The Africa Infrastructure Rollout Conference 2013

Date: 18-19 November 2013
Venue: Radisson Blu Hotel, Sandton, Johannesburg

A focus on delivery: Addressing Africa’s Infrastructure Challenges
South Africa is on a multibillion-rand development drive to remedy the skewed implementation of infrastructure during the apartheid years, and to meet the demands of a growing economy and population. Confirmed in the February 9 2012 Presidential speech, Infrastructure has a remit to provide a stronger focus on the South Africa’s long-term infrastructure priorities and meet the challenge of facilitating significant private sector investment over the longer term across the economic infrastructure sectors (energy, transport, waste, flood, education, science, water and telecoms), of which the majority will need to come from the private sector. The infrastructure challenge has proved to be a continental problem, that demands immediate action if efficiency, economic growth and effectiveness are going to be achieved. This conference is designed to facilitate the implementation of the infrastructure developments in key sectors and to ensure that they are consistent with your business objectives.

South Africa, being a member of the Southern African Development Community (SADC), has also welcomed the SADC's 15 year infrastructural rollout master plan starting in 2013. In a statement, the region’s infrastructure in critical sectors is said to be so poor that a deficit was estimated to be about US$100 billion. The plan to be implemented will serve as a key strategy to guide the creation of efficient, cost effective, trans’/boundary infrastructure connecting all SADC member states in areas of energy, water, ICT and transport.

This conference aims to provide a forum for open discussions on the infrastructure development, maintenance and deployment. This two day event will present the practical approach to the infrastructure rollout and the importance of transforming the country, the region, and the continent. It will offer the latest topics and most interesting developments in the projects. The conference will include plenary sessions, break away sessions, keynote addresses and networking reception.

Some of the key issues to be discussed include:

- Capital projects and infrastructure
- Effective and more expeditious resolution of disputes
- Enhanced monitoring of projects for speedy regulatory approvals
- Facilitation of funding for infrastructure projects
- Fast-tracking policy and regulation reforms for their enhanced implementation
- Finalizing the best solution for each infrastructure deficiency
- Guidelines for preparing a finalized infrastructure roll-out plan?
- How should governments address challenges once construction and operations start?
- How should governments prioritize which economic infrastructure projects create the greatest impact in terms of economic growth, social uplift and sustainability?
- How to implement a value for money procurement of government funded infrastructure?
- Implementing the red tape challenge and focus on enforcement reforms
- Infrastructure bills roll out for consideration
- Is your enterprise asset management effective?
- Managing risk in infrastructure projects
- Public-Private Partnership contracting modes available for infrastructure delivery mechanisms to minimise project failure and delays.
- Solving problems with capital programmes
- Strategic project management for Public Private Partnerships (PPPs)
- Streamlining the land-acquisition process for infrastructure roll out
- The challenge of building and sustaining public-sector transaction skills on government funded projects
- The future for infrastructure financing
- The importance of proper stakeholder engagement on infrastructure funding

There is need to prioritize action and reforms under the present conditions to facilitate increased private sector investments and faster execution of projects across the infrastructure sectors. These investments will improve access by South Africans to healthcare facilities, schools, water, sanitation, housing and electrification. On the other hand, investment in the construction of ports, roads, railway systems, electricity plants, hospitals, schools and dams will contribute to faster economic growth. While the intent of the Government may be in the right direction, there are multiple roadblocks that are likely to hamper any move to accelerate development of infrastructure. Funding constraints, land acquisition issues, delays related to identification and award of projects and shortage of skilled manpower are some of the major reasons that are currently causing delays in infrastructure projects.

This event is intended to be a road map to steer governments and key stakeholders to best practices by providing an actionable framework and case studies.

I look forward to your participation. Please bring your infrastructure team and see you there!

Kind regards,

Tanu Munetsi: Director Business Development, Milla SA
Produced by Milla SA's Infrastructure Division.

We have to be patient..., we have to explain, we have to teach, but more important than anything else, we need to be consistent in what we are saying and do. As infrastructure assets last many decades decisions today affect future generations.
This event is designed principally for senior government leaders and officials responsible for planning and delivering infrastructure. It provides a road map to steer governments to best practices. The methodologies have deliberately been kept generic so that the principles can be applied in emerging and developed economies, at a regional level or even by municipalities. Other stakeholders, including the private sector, multilateral development banks and the donor community, should also benefit from the formulation of this common language on infrastructure to facilitate a more productive engagement with government and the private sector. This event opens up the highway to infrastructure implementation and identify the key challenges and opportunities in the three infrastructure sub-segments, including the railways, ports and roads and highways and many others. It also suggests possible ways in which some of these issues can be addressed to help South Africa and Africa achieve its infrastructure goals.

