



INDEPENDENT REVIEW OF AID EFFECTIVENESS:

Submitted by: The Australian APEC Study Centre, RMIT
University



Executive Summary

The Australian APEC Study Centre at RMIT University is a successful tenderer for AusAID PSLP funds and for other funds under AusAID programs, including the Australian Leadership Awards programs. We are honoured to have the opportunity to present our views on the effectiveness of AusAID funding based on experiences over the last decade. We see effectiveness in terms primarily as set out in criteria for PSLP funding; we consider sustainability, linkages, leveraging with other funds and quality of programs.

We consider that our PSLP programs and related work contribute to Australia's aid objectives, particularly as these are manifest through Australia's role in APEC and in supporting ASEAN, but also more broadly in the Asia Pacific region.

Our limited experience with ALA funding – we have delivered one program – is that it is a most useful program in contributing to linkages for Australian public and private institutions.

As a Centre at RMIT University, the Centre's programs under the PSLP and in other regional aid activities strongly reinforces the concept that the University pursues as a major regional and global centre of education and training. RMIT University seeks to extend its influence with students and researchers in the region and globally. The Centre, through its PSLP and related activities is regarded as a significant component of the University's regional and global reach. Strong linkages are being bedded down with RMIT's campuses in Vietnam and these will be extended in Vietnam and in other countries in the region.

As a successful and competitive bidder for PSLP funding, the Centre has deep experience with that component of AusAID's activities and the Centre has developed constructive and valuable relations with the Agency in recent years. Based on that experience the Centre is deeply interested in and strongly supports this review and the concept of aid effectiveness.

We include some observations and recommendations aimed at enhancing PSLP funding and its effectiveness and ALA programming.

The Centre and its role

APEC Leaders promoted the establishment of APEC Study Centres and the Australian Centre was first located at Monash University. In April 2009 it was relocated to the College of Business at RMIT University. Following a recent decision by the Vice Chancellor's Council the Centre will be a Centre at the College of Business for a period of at least five years. While the Centre benefits from the financial base of the University it is self-funding. The Chairman of the Centre is Alan Oxley and the Director is Ken Waller; both experienced in public sector work, in the work of international organisations and in commercial activities.

The Centre is under the governance of RMIT University. It has two high-level advisory boards, one advises the strategy and direction of the Centre and a second advises on the Centre's work in financial services. Attachment 1 shows the membership of each board.

Since 1994 the Centre has been a strong advocate of APEC's goals and objectives and supported them through capacity building training programs, symposiums, research and publications. A list of our programs is included in Attachment 4

The Centre focuses on short-term executive type training courses and related programs to further APEC's agenda aimed at opening markets, promoting regional economic integration, strengthening financial systems, and strategies for promoting regional security and community development in the Asia Pacific region. Over recent years, the Centre has conducted programs covering the following subjects and issues:

- A. APEC – Strategies for Growth and Development
- B. Promotion of trade and investment liberalisation
- C. Enhancing services sectors in the region
- D. Productivity and Structural Reform
- E. Public-Private Partnerships in Infrastructure
- F. Banking Risk Management and Governance in Financial Corporations and Public Agencies
- G. Pensions / Insurance

A primary source of funding derives from the successful bids the Centre makes to AusAID under the Asia PSLP programs. Over the last five years, the Centre has received funding of around \$4.6 million from Asia Public Sector Linkages Program. Since February 2006 the centre has delivered 18 programs and is in the process of implementing two more in early 2011.

Leveraging

The Centre has leveraged these AusAID funds to about \$12 million from other funding sources in the region and with Australian industry and other in-kind contributions. The Centre received a grant from the Victorian government over the past four years to promote Melbourne as a Centre of excellence in financial regulatory training in the Asia Pacific region and is a recipient of funding for specific roles undertaken on behalf of Commonwealth agencies, the World Bank, ADB and ADBI, as well as PSLP funding.

Linkages

PSLP aims to promote sustainable links across agencies in the region with a view to contributing to the development process. Our experience is that the programs we undertake do indeed contribute to vibrant linkages, not just between Australia and regional public sector agencies but also linkages with regional and international agencies and with private sector groups that are integral to the construction and the delivery of the Centre's capacity building programs.

The Centre works collaboratively with many regional and global agencies and with Australian and international businesses in promoting capacity building training programs. We have deep working relationships with other APEC Study Centres in the region and with academic institutions and other training providers in the region. We are prominent in the APEC Study Centre Consortia and contribute to the development and advocacy of regional policy formulation, governance and strategic objectives.

Similarly, the Australian and regional business communities strongly endorse our capacity building training programs because of the inherent merit in the programs in enhancing the economic and social environment in the region and in contributing to

making doing business in the region easier and with the prospect of fewer impediments. The regional business community as represented by ABAC, the APEC Business Advisory Council, is a strong advocate of our programs. Business linkages are vital in promoting APEC's goals and objectives. Those linkages are sustainable and growing in importance. The links that the Centre has developed, primarily but not exclusively as a consequence of our work funded under PSLP programs are shown in Attachment 2. To the extent that aid effectiveness can be measured through the success of regional groupings such as APEC and ASEAN in enhancing the trade, investment, and financial and social policies in the region PSLP programs have in our view made a most valuable contribution.

Ensuring program quality

The Centre utilises the evaluation and monitoring procedures required under PSLP funding as a check on the quality and usefulness of programs as they are undertaken on a day-to-day and overall basis. These are particularly helpful to ensuring the quality of our program coordinators and presenters as well as the relevance of the programs to participants' needs. Winning competitive bidding under the various pools of PSLP funding signifies that the Centre does respond successfully to the priority needs of the region as these are identified by major regional fora such as APEC and ASEAN.

Meeting these needs through well developed and expertly constructed programs involving specialist coordinators and presenters from Australian, regional and international agencies and private sector and academic specialists ensures the contemporary relevance of programs and that world best practices are presented in a holistic and interactive way. These are basic tenets of our program approach.

The training materials we produce are readily accessible to participants and to their associates in their home agencies. Our follow up monitoring with agency heads several months after the completion of a training program is designed to ensure that the information made available through a program is used within an agency and is available to other agency members. The Centre is particularly interested to promote interactive on-going dialogue after a program is completed between participants from regional economies.

