



Australia Awards

Australia Awards Short Course

Building a Coalition for Quality Infrastructure Funding and Financing



AAI Building a Coalition for Quality Infrastructure Funding and Financing

The 'Building a Coalition for Quality Infrastructure Funding and Financing' Short Course was funded by the Australian Government through the Department of Foreign Affairs and Trade (DFAT), managed by the Australia Awards in Indonesia (AAI), and delivered by The University of Queensland's (UQ) specialist International Development unit (UQID). The short course was conducted between August 2024 and January 2025, with the in-Australia component delivered in September 2024. The Course Leaders and Course Designers were **A/Prof Neil Paulsen**, **The Hon Rachel Nolan**, and **Dr David Ray**.

This short course aimed to build a coalition of mid-level professionals committed to planning and implementing quality infrastructure projects through high-quality finance. The Government of Australia and the state governments have significant experience and well-established practices for effective infrastructure planning in response to the service needs and gaps and alignment with national and sector priorities of the public sector.

The course explored the prerequisites and requirements that Australian institutional investors look for in the risk profiles they assess when considering investment opportunities, and how investment opportunities can be best prepared to satisfy these due diligence requirements. The course also included case studies of specific infrastructure investment opportunities, exploring relevant risks and mitigants, and financial and legal/contract issues, using successful and unsuccessful Australian projects as benchmarks. The course highlighted best practices for mainstreaming GEDSI and climate considerations into infrastructure planning, project identification, preparation, and implementation, including how to link governance financial support to performance on GEDSI and climate.

Course Highlights

Highlights of the Building a Coalition for Quality Infrastructure Funding and Financing Short Course included:

- A networking dinner in Brisbane at Customs House, with 43 attendees.
- The Cross River Rail Project presentation from Russel Vine.
- Networking with other participants from different levels of government, as well as guest presenters who were experts in their fields.
- Site visits in both Brisbane and Sydney will allow for a comparison of the cities' infrastructure projects.
- The experience, expertise and perspectives of the various speakers from both Australia and Indonesia throughout the Short Course.
- The delivery and feedback from the Award Project Presentations during the online mentoring and post-course workshop

The Short Course included the following components:

- Pre-Course Workshop delivered in Jakarta, Indonesia, at Mercure Hotel Gatot Subroto, South Jakarta (20 – 22 August 2024)
- In-Australia Course delivered over two weeks in Brisbane and Sydney (23 September – 4 October 2024)
- Online Award Project Mentoring Sessions delivered online (31 October 2024, 28 November 2024)
- Post-Course Workshop UQID delivered in Jakarta, Indonesia, at Hotel Luwansa, South Jakarta (14-15 January 2025)



Course Provider

UQ is ranked among the world's top 50 universities and is a founding member of the Group of Eight (Go8) universities. The University has a world-class track record of delivering practical solutions to complex global challenges, collaborating with partner institutions and industry in areas of national and international importance.

UQID builds the capacity of people and organisations around the world to achieve their development goals. Recognised for excellence through technical leadership, training and capacity building, management, and research, the unit is one of the Indo-Pacific's leading university development groups. Since it was established in 1994, UQID has completed more than 500 projects across 80 countries. The unit has designed and delivered more than 190 tailored short courses for 5000+ participants across South-West Asia, South-East Asia, Africa and the Middle East.

Working with a broad range of stakeholders, UQID draws upon the knowledge, expertise and skills of university academics, leading practitioners across Australia, and global experts to rapidly develop and effectively deliver training and capacity-building programs for a range of Australian and international agencies. Our clients include the Department of Foreign Affairs and Trade (DFAT), the New Zealand Ministry of Foreign Affairs and Trade (MFAT), the Asian Development Bank (ADB), the World Bank, and the United Nations (UN).

Course Participants

The Short Course was delivered to 24 participants, comprising 14 women and 10 men, aged 30 to 50 years. The course was offered to emerging Infrastructure specialists in Indonesia. The cohort was well-balanced, with a focus on middle management that demonstrated strong leadership potential. Arguably, the greatest returns on the AAI investment tended to be among younger participants, who had strong technical backgrounds and excellent English skills, and who demonstrated a great thirst and absorptive capacity for new knowledge and experiences.