Public-Private Partnerships (PPP)

 Governments and public authorities are increasingly turning to PPPs to deliver efficient and cost-effective infrastructure and services. PPPs can help public sector entities shorten delivery times, share risks, achieve better value for their money and increase innovation in their infrastructure rollout and provision of services. Such partnerships allow private sector organisations to apply their skills and experience to infrastructure development and operation and mobilise finances for long-term infrastructure investments. Despite their potential, however, PPPs are highly complex policy instruments and must be fully understood and professionally implemented and managed if they are to deliver on their potential. Above all, the political will to make decisions quickly and transparently is crucial to optimising the benefits that this process can bring. The infrastructure gap – the amount of investment required to meet core infrastructure needs – is large and growing. On average, developing countries need to spend 5% of their gross domestic product (GDP) annually on infrastructure capital expenditures in order to sustain and expand essential public infrastructure. This constant challenge requires bold approaches and practical solutions, such as PPPs.

Governments

Governments recognize the importance of infrastructure. The challenges range from financial, regulatory, execution, project planning to policy challenges. Some of these need to be resolved immediately, while others require implementation of long-term action. After a few years of delay, governments are beginning to move on some key infrastructure roll out that have the potential to provide billions of Rands of work to help shore up our widening infrastructure investment gap and provide needed work for contractors. The state of the nations address renews the government’s commitment to addressing our Nation’s substantial needs which, for decades, has been under looked. Infrastructure is vital to the success of any modern economy; it drives growth, creates jobs and generates the networks that allow businesses and organisations to thrive. Investing in and improving this country’s infrastructure in order to make Africa globally competitive is a key part of governments’ economic strategy. To help ensure that the South Africa gets the critical infrastructure it needs, not just for now, but for the future, the government identified priority projects from the public and private sector as part of the National Development Plan on Infrastructure. This update sets out the progress that has been made on these priority infrastructure investments. The Government will implement a series of reforms to effect a step change in its approach to infrastructure roll out delivery framework.

Using the experience of delivering the World Cup 2010, the Gautrain Rail Project and drawing on private sector best practice, these reforms include creating an enhanced central cadre of commercial specialists who will be deployed into infrastructure projects across government, and the establishment of tough new infrastructure capacity plans to drive forward progress in key government departments and state owned enterprises. These reforms will be undertaken in conjunction with Public Private Partnerships led efforts to strengthen commercial capability and work to improve the government’s management of major projects.

It might appear simple to build a new infrastructure, have budget but to navigate construction on existing cities, getting clearances and fulfil all approvals and legal requirements, project documentation, etc, many projects have been started, some abandoned halfway, some lacked funding, some political changes, some under budgeted, the list goes on. Hence this event will focus on delivery of infrastructure roll out moving from documentation to action. We have lessons learnt from the initial costs of the ‘The Gautrain Project’ and its final budget. The SA government has already set out how this capital spending will be allocated during the 2013 Budget Speech. From physical infrastructure covering transportation, power and communication through its backward and forward linkages facilitates growth; while social infrastructure including water supply, sanitation, sewage disposal, education and health, which are in the nature of primary services, has a direct impact on the quality of life. Infrastructure implementation will look at the whole regulatory system – including laws, guidance, compliance, and enforcement, through short targeted reviews.

Private Sector

The conference promotes investment in the nation’s critical infrastructure, accelerates project delivery, and reforms the implementation, execution and delivery of projects. The purpose of this event is to provide catalytic and leveraging support for the preparatory phase leading to the construction of new research infrastructures or major upgrades of existing ones. The preparatory phase aims at bringing the project for the new or upgraded facility/research infrastructure to the level of legal and financial maturity required to implement it. The preparatory phase may also include technical work. Project consortia should involve all the stakeholders necessary to make the project move forward, to take decision and to make financial commitments before construction can start. How much can the public sector really on Private sector to deliver? Inadequate infrastructure may be the single biggest threat to Africa’s long-term growth. Infrastructure investment, whether it is maintaining existing networks or building new assets, is critical to economic progress. Government recognizes the importance of infrastructure roll out to investors. Infrastructure investors do not want to be involved in projects where there are no clear implementation timelines or where the timelines, are repeatedly moved out. Infrastructure investors want to be involved in projects that are high priority for governments and thus are likely to come to a conclusion. Infrastructure investors will also focus on markets where there is a guarantee of long-term policy stability and revenue certainty and where there is institutional capacity within government to make projects happen. Infrastructure only drives economic growth when it is well aligned with the country’s economic, industrial, social and environmental priorities.