The data outlined in Attachment 3 of this submission follows a self-evaluation of the monitoring and evaluation procedures of PSLP programs which demonstrates

- that participants have found the programs highly relevant to their work responsibilities
- the widespread use of training materials in agencies
- the value of programs to processes and policy formulation in agencies that sponsor their officials in the programs
- that agencies sometimes use the ideas and policy suggestions that emanate in a training program in reforming their policies and practices

Regional Impact

While the outcomes just noted may be judged to be subjective, we are confident that there is a significant evidentiary base to support their veracity and that the value of the programs is shared across all regional economies that are involved in the programs.

There is now a strong cadre of policy makers and regulators who have participated in the Centre's PSLP courses and related activities – now exceeding 1,000 officials -

and while this is not in itself a basis for a claim that the programs are effective in the terms understood in the aid debate, the supporting evidence we provide in this submission does fairly lead to that conclusion.

This claim is underscored by the consistent support we receive from international agencies in participating in our programs. They engage because our PSLP programs do further their own work and interests in promoting favourable policy options in regional economies and their wish to be associated with the Centre's programs.

Conclusions

PSLP funding

As a recipient of funding over a lengthy period, the Centre readily acknowledges that it is a beneficiary of Australia's aid programming. As a consequence of PSLP and related funding, the Centre has become an important component of a major regional APEC goal, and that is the one of providing capacity building support to economic and social agencies in the region's economies. Capacity building that we believe we are successful in is both enhancing policy frameworks in the region and in providing agencies with the knowledge and skills to improve regulatory frameworks and to promote best practice and principles. In our view the objectives of aid effectiveness are being met through these processes and we support the continuance of the central tenants of PSLP programming.

However we do see ways to enhance the PSLP programming. The present focus on two rounds of programming each year and the fact that programming is spread over a wide-range of activities does give PSLP an ad-hoc nature, and one that is less able to deliver sustainable outcomes. Sustainable outcomes would be better assured if programming were to be based on a multi-year approach to financing and programming.

Limitations in country coverage occur because of the various pools of funding under PSLP funding. We are of the view that the capacity to involve countries within the same activity, rather than seek to provide separate programs, for say APEC or ASEAN or sub-regional countries, could be useful in terms of the resources needed to develop and deliver programs and in general efficiency terms. This observation is particularly relevant in capacity building programs, which seek to enhance policy and regulatory capacities across the region and where there is benefit to participants in working with others from comparable agencies across the region.

ALA funding

We strongly endorse the underlying concept of the ALA program. Our experience in one program is that solid linkages were established both between Chinese agencies and commercial banking specialists and their counterparts in Australian public and private institutions.

Organising and delivering an ALA program is time consuming. If there are delays in approval processes for individuals who are first nominated, or if their nominations are subsequently declined, the good will and interest that is generated by the program can possibly evaporate.

Recommendations

As a general proposal, PSLP and ALA program effectiveness could be enhanced through a reappraisal of the relationship between AusAID and relevant Centre's that regularly compete for program funds. Such an appraisal should include an assessment of the quality of the work undertaken by a Centre in meeting AusAID's guidelines, in the quality of governance that underpins a Centre's activities and its role in the community and in meeting Australia's external economic and social policy objectives, the linkages created for Australia in the region and globally and in terms of effectiveness in delivering high quality programs.

The objective of such an appraisal could be the establishment of longer-term partnerships between AusAID and relevant institutions that would contribute to enhancing aid effectiveness and to greater efficiencies in the delivery of aid programs.

This Centre would welcome the opportunity to discuss such a concept with AusAID and the Independent Panel for AID effectiveness.

We offer the following proposals aimed at enhancing the effectiveness of PSLP and ALA programming:

PSLP

- Sustainability of programming would best be served by agreement on multi-year programming, subject to timely and regular review by AusAID that a program continues to retain its relevance and providing for adjustments as appropriate to needs (this would avoid the one-off nature of current programming and the attendant ad-hoc nature of that approach)
- Efficiencies could be generated by a more flexible approach allowing the use of funds allocated across PSLP pools (APEC, ASEAN, South Asia, Pacific) where there are common development objectives across the region
- More funding for regional economic programs – in particular for India, Pakistan, Bangladesh and Sri Lanka

ALA

- Administrative procedures should be reviewed with a view to enhancing the efficient administration of programs.

Attachment 1- Centre Governance

Australian APEC Study Centre Advisory Board

The Hon Michael Duffy, former federal Attorney-General
Mr David Hanna, Deputy Secretary, Economic Policy & Planning, Department of Innovation, Industry and Regional Development, State Government of Victoria
Prof Paul James, Director, Global Cities Research Institute, RMIT University
Mr Mark Johnson AO, Australian ABAC Member
Mr Alan Oxley, Chairman, Australian APEC Study Centre
Mr Bruce Kean AM, Chairman of the Board
Prof Ian Palmer, Pro Vice Chancellor (Business), College of Business, RMIT University
Mr Ken Waller, Director, Australian APEC Study Centre (and Melbourne APEC Finance Centre)
Mr Brendan Berne, Assistant Secretary, APEC Branch, Department of Foreign Affairs and Trade
Amb Richard Woolcott AC, former Secretary, Department of Foreign Affairs and Trade

Financial Services Advisory Board

Mr Ken Waller, Chairman of the Board
Ms Nicold Boldt (Observer), Acting Director, Financial Services, Department of Innovation, Industry and Regional Development, State Government of Victoria
Mr Syd Bone, Chairman, Australian Centre for Financial Studies
Dr Christine Brown, Associate Professor, Department of Finance, University of Melbourne
Dr Marcus Chadwick, Australian Prudential Regulation Authority
Prof Kevin Davis, Research Director, Melbourne Centre for Financial Studies
Mr Justin Douglas, Manager, Bank Policy Unit, Australian Treasury
Mr Richard Foster, Executive Manager, Department of Treasury and Finance, Partnerships Victoria
Mr Joe Garbutt, Director, Policy, The Institute of Internal Auditors - Australia
Mr Chris Gaskell, Head of International Relations, Australian Prudential Regulation Authority
Ms Ros Grady, Consultant
Dr Jules Gribble, Consultant
Ms Adeline Hiew, Senior Associate, Blake Dawson
Dr David Knox, Worldwide Partner, Mercer Consulting
Dr Rod Maddock, Executive General Manager, Group Strategy, Commonwealth Bank of Australia
Mr Alan Oxley, Chairman, Australian APEC Study Centre
Prof Aaron Smith, Associate Pro-Vice Chancellor (Industry Engagement), College of Business, RMIT University
Prof On Kit Tam, Deputy Pro-Vice Chancellor (Business International), College of Business, RMIT University
Mr Ian Thompson, Managing Director, Chief Credit Officer and Head of Research & Training (Asia-Pacific), Standard & Poor's
Ms Kathryn Watt, Principal General Council and Company Secretary, Vanguard Investments Australia Ltd

