fundamental regulatory framework procedure in place, responsibilities for cooperation of the hundreds of concerned government agencies at all levels are not well defined. As a result, proposal preparation, award and closure, and project implementation is inhibited. Greater levels of private investment are needed.

There is currently a long list of public and private sector projects awaiting development in the Philippines. These projects have been based on traditional public service oriented criteria and have many associated problems.

For example, private sector proposals often do not match the real current needs of government. Project delivery is often impaired due to this disparity.

### **Skills Requirements**

*The regulatory area is a major priority in the Philippines.*

- Government project preparation, planning, inter-agency cooperation require skills to ensure the development of very complex and large projects. Such projects must be modified, packaged and phased to attract private sector interest and funds at appropriate risk levels.
- Skills are needed to develop processes to streamline and reduce costs of project development and implementation so overcoming the problems caused for unsolicited bidders.
- Large scale training programs are needed to provide the private sector with the skills to initiate project changes - restructuring them as bankable - and to develop new feasibility studies.
- To encourage development of private sector expertise in initiating studies for “unsolicited” proposals, the government needs to consider providing support for “unsolicited” proposals, such as:
  - Right of way acquisition;
  - Rewarding investment in early phases of project development to win bids in later competitive phases;
  - Training programs to research and ensure processes are developed to facilitate this.
- There is a need for training to ensure appropriate promulgation and effective enforcement of tendering regulations.
- There is a need for improving knowledge of regulations and the basis for them in general among investors and government agencies at all levels.

## **Thailand**

### **General Overview**

Thailand was one of the first economies to be inflicted by recent exchange rate speculation. This was coupled with a slow down in Thailand’s economy. Economic growth rates have been substantially slower than in recent boom times.

**Much of this is related to the need for the Thai economy to restructure, not only in terms of its financial institutions, but also in terms of its economic base.**

**Thailand is transforming from a labor intensive economy to a more sophisticated capital intensive economy. As noted by the *Far Eastern Economic Review*, there have been massive new investments in high technology industries. (See: *Far Eastern Economic Review*, “Asia 1997”, p218.)**

**Part of the transformation in Thailand is associated with the development of infrastructure, both economic and social. Labor issues are important as there is a severe shortage of skilled labor. 80% of the Thai workforce has no more than a primary school education. (See: *Far Eastern Economic Review*, “Asia 1997”, p218.)**

**High levels of investment in infrastructure projects will be important for Thailand’s medium and long term economic development. However, it is important for Thailand in the short term to deal with the economic implication of the foreign exchange crisis. The Thai government will need to concentrate on reducing the current account deficit and restoring some confidence in the financial system.**

### **Major Issues**

**The process of privatisation of government owned infrastructure is still very new in Thailand. In an earlier phase of development, a number of large and complex schemes were offered by the government for private sector investment. Some of these, and in particular toll roads, mass transit and greenfields industrial - commercial - residential complexes, were at the forefront of such schemes. Combinations of ‘competition shopping’ and ‘direct negotiation’ approaches were pursued. The combinations reflected the lack of suitable regulatory and project models available in Thailand and the world generally at that time.**

**Nevertheless, these schemes generated a great deal of interest and confidence. The high level of demand for services, the buoyant financial market and the strength of Thailand’s economic growth at the time each contributed to this state of affairs. A great amount of time and funds were invested by the government and investment consortia. Competition was carried out on a wide range of project formulations as well as more conventional criteria. Projects often had to be reformulated several times. Each of these factors contributed to long delays and uncertainty in project closures.**

**Government has resorted to the implementation of wider and more in depth regulatory reform. They have also supported improved project preparation to facilitate more rapid and “bankable” project preparation and closure in the more competitive economic and investment climate that now prevails throughout the region.**

## Skills Requirements

- There is considerable need for regulatory reform across all sectors. At present, there are too few people available to carry out the range, complexity and number of reform initiatives in a systematic manner in the limited period of time available.
- There are major problems caused by inappropriate bidding documents and procedures. Skills are needed to introduce best practices throughout all stages of project preparation, award, mobilisation and administration. In addition, appropriate coordination between and within concerned parties and various sectors could be developed further.
- There is need for a large number of people to be trained in the processes of project management. This requires integration of technical, financial and contractual arrangements.