Funding

Funding remains a key challenge. African governments have historically financed a sizeable share of the continent’s infrastructure development on balance-sheet, and infrastructure rollout has thus been constrained by budgetary restrictions. Furthermore, local banks are often not able to supply the tenor of loans needed for long term infrastructure investment. For the continent’s infrastructure backlogs to be cleared, some form of collaboration with private sector players is a necessary and important precondition. “Concerns about governance and slow project approvals by the government have weakened business sentiment, which in turn has adversely affected investment, along with cyclical factors such as global uncertainty and policy tightening...” – IMF Regional Economic Outlook. Infrastructure targets have not materialized as planned and translating investments into physical achievement continuing to be a key challenge. Funding is another major roadblock, with an increased reliance on the private sector to develop and maintain infrastructure projects that are capital-intensive and have a long gestation period.
The challenges range from financial, regulatory, execution, project planning to policy challenges. Some of these need to be resolved immediately while others require implementation of long-term action.

- A performance review unit to monitor and enforce provisions in PPP and/or EPC projects should be established to enable regulatory approvals to be speeded up.
- An emerging challenge relates to the capacity of the private sector to execute infrastructure projects.
- A major hurdle is the approach of the sponsoring agency to project planning or pre-tendering activities.
- Approach to project planning and bidding as planned
- Backlogs and opportunities affecting governments across the continent committing billions of dollars to infrastructure - Africa is at the start of a 20 to 30-year infrastructure development boom.
- Clearances from various ministries and departments further add to the delay. Since there is no single-window mechanism, considerable time is wasted addressing the protocols of multiple agencies. This complex clearance mechanism delays many projects and needs to be simplified at the earliest.
- Environmental safeguards and guidelines are continuously evolving and need to be implemented, not only in new projects but also in existing long term projects which may need to comply with revised standards midway through their execution stage, causing further delays.
- Fast-track policy and regulation reforms for enhanced implementation
- Funding constraints due to political, economic and investment policy
- Funding is another major roadblock, with an increased reliance on the private sector to develop and maintain infrastructure projects that are capital-intensive and have a long gestation period.
- Having independent third party audits conducted for infrastructure projects to ensure transparency in public contracts and compliance with project execution guidelines.
- How can international interest be attracted?
- How should governments prioritize which economic infrastructure projects create the greatest impact in terms of economic growth, social uplift and sustainability?
- Infrastructure targets have not materialized
- Is there a role for the private sector alongside government?
- Most countries are not investing enough, which is hampering their growth prospects and deferring an ever increasing burden to the years ahead.
- Most importantly, the majority of projects offered for bidding are inadequately structured and unsuitable for a PPP model.
- Multiple agencies are involved and various approvals required across the different stages of the project cycle.
- Policies and regulatory reforms in the infrastructure sector as well as in financial markets have a long-term effect on availability of funds, since they create a conducive environment for investors.
- Poor project planning and engineering designs in the tendering phase contribute to delays in implementation of projects.
- Progressive dispute resolution mitigation process as opposed to structured dispute resolution. The dispute resolution process needs to be more effective and expeditious and enhanced dispute resolution and regular monitoring will increase the confidence of the private sector to invest in infrastructure projects in the country.
- Sponsoring authority’s understanding of PPP projects, since procurement of PPP contracts are frequently processed in a manner that is similar to that of EPC contracts.
- The challenge of building and sustaining public-sector transaction skills
- The lack of preparatory phase which aims at bringing the project for the new or upgraded facility/research infrastructure to the level of legal and financial maturity required to implement it.
- The pre-tendering process can extend for almost a year.
- Issues such as land acquisition are not always adequately dealt with.
- The risk profile of infrastructure projects has increased considerably due to issues relating to land acquisition, increased traffic risks, changes in the scope of projects, cost overruns, among others.
- The technical capabilities of consultants should be evaluated during the selection process and they should be selected on the basis of their experience and expertise.
- There are, however, certain preconditions that private investors typically require before committing themselves to projects with the lengthy payback periods that attach to infrastructure assets.
- There is also a need to change the way we approach infrastructure development. The change required is needed across planning, bidding and execution of infrastructure projects.
- There is therefore a need to speed up ongoing efforts to simplify approval and pre-tendering processes and regulatory transformation initiatives to attract foreign developers who can make investments and bring in technical expertise to undertake large and complex projects.