Attachment 2- Centre Linkages

In its activities, the Centre involves high quality presenters or other representatives from major international agencies, including:

- Organisation for Economic Cooperation and Development (OECD)
- World Trade Organisation (WTO)
- International Monetary Fund (IMF)
- The World Bank
- United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)
- United Nations Committee on Trade and Development (UNCTAD)
- The Asian Development Bank (ADB) and the ADB Institute (ADBI)
- Bank for International Settlements (BIS)
- Asian Bankers' Association (ABA)
- International Association of Insurance Supervisors (IAIS)

The Centre also includes senior representatives from major commercial finance and related corporations from Australia and the Asia Pacific region, including:

- The Commonwealth Bank of Australia
- ANZ Banking Group
- National Australia Bank
- Westpac Banking Corporation
- Macquarie Bank
- Reserve Bank of Australia
- Productivity Commission, Australia
- Australian Treasury
- Department of Treasury and Finance, Victoria
- Australian Prudential Regulatory Authority (APRA)
- China Banking Regulatory Commission
- National Development and Reform Commission, China
- Industrial and Commercial Bank of China
- People's Bank of China
- Shanghai Pudong Development Bank, China
- Standard Chartered Bank

And from major academic bodies, including:

- RMIT University
- Melbourne University
- Monash University
- Australian National University
- Australian Centre for Financial Studies
- Asia-Finance and Development Centre (AFDC), Shanghai
- China Academy of Social Sciences
- Nankai University, China
- University of Southern California
- Thammasat University, Thailand
- Asia Pacific University, Philippines
- Gadjah Mada University, Indonesia
- Institute of Southeast Asian Studies, Singapore
- Philippine Institute for Development
- Korea Institute for Economic Policy (KIEP)
- University of Tsukuba, Japan
- Universidad del Pacifico, Peru
- Taiwan Institute of Economic Research

Public Sector Participants Agencies

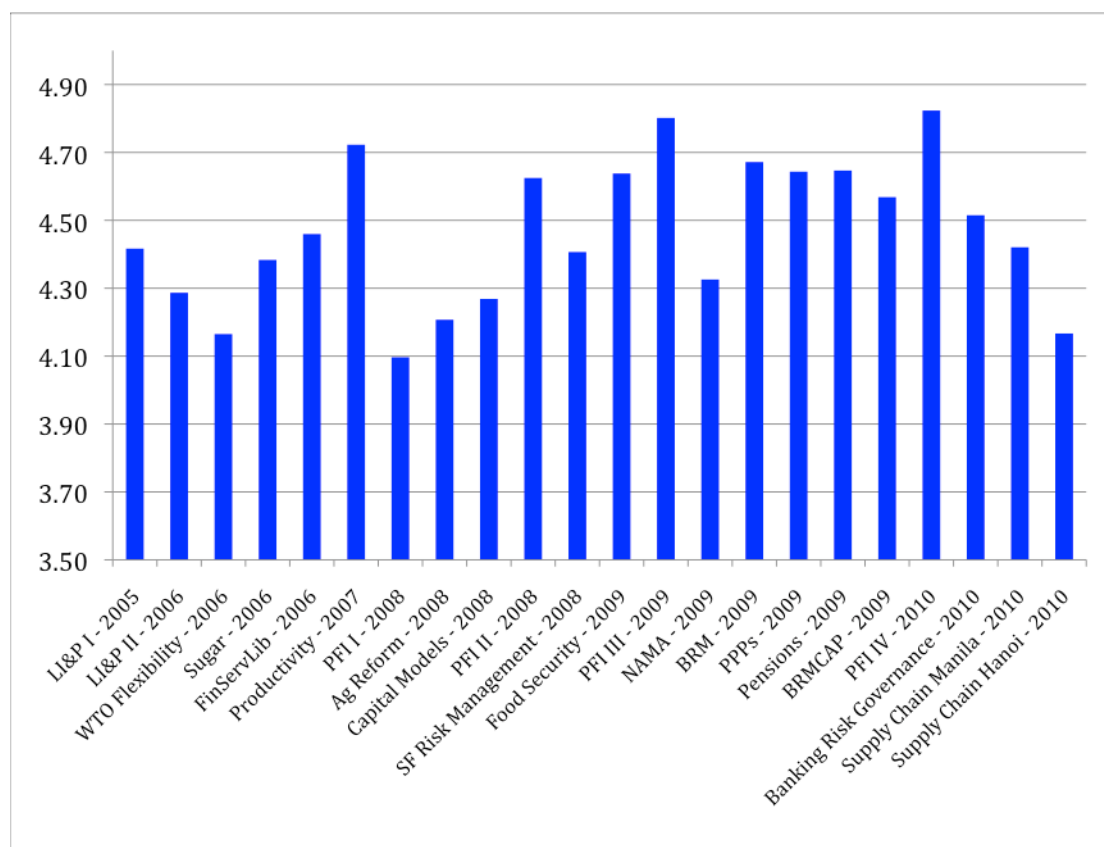
- Bangladesh (Bangladesh Bank)
- ASEAN Secretariat (Bureau of Economic Integration and Finance, Finance / Industry and Infrastructure Directorate/ Trade Facilitation Division, Market Integration Directorate, Services and Investment Division/ Services and Investment Division / Market Integration Directorate/ Initiative for ASEAN Integration & Narrowing Development Gap (IAI & NDG) Division)
- Cambodia (Ministry of Public Work and Transport)
- Chile (Superintendence of Pension Funds / Budget Office - Ministry of Finance)
- China (State Administration of Foreign Exchange (SAFE) / The People's Bank of China/ China Banking Regulatory Commission/ Chinese Academy of Agricultural Sciences (CAAS) /Ministry of Agriculture, Ministry of Commerce/ Shanghai Municipal Government Financial Service Office/ China Federation of Logistics & Purchasing Beijing CFLP Logistics Academy)
- Chinese Taipei (Financial Supervisory Commission)
- Fiji (Reserve Bank of Fiji / Fiji National Provident Fund)
- Hong Kong (Mandatory Provident Fund Schemes Authority)
- India (Committee on Infrastructure / Ministry of Finance)
- Indonesia (Ministry of Trade /National Development Planning Agency (Bappenas), Indonesian Centre for Agriculture and Socio Economic Policy Studies/ Bank Indonesia/ BAPEPAM-LK (Capital Market Supervisory Agency) /Centre for Business Climate Research and Development /Trade Research and Development Agency, Centre for Strategic and International Studies/ Coordinating Ministry for Economics Affairs /Capital Market and Financial Institutions Supervisory Agency/ Coordinating Ministry for Economic Affairs/ The Investment Coordinating Board/ Committee on Infrastructure/ Kadin Indonesian Chamber of Commerce and Industry)
- Laos (Ministry of Planning and Investment)
- Malaysia (Securities Commission/ Malaysian Industrial Development Authority)
- Mexico (Comission Nacional Bancaria y de Valores (CNBV) / Ministry of the Economy, Secretariat of Communication and Transport)
- Papua New Guinea (Department of Agriculture and Livestock / National Agriculture Research Institute (NARI)/ Bank of Papua New Guinea/ Department of Finance and Treasury/ National Fisheries Authority/ Department of Commerce and Industry/ Department of Foreign Affairs and Trade/Department of Transport)
- Pakistan (Secretariat of Communication and Transport)
- Peru (Ministry of Economy and Finance/ Insurance and PPFA of Peru/ Private Investment Promotion Agency, Technical Secretariat for the Commission of Repression of Unfair Competition, INDECOPI /ProInversion/ Ministry of Foreign Trade and Tourism)
- Philippines (National Economic and Development Authority (NEDA)/ Philippine Rice Research Institute/ Department of Agriculture/ Central Bank Philippines/ Bureau of Treasury/ Insurance Commission/ National Economic and Development Authority/ Department of Trade and Industry/ Securities and Exchange Commission/ Center for Industrial Competitiveness/ Bureau of Customs)
- Singapore (Monetary Authority of Singapore/ Central Provident Fund)
- Thailand (Ministry of Commerce/ National Economic and Social Development Board (NESDB)/ Ministry of Agriculture and Co-operative/ Bank of Thailand/ Ministry of Finance/ Office of Insurance Commission/ Securities and Exchange Commission/Office of the Board of Investment)
- Vietnam (Central Institute for Economic Management (CIEM)/ International Cooperation Department/ Ministry of Finance/ Ministry of Agriculture and Rural Development (MARD)/ State Bank of Vietnam/ Ministry of Industry and Trade/ Ministry of Planning and Investment/ State Securities Commission/ Investment Promotion Center, North Vietnam (IPCN)/General Department of Vietnam Customs/ Danang Customs Department)