## III. Conclusion and Recommendations

Overall, the review of High Priority Training Needs in Indonesia, the Philippines and Thailand conducted in the APEC Infrastructure Management Training Course found that there is considerable need for ongoing specialised training programs.

Participants in the APEC Infrastructure Management Training Course observed in the course of the review that there is much commonality between training needs in each of their economies. For instance, there is an urgent need for information on, and training in planning for the application of intelligent transportation systems as well as advanced traffic management and toll road systems. Such commonalities raise the prospect of combining seminar and training programs in the future.

Participants considered skills training to be in greatest need in the areas of project costing, development and management across sectors. To better facilitate privatisation procedures, participants indicated more effective relationships need to be developed between governments departments and business communities throughout the region.

Participants in the APEC Infrastructure Management Training Course made several recommendations.

- *Participants recommended the development of further specialised training courses on the provision and finance of major infrastructure projects.*
- *Participants recommended that future training courses address specific skills requirements at several levels of government and private sector responsibility.*
- *Participants recommended that future training programs be narrowed to concentrate on one or two select infrastructure sectors at a time.*
- *Participants recommended that future training programs devise specialised segments within broader programs to better address individual country needs.*

## Attachment A

## **APEC Infrastructure Management Training Course Participants**

### **I. Indonesia**

**Dr. Ir. Djajadi Prajitno**  
**Project Manager for Systems and Work Management**  
**Directorate General for Human Settlements**  
**Ministry of Public Works**

**Ir. Wahjudi Pramono MSc.**  
**Secretariat General**  
**Ministry of Transport**

**Ms. Indradiana, SH**  
**Secretariat General**  
**Bureau of Planning**  
**Ministry of Transport**

**Mr. Sumar Walujo SE, MBA**  
**Section Head**  
**Sub-directorate for Investment**  
**Directorate General for Highways**  
**Ministry of Public Works**

### **II. Philippines**

**Mr Alfredo Austria**  
**Vice President**  
**DMCI Holdings, Inc.**

**Mr Godofredo Galano**  
**Director Traffic Engineering Centre**  
**Director/Project Manager**  
**BOT Projects**  
**Department of Public Works and Highways**

**Mr Gilbert Garchitorea**  
**Senior Economist**  
**School of Economics**  
**University of Asia and the Pacific**

**Mr Idefonso Patdu Jr.**  
**Project Manager**  
**Mactan Cebu International Airport**  
**Development Project**

### **III. Thailand**

**Mr Somsak Hommaung**

**Chief, Projects Subdivision  
Programme and Budget Division  
Transport and Communication Policy and Planning Bureau  
Ministry of Transport and Communications**

**Mr Ace Viboolcharern  
Loan Specialist  
Loan Policy and Management Division  
Fiscal Policy Ministry of Finance**

**Mr Apichat Khanobdee  
Assistant Vice President  
Credit Operations Division  
Project Financing Department, IFCT**

**Mr Chanvit Amatamatucharti  
Policy and Plan Analyst  
Infrastructure Projects Division  
National Economic and Social Development Bureau**

## **Attachment B**

*presents*

### **Infrastructure Management Training Course**

#### **Program Schedule**

**August 25 - September 19, 1997**

**Location: 30 Collins Street, Level 7**

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### **Unit One - The Regional Demand for Infrastructure**

#### **Monday, August 25**

**9:00** “Introduction to the Program” – Mr Alan Oxley, Chairman of the Australian APEC Study Centre. (Entire morning)

**2:00** Familiarisation to Melbourne.

**6:00** Welcoming Celebration. Welcome to be delivered by Professor Alan Lindsay, Deputy Vice Chancellor, Monash University. Location: 30 Collins Street, Level 11.