"Countries are, of course, of different sizes, at different stages of economic development and have different political priorities. Nevertheless, as more and more countries publish infrastructure plans, the key stages in the process are becoming clear."
By attending this event, delegates will gain insight into:

- Assist the planning and prioritization of infrastructure (both public and privately owned) and ensure government expenditures are correctly budgeted
- Collate performance metrics and asset registers
- Decide which potential solutions create the greatest impact in terms of economic growth, while also considering social and environmental issues
- Decide who should pay for the infrastructure - users or taxpayers
- Discuss the government alternative approaches to resolving issues and deciding which potential solutions create the greatest impact in terms of economic growth, while also considering social and environmental issues
- Encourages a focus on the whole infrastructure sector and cooperation between governments and stakeholders
- Finalizing the detailed project preparation process so that value for money can be achieved
- Finalizing the prioritization of projects based on available cash resources
- For the selected projects, finalizing the detailed project preparation process so that value for money projects can be tendered.
- Formulating a long-term vision and medium-term goals
- Get a clear, well thought-out and deliverable plan with a clear timeline of projects over the next few years:
- Getting expert advice on preparing a list of infrastructure deficiencies that need to be rectified and identifying potential solutions to address these deficiencies
- Gives more confidence to construction companies, their supply chains and investors reducing instances of stop-start investment.
- Hear from our panel of knowledge and experience exists that can be used to guide decisions on the prioritizing, structuring, procurement, financing and management of projects.
- Help to deliver PPPs and build a stronger public-sector delivery capacity
- Lead reviews and recommend policy changes, e.g. 13-week maximum for the majority of non-planning consents, or opportunities to maximize use of infrastructure assets
- Learn how you can implement the Strategic Infrastructure Planner Framework
- Learn why the government is also streamlining planning and regulation to reduce delay in bringing forward infrastructure projects.
- Moving from planning to action - ensuring that the necessary policy changes are enacted
- Moving from planning to action - publishing and marketing the plan, ensuring that the necessary policy changes are enacted.
- Oversees government departments and ensure policy changes occur
- Preparing a list of infrastructure deficiencies that need to be rectified and identifying potential solutions to address these deficiencies
- Reduces the chance of wholesale changes to plans when political administrations change, as the plan should provide a clear evidence-base for prioritized projects and a basis for cross-party buy-in.
- Share an explanation and example of how to undertake cost benefit analysis- Alternative evaluation methods from the cost benefit analysis and advantages and disadvantages of the cost benefit analysis methodology
- To build on this progress over the coming months and formulate a long-term vision and medium-term goals
- To discuss the areas government has announced a range of measures to support infrastructure roll out strategy
- To drive forward the delivery of critical infrastructure the Government has budgeted for.
- To understanding the current infrastructure roll out methodologies which will be used and their complications.
- Understanding the current infrastructure situation

Benefits of Attending:

- Share, Listen, Discuss, Participate, Interact and Network

**Target Audience**

This Forum brings together all strands of infrastructure delivery including financial and advisory, the supply chain, the owners of infrastructure assets and representatives of infrastructure users to provide a medium by which Government and industry can work together to push forward the National Infrastructure roll out Plan.

**Target Sectors**

Delegates are welcome from Government Departments, Auditing Firms, Private Sector Machinery, Utilities & Power Generation, Universities, Municipalities, Built Environment, Healthcare, Financial Institutions, Asset Management, Facilities Management, Insurance, Engineering Companies, IT Companies; Consulting Engineers; Economic Development Agencies, Investment & Financial Analysts, Transportation; Ports and Rail; Research Organizations, Aviation; Parastatals, Planners in the Industry, Environmental and Community Development Experts;

**Participating Organisations**

- Deloitte.
- Baker & McKenzie
- KPMG
- Frost & Sullivan
- PwC
- slEconomics
- DBSA
- City of Tshwane
- Province of the Eastern Cape Planning & Development

**Other Milla SA Conferences**

- The Africa Infrastructure Rollout Conference 2013
- The Africa Infrastructure Rollout Conference 2014
- The Africa Infrastructure Rollout Conference 2015
- The Africa Infrastructure Rollout Conference 2016
- The Africa Infrastructure Rollout Conference 2017
- The Africa Infrastructure Rollout Conference 2018
- The Africa Infrastructure Rollout Conference 2019
- The Africa Infrastructure Rollout Conference 2020
- The Africa Infrastructure Rollout Conference 2021
- The Africa Infrastructure Rollout Conference 2022
- The Africa Infrastructure Rollout Conference 2023