Attachment 3- Review of PSLP Programs by the Australian APEC Study Centre

General Findings

- Programs were all **highly rated** by participants
- Our goal (benchmark) is to be rated above 4 out of 5
- Highest ranked overall programs include Productivity, PFI 3, BRM, Pensions and PFI 4. All above 4.65
- The PFI series of programs and Pensions all receive very high scores in recommendation potential
- The administration of the programs is always one of the **highest** rated components. We are proud of this fact and our unique format.
- The involvement of Mexico, Chile and Peru greatly increases the quality of the participation and the program

Overall Ranking of PSLP Programs



Testimonials from Participants

This is the best course I have been to. We actively participated, we got all the information at the end in a folder & CD and all the presenters were experts'

'I am motivated by this program to improve many of the systems in our office, because I see better system will bring better efficiency'

The content was very practical and the networking and groups were very useful. They allowed us to learn from others'

'The program was wonderful and very useful for my personal and professional development'

This mornings presentations were excellent. It is helpful when presenters actually work in business, regulation, or banking.

The case studies and role-playing are particularly important and useful in the learning process. Future programs should include more of these methodologies.

Outcomes from Programs

Pensions Program (November 2009)

The Chilean Government is working to introduce a risk-based approach to supervision with risk scoring features. The Australian experience with APRA has been fundamental in the regulation change

The **Malaysian Securities Commission** states that the knowledge from the program is leading it to formulate an appropriate structural and regulatory framework for the private pension industry. Including matters such as pre-conditions to a sound framework, suitability of pension providers, design features of pension products and regulatory and supervisory frameworks and approaches.

The **Philippines Securities and Exchange Commission** reported they were using information learned from the program in formulating policies and procedures in the supervision and administration.

The Fiji National Provident Fund has asked the centre to help with long-term training on pension systems.

PFI Series of Programs

The **Investment Coordinating Board of Indonesia** PFI 2 helped develop its work program for 2009: doing market intelligence to develop a comprehensive investment promotion strategy and formulation policies for their overseas representative offices.

The National Economic and Development Agency of the Philippines noted that the skills gained by participants will be useful in formulation of the Medium Term Philippine Development Plan for 2010-2016, particularly related to investment-related policies. Participants of the program are now a key part of their technical staff pool and will be useful in the formulation and review of investment policies, plans and programs.

One participant is responsible for representing the **Board of Investment in the Philippines** in inter-agency committee meetings on investment issues to develop positions on issues relating to industry, investments and trade. The BOI feels that the training program has enhanced her performance.

The Treasury of Papua New Guinea noted that the training received will be used as a guide to devise better policies and make well informed decisions in the Treasury's areas of focus including: PPP policy and introduction of competition in the telecommunication sector.

The Mexican Ministry of Economy noted that the training manual proved helpful in training other staff members, particularly in their promotion agency (ProMexico) and competition agency (Cofeco) as well as advisors to the Secretary of Economy. The Chief of Staff, who attended the training course, conducted formal training sessions with other officials from the Ministry of Economy

Following the training course, **the Ministry of Commerce of China** discussed with staff on how to improve the trade environment and enhance economic well-being through strategic FTAs.

Outcomes from Banking Programs

The State Administration of Foreign Exchange (SAFE) of China noted that the program would be very helpful towards China's capital liberalisation.

The **National Banking and Securities Commission of Mexico** noted that the program has contributed to regulatory implementation processes in their agency.

The Bank Negara Malaysia noted that the program has given them increased supervisory capacity to identify early warning triggers and risk management weaknesses in their financial system.

The Capital Market Supervisory Agency in Indonesia noted that the program was extremely relevant to the agency as it is currently in the process of developing risk-based supervision to non bank financial institutions.

The **Office of Insurance Commission of Thailand** noted that the knowledge from the training program will be used in its current organizational circumstances. It is in the process of developing regulation towards creating strength and stability in the insurance sector.

The Central Bank of the Philippines noted that the program will aid the development of policy proposals that are relevant and beneficial to the Philippine banking system and are grounded in a deep understanding of global financial markets.