Pre-Course Workshop

From August 20-22, 2024, the pre-course workshop for the Australia Awards Short Course was held in Jakarta, focusing on preparing participants for their learning journey and fostering collaboration. The workshop emphasised infrastructure development and investment in Indonesia, leveraging Australian expertise through presentations, group activities, and networking events. Key activities included cohort building through structured networking, developing actionable Award Projects aligned with participants' roles, and expert-led sessions on infrastructure financing, climate change initiatives, and gender equality. Prominent speakers such as David Lowe (First Secretary Infrastructure, DFAT), Steven Chaytor (Director, KIAT), Patrick Williams (DFAT Jakarta Investment Deal Team), Pak Brahm (Director

Government Support and Infrastructure Funding, Ministry of Finance), and Chi-Ling Looi (CEO, Plenary Asia) shared insights on sustainable infrastructure development and investment strategies.

In-Australia Program

The in-Australia component was held from 23 September to 4 October 2024 in Brisbane and Sydney. It included lectures, guest presentations, and site visits. Many speakers were senior experts in the Australian infrastructure landscape, ranging from policy and planning to delivery and financing. The networking event in Brisbane was a highlight as participants could continue conversations with guest presenters. We visited three economic infrastructure transport projects (Cross River Rail, Sydney Metro and MRT Jakarta) and two social infrastructure projects (STARS hospital facility and Bellbird Park Secondary College in the Queensland PPP schools program). Participants also experienced the Brisbane Bus Transport service, including dedicated busways and tunnels, the Gold Coast Light Rail, and the Sydney Light Rail service en route to the Sydney Metro experience.



The short course group at the networking event at Customs House in Brisbane.



The networking event at Customs House in Brisbane.



The short course group at STARS Herston, Brisbane.

Post-Course Workshop

The post-course workshop was held in South Jakarta from 14-15 January 2025. It provided participants with opportunities to reflect on their learning, present their progress, and engage with experts and peers. Over the 2 days, participants presented their impressive Award Projects and had the opportunity to visit the Jakarta MRT office and Monas station construction site. A networking dinner on the opening night featured an address by Pak Rudiantara, a former Indonesian Minister of Communications. A panel discussion was also held on *Planning and Financing for Connected Urban Communities: Innovations for Australia and Indonesia* with Chi-Ling Looi, Ben Hendriks, Rahul Mittal, and Raj Kannan.



The short course group at Jakarta MRT during the post-course workshop.

Award Project Highlights

As part of the short course, course participants developed and implemented Award Projects that applied learnings from the course. Some of the most successful projects included:

- *Group 5: Government Support for Infrastructure and Creative Financing for Infrastructure Development in Indonesia; Minister of Finance Regulation 68/2024* undertook a detailed analysis of Indonesia's new PPP regulation, which aims to simplify and improve processual rigour by encouraging blended financing, improving adherence to ESG principles, clarifying provisions around viability gap funding and improving processes for availability payments. Having detailed the new regulations and their context, the group recommended a series of supporting guidelines in an article that was published on the Ministry of Finance website.
- *Group 3: Enhancing Infrastructure Investment Opportunities in Indonesia; A Policy Recommendation on Project Assessment for a Better Project Pipeline* mapped the Indonesian regulatory environment and produced an excellent comparative analysis of different countries' regulatory approaches as well as key learnings from Australia. Following this analysis, the group recommended better centralisation of decision-making (as opposed to the existing disparate state-owned enterprise-led approach) and the adoption of a consistent Australian-style Project Assessment Framework. Post-program, the group planned to finalise the policy brief and submit it to the Coordinating Minister for Infrastructure and Regional Development by the end of January 2025.

Testimonials

"The course materials cover all the 'headaches' and bottlenecks that the Indonesian Government currently faces, and hopefully, all the takeaways and lessons learned from the course will unlock those issues."

Participant, Infrastructure Funding and Financing SC

"I am truly grateful for the opportunity to participate in this short course, which has expanded my knowledge of quality infrastructure financing and provided invaluable connections. I have been particularly impressed by the guidance and insights from Neil Paulsen and David Ray, whose expertise has greatly enriched my understanding of the subject."

Participant, Infrastructure Funding and Financing SC

"Several stories and key takeaways are new knowledge for me. Therefore, it's essential to contextualise them in my work. Some materials were inspiring, and I want to incorporate them into policy recommendations for my organisation."

Participant, Infrastructure Funding and Financing SC

"The course emphasised Australia's holistic approach to PPPs, where clear funding roles are determined early. This contrasts with Indonesia, highlighting the need for structured blended financing decisions to enhance project preparation and execution."

Participant, Infrastructure Funding and Financing SC

"This course was invaluable, bringing together key players in infrastructure to discuss development in Australia and its potential for Indonesia, with the highlight being the meaningful connections built among participants and fostering collaboration."

Participant, Infrastructure Funding and Financing SC

For further info about this program, please contact:

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