The Africa Infrastructure Rollout Conference 2013
Speakers

Steven Z Macheve
Director: Transport and Roads Infrastructure Asset Management

Steven Z Macheve is a Director with City of Tshwane responsible for Transport and Roads Infrastructure Asset Management. He is currently involved in two strategic projects within the City, i.e. Development and Implementation of Integrated Maintenance Framework as well as Development and Implementation of the Parking Bay Levy Concept. The Integrated Maintenance Framework is aimed at developing a framework whereby City of Tshwane will be able to conduct its budgeting process from a central point across all its Infrastructure services thereby eliminate elements and risks of duplications, wastage and overlaps in delivering services to its communities. The Parking Bay Levy concept is aimed at generating revenue for the city towards maintenance and upgrading of Transport and Roads Infrastructure through a user pay principle.

Steven Z Macheve is a first year MBA student with Henley Business School and holds a Bsc Honors Degree in Civil Engineering from the University of Pretoria in South Africa, where he was honored with a Golden Key Society award for best performance.

Rowan Govender
Chief Director: Infrastructure Business Management Process
Eastern Cape Provincial Planning & Treasury

Rowan Govender has navigated the South African infrastructure environment in Health, Education, Agriculture, ICT, Manufacturing, and Retail within the context of the three tiers of government, as well as private, public and international development sectors. Rowan has spent a significant part of his career pursuing value chain business process optimisation and business aligned portfolio management. He has also conducted research on succession planning methodologies in family-owned businesses to steer local business into sustainable long term contributors to the South African economy.

Richard Goode
Infrastructure Research Specialist – Strategy Policy Division:
Development Bank of Southern Africa.

He has a MA (Economic History) from the University of Cape Town. At the DBSA he is engaged in research on integrated infrastructure planning to improve the capacity for and execution of durable, economic, efficient and long term national infrastructure provision. He previously worked as a technical specialist at South Africa’s mineral research council Mintek on resourced based industrialization and has practiced as an independent economic consultant in the fields of transport, economic regulation, industrial policy and spatial development.

Dr. Stephen Labson (Australia)
Managing Director: slEconomics

Dr. Labson is the Managing Director of slEconomics – a boutique economics consulting firm established in 2004 that provides specialised advice to corporate clients, governments and regulators in the area of utilities and infrastructure. During the course of his consulting career he has worked with clients across Australia, Asia, Africa and the US. Previous to his current roles, Stephen has been with Arthur Anderson Corporate Finance as a Director of their Asia Pacific Infrastructure Group. While at Arthur Anderson he played a leading role in development of a Privatisation Master Plan for the Royal Thai Government covering all major infrastructure sectors; and design of an Electricity Supply Industry restructuring plan for Thailand’s national energy regulator. Stephen has also served as a Senior Executive in the Victorian Department of Minerals and Energy, assisting with the privatisation of the State’s electricity supply industry; and as the Minerals & Energy Modelling Manager at ABARE in leading the quantitative research stream at one of Australia’s peak economic research institutions.

Dr. Labson holds a PhD. (Economics); MSc. (International Finance); and BSc. (Political Economy of Natural Resources) from the University of California at Berkeley.
Scott Brodsky
Co-Managing Partner: Baker & McKenzie

Scott Brodsky is an energy and projects specialist in the Johannesburg office of Baker & McKenzie, where he is also Co-Managing Partner. He has more than two decades of experience advising sponsors, project companies, financiers, governments and financial advisors on projects in Africa, the United Kingdom, Western, Central and Eastern Europe, the Indian sub-continent and Asia. He has advised on a broad range of projects in the power, renewables, oil and gas, transport and other infrastructure sectors. Scott is described as ‘immensely talented’ in the 2011 UK Legal 500 guide, where he is ranked for power (including renewables) projects and work in emerging markets.

Dr Mark A. Smith
Director: Head of Capital Projects Advisory/East Africa
Deloitte

Mark is the Director of Deloitte’s Infrastructure and Capital Projects Advisory for the East Africa practice based in Nairobi, Kenya. With over 25 years of consulting experience in the Big 4 and academic arenas, he has provided solutions for a diverse range of client needs, including developing policies and controls for capital management programs, strategies for construction turnaround programs, policies and controls for corporate real estate operations, methodologies for dispute settlements, and assessments of major project funding viability.