Attachment 4- List of Programs

Public Sector Linkages Programs

**Training Program: 'Managing Regulatory Change in Financial Services: Life Insurance and Pensions'
Dates: March 2006**

Objectives:

- To develop regulatory capacity and understanding in the context of international regulatory best practices in the life insurance and pensions sectors. There is an emphasis on supervisory arrangements and issues for investment products as a consequence of the growing trend by governments of encouraging their citizens to take individual responsibility for their retirement planning and support.
- This Training Program is the continuation of the Centre's Managing Regulatory Change in Financial Services program

Program Structure:

- The program included six days of training in Melbourne
- A total of 26 industry regulators were trained from across APEC member economies including China, Indonesia, Malaysia, Papua New Guinea, Singapore, the Philippines, Thailand and Vietnam, and Fiji.

Key Presenters:

- Dr Jules Gribble, Managing Director of AskIT Consulting Pty Ltd,
- Australia and New Zealand Banking Group
- Rob Thompson, Australian Prudential Regulation Authority
- Clare McCarthy, Australian Securities and Investment Commission,
- Australian Stock Exchange
- Andrew Brown, AXA Asia Pacific Holdings,
- Ken Waller, Commonwealth Bank of Australia Group,
- Lorraine Allen, Commonwealth Treasury,
- Kate Thompson, Standard and Poor's
- David Knox, Mercer Human Resource Consulting

**Training Program: Enhancing Capacity to Appreciate the Economic Welfare implications of Developing Country Flexibility Provisions in the WTO Negotiations
Dates: June 2006**

Objectives:

- To develop the capacity of negotiators from developing APEC economies to appreciate the economic implications of developing country flexibility provisions in the WTO negotiations.
- Enhanced appreciation by targeted APEC economies of the economic outcomes of negotiating developing country flexibility provisions in the Doha Development Round of WTO Negotiations.

Program Structure:

- Six specialist Teaching Guides incorporating relevant case studies;
- The program included four days of training in Melbourne
- 15 participants from Thailand, Malaysia, Philippines, Indonesia and Vietnam

Key Presenters:

- Kristen Bondiotti, ITS Global
- Bernard Hoekman, World Bank trade and development expert
- Mr Robert Scollay ,Director, APEC Studies Centre, University of Auckland New Zealand)\
- Mr David Harris, Economic and Agribusiness Consultant, Australia
- Amb. Hassan Kartajomena ,Centre for Economic and Business Negotiations and Dispute Settlement

- Dr George Manzano, Economic and Political Group, University of Asia and the Pacific
- Dr K Govindan, Head, NEAC Secretariat, Prime Minister's Department, Malaysia

Training Program: 'Policy Reform and Structural Adjustment in Agriculture: Economic Change in the Sugar Industry'
Dates: October 2006

Objectives:

- How to manage structural adjustment issues in agriculture using reform of the Australian sugar industry as a case study.
- Course content included general issues of adjusting to economic change and also included a focus on the adjustment pressures associated with domestic and trade related policy reforms.

Program Structure:

- The program included 9 days of training in Melbourne
- 15 people from four APEC developing countries. Participants came from Vietnam, Thailand, Indonesia and the Philippines

Key Presenters:

- Mr David Harris, Managing Director of D.N Harris and Associates
- Dr Chris Tombazos, Associate Professor, Economics Department, Monash University.
- Tien Nguyen, Head of Planning Division, Vietnam's Ministry of Agricultural and Rural Development (MARD).
- Warren Males, General Manager, Trade and International Affairs, Queensland Sugar.
- Dr John Salerian, Assistant Commissioner, Productivity Commission.
- Dr Phillip Adams, Director, Centre of Policy Studies, Monash University.
- Jim McColl, Policy and Economic Research Unit, CSIRO Land and Water.
- Ian Ballantyne, General Manager, Queensland Cane Growers Association.
- Dr Bill Malcolm, Associate Professor, Faculty of Land and Food Resources, University of Melbourne.
- Steve Coats, Manager, Farm Productivity and Delivery, Dairy Australia
- Stuart Holland, Policy Manager, Plant Industries, Department of Primary Industries,

- Victoria.
- Bruce Bowen, General Manager, Rural Policy and Innovation Division, Federal

Training Program: Enhancing the Capacity of Developing Economies in APEC on Regulatory Regimes to Support Liberalisation of Financial Services in the WTO Doha Round
Dates: November to December 2006

Objectives:

- To enhance the capacity of government officials in the appropriate agencies in developing APEC economies to appreciate the regulatory environment necessary to support financial services liberalisation in the WTO.
- This Training Program is the continuation of the Centre's Managing Regulatory Change in Financial Services program that was run from 2000 – 2002 and was endorsed by APEC Finance Ministers.

Program Structure:

- The program included eight days of training in Melbourne
- 19 participants from Fiji, Thailand, PNG, China, Philippines, Indonesia and Vietnam

Key Presenters:

- Dr Jules Gribble, Managing Director of AskIT Consulting Pty Ltd,
- Kristen Bondiotti, Senior Consultant, ITS Global
- Keith Chapman, General Manager, Policy Development, APRA
- Kevin Davies, Professor of Finance, Melbourne University
- Kim Dietrich, Professor, University of Southern California
- Cameron Evans, Head of Operation National Australia Bank.
- Richard Fisher, Partner Blake Dawson Waldron
- James Gerraty, manager of Issuers, ASX
- David Knox, Mercer Human Resource Consulting
- Clare McCarthy, Policy and Education Officer, ASIC
- Paul McCarthy, Consultant PWMC Consulting
- Roy Nixon, Senior Advisor, Australian Federal Treasury
- Olaf Shuermann, Senior Advisor, Australia Federal Treasury
- Edmund U, Executive Manager, Commonwealth Bank of Australia
- Ms Nancy Wentzler, Deputy Controller for Global Banking Financial Analysis, OCC

Training Program: 'Strategies to Promote Structural Reform by Focussing on the Drivers of Economic Growth in APEC'
Dates: May 2007

Objectives:

- To enhance the public policy formulation capacity of officials in economic and financial agencies, particularly in relation to policy settings that influence productivity performance
- To understand the measurement of productivity as a tool to assess the effectiveness of measures used to implement APEC goals to improve economic performance.