#### **Tuesday, August 26**

**9:00** “Regional Economic Trends and the APEC Programs on Infrastructure” – Mr Alan Oxley, Chairman of the APEC Study Centre.

**10:30** “Global Demands for Infrastructure” – Mr Patrick Xavier, Swinburne University, Consultant to the OECD.

**2:00** Visit to National Gallery of Victoria.

#### **Wednesday, August 27**

**10:00** “Regional Demands for Infrastructure” – Ms Rita Nangia, Senior Economist of the Economic Development Resource Centre, Asian Development Bank, Manila

**2:00** Roundtable – “Major ADB Case Studies” – Ms Rita Nangia, participants and Victorian Government Officials. Victorian Government invited to host.

#### **Thursday, August 28**

**10:00** Regional Perspectives and Interests – Panel with presentation by one participant from each country on national needs for infrastructure and interests in course. Chaired by Mr Barry Martyn. Guest speaker Dr Frances Perkins, Department of Foreign Affairs and Trade, East Asia Analytical Unit.

### **Unit Two - Infrastructure - Demands on Governments**

## **Friday, August 29**

- 9:00** “The Impact of Globalisation on Public Sector Infrastructure Providers” – Mr Patrick Xavier, Swinburne University, Consultant to the OECD.
- 10:30** “The Challenge of International Collaboration in Supply of Infrastructure” – Mr Greg Harvey, Chairman, Australian Gas Association.
- 2:00** “Infrastructure and International Financial Services” – Mr Chris Tonkin, Director, Global Structured Finance, ANZ Bank.

## **Sunday, August 31**

- 12:00** Australian Rules Football Game at the MCG.

## **Monday, September 1**

- 9:00** “Changing Public Sector Culture” – Mr John Perham, Privatisation and Industry Reform Division, Department of the Treasury and Finance.
- 10:30** “What the Private Sector Needs from Government” – Mr Brian Davenport, Consultant, John Wertheimer and Co, former head of the NSW Public Works Department.
- 2:00** “The Role of Infrastructure in Industry Policy” – Mr Rik Hart, Secretary, Department of State Infrastructure.

## **Tuesday, September 2**

- 9:00** “Victorian Approaches to Improve the Coordination of Delivery of Infrastructure” – Ms Gail Moody, Director of Infrastructure Planning, Strategic Planning and Economic Services Division, Victorian Department of Infrastructure.
- 10:30** “The Selection of Suitable Projects for Private Infrastructure Investment” – Mr Justin Brenan, Justin Brenan and Associates, former official of the Victorian Treasury and Victorian Transport Departments.
- 2:00** “Delivery of Major Victorian Development Projects” – Mr Dick Roennfeldt, Director, Office of Major Projects.
- 6:00** Cocktail Party at Michael Porter’s House. 3 Stawell Street, Kew.

## **Unit Three – Privatised Delivery of Infrastructure**

### **Wednesday, September 3**

- 9:00** “Getting the Market to Work for the Government” – Mr Michael Porter, Managing Director Tasman Asia Pacific, consultant to the Government of Victoria and the Governments of Vietnam and Indonesia.

**2:00** Company Profile of BHP Power Inc – Mr Don Carroll, GGM Business Development, Asia-Australia Region.

#### **Thursday, September 4**

**10:30** “Understanding Financial Risk” – Mr Pat Sheehan, Treasurer of Loyyong Power Station.

**3:00** “Creating the Right Environment for Private Funding of Infrastructure” – Mr Steve Blanch, Chief Executive Officer of Eastern Energy.

#### **Friday, September 5**

**9:00** “The Role of Regulation in Privatised Markets” – Mr Chris Eves, Blake Dawson Waldron, co-author of the APEC Energy Group report on privatised supply of power.

**10:30** “Regulating for Competition” – Mr Robin Davey, former Regulator General of Victoria, former Head of Austel, Australia’s telecommunication regulator.

#### **Monday, September 8**

**9:00** “Critical Features in Effective Bidding Processes” – Mr John Gillett, Executive Officer International, Kinhill Engineers.