Program Structure:

- The program included five days of training in Melbourne
- The program involved 19 participants from 6 APEC economies

Key Presenters:

- Mr Tony Hinton, former Productivity Commission commissioner and Australia's former Ambassador to the OECD in Paris
- Mr Dean Parham, Assistant Commissioner, Productivity Commission
- Mr Graeme Davis, Manager, Macro-dynamics Unit, Australian Treasury
- Mr Peter Biggs, Senior Advisor, Assistance Division, Australian Treasury
- Mr Sven Blondal, Head, Structural Policy Analysis Division 2, Policy Studies Branch, Economics Department, OECD Paris
- Mr A.S.Cole, Business Leader, Consulting in Asia Pacific, Mercer Investment Consulting
- Mr Alan Oster, Group Chief Economist, National Australia Bank Ltd

Training Program: 'Capacity Building to Enhance Investment Flows in APEC Economies, Particularly Governance and Competition Policy'

Date: April 2008

Objectives:

- To enhance the policy advising capacity of the participating APEC developing economy officials in relation to achieving a policy environment conducive to strong investment flows
- With a particular focus on economic governance and competition policy

Program Structure:

- The program included six days of training in Melbourne
- The program involved 25 participants from 9 APEC economies

Key Presenters:

- Mr Tony Hinton, former Productivity Commission commissioner and Australia's former Ambassador to the OECD in Paris
- Mr Jonathan Coppel, Senior Economist and NEPAD-OECD Africa Investment Initiative Executive Program Manager, OECD Paris
- Mr David Crossley, Executive Director, Australian National Audit Office
- Ms Leanne Edwards, Business Council of Australia
- Mr Ritchie Hutton, Competition Branch, New Zealand Commerce Commission
- Mr Paul Kennelly, International Compliance Unit, Australian Treasury
- Mr Glenn Maguire, Director, Partnerships Victoria Commercial Division
- Mr Darrell Porter, Deputy Executive Director, Office of Best Practice Regulation
- Mr John Salerian, Competition Policy Unit, Productivity Commission

Training Program 'Policy Options to Promote Agricultural Growth and Reform in an Era of Rising Commodity Prices'

Dates: September 2008

Objectives:

- To enhance officials' capacity to respond to the challenges facing agricultural and trade policies under conditions of commodity price inflation and uncertainty in the global policy environment especially in view of the disruption in financial markets and repeated setbacks to the multilateral liberalization efforts in the WTO's Doha Round of trade negotiations

Program Structure:

- The program included five days of training in Melbourne
- 20 participants from Indonesia, Malaysia, Philippines, Thailand, PNG and ASEAN Secretariat.

Key Presenters:

- Mr Peter Gallagher, Consultant
- Dr Ray Trewin: Visiting Fellow at the Crawford School of Economics and Government, Australian National University
- Mr David Harris
- Kym Anderson, Director of the Centre for International Economic Studies (CIES) at the University of Adelaide

- Mr Andrew Stoler, Director of the Centre for International Trade at the University of Adelaide
- Mr Nathan Rhodes, Acting Director of the DAFF Food Security section
- Ms Carolyn Irving, Director of the Agriculture Negotiations section of the Office of Trade Negotiations

**Training Program: Prudential Regulation and Risk Management
Regulatory Management of Internal Capital Models
Dates: October 2008**

Objectives:

- Develop an understanding of relevant BIS and IAIS Guidance and Core Principles as they relate to best practice' prudential supervisory approaches to the management of internal capital models;
- This Training Program is the continuation of the Centre's Managing Regulatory Change in Financial Services program that was run from 2000 – 2002 and was endorsed by APEC Finance Ministers.

Program Structure:

- The program included eight days of training in Melbourne
- 17 participants from Fiji, Thailand, PNG, China, Philippines, Indonesia, Taiwan, Singapore and Vietnam

Key Presenters:

- Dr Jules Gribble, Managing Director of AskIT Consulting Pty Ltd,
- Ms Colleen Cassidy, Financial Services, Ernst & Young
- Mr Gavin Gunning, Senior Director, Financial Services Rating Group, Standard & Poor's
- Ms Elisabeth Burke, Global Program Director, Basel II, National Australia Bank
- Mr Harvey Crapp, Credit and Operational Risk Services, Australian Prudential Regulatory Authority (APRA)
- Dr Stuart Williams, Operational Risk Quantitative Analysis and Strategic Risk, National Australia Bank
- Mr Michael Vine, Standard & Poor's
- Dr J. Kim Dietrich, Marshall School of Business, University of Southern California
- Mr Guy Eastwood, Credit Risk Analytics, Australian Prudential Regulatory Authority (APRA)
- Mr Denis Gorey, Senior Quantitative Risk Specialist, Australian Prudential Regulatory Authority (APRA)
- Mr Andrew Kirk, Quantitative Risk Specialist, Australian Prudential Regulatory Authority (APRA)
- Dr Mark Lawrence, Senior Advisor, McKinsey and Company

**Training Program:
'Capacity Building to Enhance Investment Flows in APEC Economies, Particularly Investment Policy,
Promotion and Facilitation
Dates: December 2008**

Objectives:

- to enhance the policy advising capacity of a group of officials from some APEC developing economies in relation to a policy environment conducive to strong investment flows, with a particular focus on foreign investment policy options and foreign investment promotion and facilitation.

Program Structure:

- The program included five days of training in Melbourne, plus a half day of workshops
- The 22 officials were from China, Indonesia, Mexico, Papua New Guinea, Peru, Philippines and Vietnam.

Key Presenters:

- Mr Tony Hinton, former Productivity Commission commissioner and Australia's former Ambassador to the OECD in Paris
- Dr Paul Kennelly, Australian Treasury
- Dr Steve Thomsen, OECD
- Mr Tom Westcott, Senior Consultant, ITS Global
- Mr Darrell Porter, Deputy Executive Director, Office of Best Practice Regulation
- Mr John Cosgrove, Economic Consultant
- Mr Wayne Mayo, Tax Policy Consultant
- Ms Kate Spargo, Investec Bank Australia
- Mr Malcolm Bosworth, Crawford School of Economics

**Training Program: 'Food security, bio fuels and food price inflation: Policy conflicts and structural reforms '
Dates: June 2009**

Objectives:

- To strengthen the policy development skills of course participants. It focused on the policy conflicts that can arise when issues are addressed by independent policy actions without consideration for the wider implications.