**10:30** “Intelligent Transport Systems” – Mr Lachlan Macintosh, Executive Director, Australian Automotive Association.

**3:00** Mid-Course Review.

**4:00** “Critical Features in Effective Bidding Processes” – Mr Richard Parker, Chief Executive Officer, Melbourne City Link. On Site Tour; Swan Street.

### **Unit Four – Improving Management and Leadership Skills**

#### **Tuesday, September 9**

**9:00** “Business Strategy” – Mr Peter Joyce, Monash Mount Eliza Business School, MBA Program. (Entire Morning)

**2:00** “Effective Bidding - A Financiers’ Perspective” – Mr Paul Orton, Head of Project Finance, Deutsche Morgan Grenfell.

**3:30** Company Profile of South Australia Water Corporation – Mr Ted Phipps, Chief Executive Officer.

#### **Wednesday, September 10**

**9:00** “Negotiation Skills” – Mr Richard Searle, Monash Mount Eliza Business School, MBA Program. (Entire Morning)

**2:00** “Labor Issues and Infrastructure Development” – Mr Tim Harcourt, Industrial Advocate, Australian Council of Trade Unions.

**6:30** Cocktail Party at Alan Oxley’s House. Consulates to be invited.

#### **Thursday, September 11**

**9:00** “Projects and Management of Capital”– Mr Darrel Drieberg, Monash Mount Eliza Business School, MBA Program. (Entire Morning)

**3:00** (Sydney) “The Role of Export Credit Agencies on Project and Infrastructure Finance” – Mr John Rumpler, General Manager, Financial Services, EFIC, Export Finance and Insurance Corporation

#### **Friday (Sydney), September 12**

**9:00** “International Banking Issues and APEC”– Mr David Lynch, Director of Policy, International Banks and Securities Association of Australia.

**11:30** “Industrial Relations and Training Issues” – Mr Alex Bukarica, Construction, Forestry, Mining & Energy Union, 361 Kent Street, Level 2.

**2:30** “AUSTRADE’s Role in Developing Regional Infrastructure”– Mr Peter Cripps, National Manager Infrastructure, AUSTRADE.

### **Unit Five – Pressures of Development – Impact on Provision of Infrastructure**

#### **Monday, September 15**

**9:00** “Experience in the Philippines” – Nominated Filipino presenter.

**10:30** “Experience in Vietnam” – Mr Andrew Chisholm, Research Director, Tasman Institute.

**3:30** Company Profile of Scott Wilson Irwin Johnston, International Consulting Engineers, delivered by Mr Richard Denton-Cox, General Manager, Asia Pacific Region.

#### **Tuesday, September 16**

**7:45** On Site Tour with Ms Gail Moody, Director of Infrastructure Planning, Strategic Planning and Economic Services Division, Victorian Department of Infrastructure. Tour pick-up from Royal Gardens. Drop-off at 10:45 at 30 Collins Street.

**12:00** On Site Tour of Melbourne Docklands with Mr Tony Hedley. Pick-up from 30 Collins Street at 11:45. Drop-off at 30 Collins Street at 2:15.

**3:30** “The Experience of Privatisation in Melbourne Ports”– Mr John King, Former Regulator General, Melbourne Ports.

**7:30** Dinner hosted by the CMPSNF.

## **Unit Six – Assessing Training Needs**

### **Wednesday, September 17**

**Facilitator Mr Michael Blamey, Consultant, former Head of the Victorian Water Resources Commission and Victorian Administrative Services Department.**

**9:00** “Experiences with Foreign Private Suppliers” – Nominated Filipino representative.

**10:30** “The APEC Experience” – Mr Chris Summers, Adviser to the Indonesian Minister of Public Works

**11:30** Workshop – Identifying key areas.

**2:00** Work groups.

**7:00** Dinner – Hosted by Blake Dawson Waldron, Level 39, 101 Collins Street.

### **Thursday, September 18**

**9:00** Workshop reports.

**2:00** Prepare report.

### **Friday, September 19**

**9:00** Adopt Report.

**2:00** Farewell celebrations.