Program Structure:

- The program included 8 days of training in Melbourne
- 16 participants from six APEC developing economies – China, Indonesia, PNG, the Philippines, Thailand and Vietnam

Key Presenters:

- Mr David Harris, Managing Director of D.N Harris and Associates
- Mr Ian Shaw, Economic Modelling Consultant
- Mr Archimedes Amarra, Executive Director, Philippine Sugar Millers Association
- Dr Husein Sawit, Senior Agricultural Economist, Indonesian Centre for Agricultural Socio Economic and Policy Studies (ICASEPS)
- Dr Sri Hery Susilowati, Senior Research Economist, Indonesian Centre for Agricultural Socio Economic and Policy Studies (ICASEPS)
- Mrs Vannapha Yongchareon, Director of the Bureau of Agricultural Development Policy, Office of Agricultural Economics, Thai Ministry of Agriculture and Cooperatives
- Dr Bill Malcolm, Associate Professor, Faculty of Land and Food Resources, University of Melbourne
- Mr Roger Mauldon, Former Commissioner, Productivity Commission (PC)
- Mr Jeffrey Rae, Chief Economist, ITS Global

**Program: 'Capacity Building to Enhance Investment Flows in and between APEC Regional Economies,
Particularly in Relation to Trade and Taxation Policies'
Dates: July 2009**

Objectives:

- To highlight the determinants of a positive and welcoming investment climate
- To increase an understanding of the OECD's Policy Framework for Investment (PFI) and its role, particularly in relation to trade and taxation policies

- To improve investment flows and increase economic growth

Program Structure:

- The program included five days of training in Melbourne, plus a half day of workshops
- The program involved 20 participants from 8 APEC economies

Key Presenters:

- Mr Tom Westcott, Senior Consultant, ITS Global
- Mr Darrell Porter, Deputy Executive Director, Office of Best Practice Regulation
- Mr Marinus Sikkel Chief Private Sector and Development Section, Trade and Investment Division, UNESCAP Bangkok
- Mr Andreas Schaal, Senior Policy Analyst, Directorate for Financial Markets and Enterprises Affairs, Investment Division, OECD Paris
- Mr Andrew Morris, Senior Director, Performance Audit Service Group, Australian National Audit Office
- Mr Roy Nixon, Senior Adviser, Foreign Investment and Trade Policy Division, Australian Treasury

Training Program: Policy Options to Promote Reform in Non Agricultural Market Access (NAMA) in an Era of Falling Demand, Rising Protectionism and Economic Uncertainty
Dates: Sept 2009

Objectives:

- The goal of the training program was to build the capacity of APEC developing economies to engage in, and further reform efforts in trade in industrial products in the current challenging
- to improve the capacity for policy development which supports open markets and liberalisation efforts both domestically and in the WTO NAMA negotiations.

Program Structure:

- The program included five and half days of training in Melbourne
- 21 participants from the ASEAN Secretariat, Indonesia, Philippines, PNG, Thailand and Vietnam

Key Presenters:

- Kristen Bondiotti, ITS Global
- Jeff Rae, ITS Global
- Dr Steven Kates, RMIT University
- Mr Gareth Meyer, Australian Department of Foreign Affairs and Trade
- Robert Scollay, Auckland University
- Bernard Hoekman, World Bank trade and development expert
- Mr Robert Scollay ,Director, APEC Studies Centre, University of Auckland New Zealand)\
- Dr HanSung Kim, Korea Institute for International Economic Policy
- Dr Erlinda Medalla, Philippines Institute for Development Studies
- Mr Robert Kerr, Victorian Competition and Efficiency Commission

Training Program: 'Enhancing Risk Management and Governance in the Region's Banking System to Implement Basel II and to Meet Contemporary Risks and Challenges Arising from the Global Financial and Banking Crisis'
Dates: September 2009

Objectives:

- To expose participants to current thinking and practices regarding the implementation of Basel II from both a regulatory and an industry practitioners' perspective, with a focus on measuring and managing risk.
- To focus attention on liquidity risk and the pressures arising from the global financial crisis, tightening

global credit and liquidity conditions and measures to deal with them in the region's banking systems.

Program Structure:

- The program included five days of training in Melbourne
- This was then followed by a half day workshop conducted by Zeb Information, a financial risk advisory group from Germany, outlining reforms in banking risk management.
- Involved 22 participants from eight APEC economies

Key Presenters:

- Dr Andreas Haider, Senior Manager, Zeb Information, Germany
- Mr Mozammel Ali, Director Hybrid Capital, Australia & New Zealand, Deutsche Bank
- Mr Morris Batty, Head of Enterprise Risk, Enterprise Risk Management, ANZ Bank
- Mr Tim Coyne, Partner, Financial Services, Ernst and Young
- Prof J. Kimball Dietrich, Finance and Business Economics Department, Marshall School of Business, University of Southern California
- Mr Stephen Glenfield, General Manager, Specialised Institutions Division, APRA
- Mr Jonathon Kearns, Deputy Head, Domestic Markets Dept, Reserve Bank of Australia
- Mr Paul Lichtenstein, Associate Director, Financial Risk Management, KPMG
- Mr Matthew Williamson, Senior Manager Framework & Profiling, Operating Risk, Governance & Capital, ANZ Bank
- Ms Kerstin Wijewardene, Acting General Manager, Financial System Division, Australian Treasury

Training Program: 'Financing and Managing Risks in Public-Private Partnerships (PPPs) at National and Sub-national Government Levels'

Funded with the support from the Asian Development Bank Institute (ADBI)

Dates: October 2009

Objectives:

- To enhance the capacity of policy officials to understand the policy choices and mechanisms in the development and delivery of Public-Private Partnerships in infrastructure in national and sub-national development
- To support measures to enhance investment flows in the region
- To share experiences and best practice proposals.

Program Structure:

- The program included five days of training in Melbourne, plus a half day of workshops
- The program involved 31 participants from 14 economies

Key Presenters:

- Coordinator – Mr Ken Waller, Director, Australian APEC Study Centre
- Mr Doug Brooks, Principal Economist, Office of Chief Economist, Economics and Research Department, Asian Development Bank
- Mr Arthur Smith, President, National Council of Public-Private Partnerships (USA)
- Mr Richard Foster, Executive Manager, Partnerships Victoria Commercial Division
- Mr Darrin Grimsey, Partner, Project Finance Advisory, Ernst & Young
- Mr Rory Brennan, General Manager, Infrastructure Investment, Infrastructure Australia
- Mr John O'Rourke, Principal, Plenary Group
- Mr Kamran Khan, Head, East Asia Infrastructure Finance Practice Group, World Bank - Singapore Urban Hub

Training Program: 'Capacity Building to Enhance Regulatory and Industry Structures for Private Pensions Systems, Funds and Asset Management in the Asia-Pacific'

Dates: November 2009

Objectives:

- To help strengthen regulatory capacity in the supervision and governance of private pensions, funds and asset management in order to encourage stable financial environments conducive to investment and sustainable wealth creation
- To encourage industry, regulatory and consumer responses to current challenges and to help improve governance and management of regulatory bodies which oversee private pension and funds management systems
- To provide regional officials the tools to address the challenges in their regulatory arrangements

Program Structure:

- The program included five days of training in Melbourne, plus a half day of workshops
- The program involved 18 participants from 10 APEC economies

Key Presenters:

- Dr David Knox, Worldwide Partner, Mercer Consulting
- Dr Jules Gribble, Partner, Ernst & Young
- Dr BartDowling, Investment Manager (Listed Equities & Fixed Interest Portfolios), AXA Insurance
- Dr Pamela Hanrahan, Senior Executive Leader of Investment Managers, ASIC
- Mr Roger Brake, Principal Adviser, Financial System Division, Australian Treasury
- Mr Ross Jones, Deputy Chairman, APRA
- Mrs Angela Manning, Chairman of Trustees, GSJBWere Super Fund
- Mr David Galbally QC, Chairman of Trustees, TWU Super (Browne & Co)

Training Program: 'Managing risks, enhancing governance and the role of capital modelling tools in risk management in the region's financial and regulatory agencies in response to the Global Financial Crisis'

Dates: December 2009

Objectives:

- To enhance understanding of policy makers and banking regulatory supervisors from across the region on the underlying causes of the crisis, the proposed responses and to consider these in the context of the region's needs to ensure banking system stability

Program Structure:

- The program included five and half days of training in Melbourne
- 16 participants from seven APEC economies, comprised of participants from China, Malaysia, Peru, Philippines, PNG, Thailand and Vietnam, and on a self-funded basis, from Bangladesh

Key Presenters:

- Prof Kevin Davis, Melbourne Centre for Financial Studies
- Ms Lotte Schou-Zibell, Asian Development Bank
- Mr Paul Riley, Australian Prudential Regulatory Authority
- Mr Bruce LeBransky, National Australia Bank
- Dr Jules Gribble, Ernst & Young
- Mr Morris Batty, Head of Enterprise Risk, Enterprise Risk Management, ANZ Bank
- Prof Christine Brown, University of Melbourne
- Dr Mark Lawrence, Chairman, Risk Management Group, Institute of International Finance
- Mr Tim L'Estrange and Ms Pippa McNaughton-Smith, ANZ Bank
- Mr Ian Thompson, Standard & Poor's
- Mr Brendan Scarra, Australian Prudential Regulatory Authority
- Dr Luo Ping, China Banking Regulatory Commission

Training Program: 'Capacity Building to Enhance Structural Reform and Investment Flows in the APEC Region'

Dates: February 2010

Objectives:

- To highlight the determinants of a positive and welcoming investment climate
- To increase an understanding of the OECD's Policy Framework for Investment (PFI), particularly through structural reform policies
- To improve investment flows and increase economic growth through addressing the characteristics of an overall sound public policy environment and the importance of policy coherence

Program Structure:

- The program included five days of training in Melbourne, plus a half day of workshops
- The program involved 21 participants from 9 APEC economies

Key Presenters:

- Mr Tony Hinton, former Productivity Commission commissioner and Australia's former Ambassador to the OECD in Paris
- Mr Malcolm Bosworth, Resident Visiting Fellow, Crawford School of Economics & Government, Australian National University
- Mr Robert Kerr, Commissioner, Victorian Competition and Efficiency Commission
- Mr Andrew Proctor, Business Enabling Environment Consultant

- Ms Simone Abbot, Competition Unit, Australian Treasury
- Prof Judith Sloan, Commissioner, Productivity Commission

Program: 'Improving supply chain connectivity across APEC economies through open and competitive services'
Dates: September 2010

Objectives:

- To raise awareness among APEC developing countries of the economic gains from improving efficiency across the supply chain through liberalisation of services
- To enhance the capacity of economies to develop integrated approaches to trade facilitation, and in doing so, improve trade, growth and development

Program Structure:

- The program included three days of training in both Manila and Hanoi
- The program involved 21 participants from 6 APEC economies

Key Presenters:

- Mr Douglas Brooks, Assistant Chief Economist, Development Indicators and Policy Research Division, Asian Development Bank
- Mr David Jay Green, Research Fellow, Asian Institute of Management
- Mr Ken Waller, Director, Australian APEC Study Centre
- Ms Kristen Bondietti, Principal Consultant, ITS Global
- Engr. Samuel C. Custodio, Senior Consultant, Transport and Traffic Planners, Inc
- Mr Richard Barclay, Chairman, Australia/New Zealand Chamber of Commerce, Manila
- Dr Arianto Patunru, Head, Institute for Economic and Social Research, Department of Economics, University of Indonesia
- Professor Hussein Lidasan, School of Urban and Regional Planning, University of the Philippines
- Dr Prabir De, Fellow, Research & Information System for Developing Countries
- Dr Henry Basilio, Director, Transport and Logistics Center, School of Economics, University of Asia and the Pacific
- Dr Mark Goh, National University of Singapore

Australian Leadership Awards Fellowships (ALA)

Roundtable and Professional Placements: Australian Leadership Awards – Fellowships (ALA) – 'Building institutional relationships between Chinese and Australian bankers and financial sector policy makers, regulators and Australian financial academic specialists'

Date: October 2008

Objectives:

- To build linkages between Australian and Chinese financial institutions
- To pursue emerging best governance practices in the areas of risk management

Program Structure:

- A two-day Executive Roundtable in Melbourne, comprising 10 Chinese bankers, plus Australian bankers, academics and financial sector policy makers
- After the roundtable, the 10 Chinese bankers participated in professional placements at Australian financial institutions in Melbourne, Sydney and Canberra

Key Presenters (at the Roundtable):

- Mr Chris Barnes, General Manager, Business Development, Commonwealth Bank of Australia
- Mr Keith Hall, Assistant Governor, Reserve Bank of Australia
- Ms Alice Wong, Head of Asia Markets, Westpac Banking Corporation
- Mr Keith Chapman, Executive General Manager, Supervisory Support Division, Australian Prudential Regulation Authority
- Ms Amy Auster, Head of Foreign Exchange and International Economics Research, ANZ Bank
- Mr David Bannatyne, Chief Risk Officer, Corporate Centre, National Australia Bank
- Mr Huw McKay, Senior International Economist, Westpac Banking Corporation
- Ms Marian Kljakovic, Manager, Market Integrity Unit, Corporations and Financial Services Division, Australian Treasury
- Mr Bernard Gastin, Director, Financial Risk Management, Victorian Department of Treasury and Finance