He has served a broad range of clients, including governments, power companies, healthcare providers, real estate managers, fund investors, and large multinational conglomerates. Mark has been based in several locations in the Americas, mainland China and most recently Kenya.

De Buys Scott
Senior Partner - Head of Global Infrastructure: KPMG, Africa

Extensive experience of managing large capital infrastructure and other capital advisory projects. Over 25 years professional experience and have been with KPMG for over 10 years with wide range of infrastructure projects advisory, procurement, financing and governance experience.

Recent projects include: Feasibility study for Nelson Mandela Children’s Hospital; NTP Radioisotopes restructuring; Coega Development Corporation (Powerstation feasibility study); COT Munitoria – PPP project; City of Tshwane Municipality – BRT Project; Prasa Metro Fleet replacement project, (feasibility study and currently in procurement for this R51 billion project over a 10 year period). Responsible for numerous additional PPP projects (Health, Accommodation, SADC etc.) and other infrastructure projects in Power, Transport and Water Industries.

Georg Hofmeyr
Director: Capital Projects & Infrastructure advisory practice PwC

Georg is a Director in the Capital Projects & Infrastructure advisory practice of PwC, based in Sunning hill, South Africa. Georg is a Professional Engineer and a Professional Construction Project Manager. Over the past 30 years, Georg has worked extensively in the private as well as the public sector, 20 years of which in the construction sector, where he worked across industries on diverse projects from harbours, pipelines and pump stations to roads, houses, nuclear fuel and power station projects. Georg is also well experienced as a management consultant on matters relating to the project organisation. Particular areas of expertise, skills and competencies include governance, risk and independent project assurance of large and complex capital projects.
Manuel Chikwanda
Manager: Risk Engineering:
Lion of Africa Insurance

Manuel is a multi-discipline expert specializing in risk management, engineering and business management. He has wide exposure across the disciplines and experience gained while working at various levels and capacities in the mines, mineral processing (extractive metallurgical) plants, telecommunications and insurance. Manuel also has wide exposure to various other industry sectors through his work as a risk engineer in insurance. Manuel has over 17 years combined experience in engineering, risk management and business management environments. He has traveled across most of Southern Africa carrying out risk assessments in industries including power utilities, telecommunications companies, property groups and various large production plants.

Manuel holds a BSc Honours degree in electrical engineering as well as an MBA degree. He also has various certificates in insurance and risk management, covering areas of short term insurance, engineering underwriting, business continuity management, enterprise risk management and six sigma. Manuel is a member of the Institute of Risk Management South Africa (IRMSA) and sits on the board of the Fire Protection Association of Southern Africa (FPASA). Manuel has delivered various presentations at different seminars in his specialty areas of risk management and engineering maintenance.

Carla has 8 years of infrastructure advisory and debt raising experience gained in South Africa and Europe. She is a Chartered Accountant and holds a degree in Civil Engineering. Carla is a senior manager in Deloitte's Corporate Finance team, focusing on infrastructure advisory.

She is experienced in undertaking infrastructure related feasibility studies, evaluating infrastructure bids and structuring infrastructure projects. Carla undertook the due diligence of two of the largest global infrastructure funds as part of their listing on the London Stock Exchange whilst employed in the UK. She is also experienced in providing bid support to private sector clients participating in PPP bids.

David Khasebe is the Founder and Principal Consultant of DKMC. David has over 20 years proven track record in facilities and property management in both public and private firms. Twelve years of this experience was at strategic level where he formulated CRE/FM strategies.

David worked in both in-house and outsourced sectors of FM for various corporate before founding his consultancy in 2010. He is a champion for benchmarking as an improvement tool, having recently spearheaded a new study in the investment property sector for Facilities Managers. A marketer by training, a change agent at heart and has an executive development programme (EDP) certificate from Wits Business School.

Carla Rooseboom
Senior Manager: Infrastructure & Capital Projects Team
Deloitte Corporate Finance

Carla has 8 years of infrastructure advisory and debt raising experience gained in South Africa and Europe. She is a Chartered Accountant and holds a degree in Civil Engineering. Carla is a senior manager in Deloitte's Corporate Finance team, focusing on infrastructure advisory.

She is experienced in undertaking infrastructure related feasibility studies, evaluating infrastructure bids and structuring infrastructure projects. Carla undertook the due diligence of two of the largest global infrastructure funds as part of their listing on the London Stock Exchange whilst employed in the UK. She is also experienced in providing bid support to private sector clients participating in PPP bids.


James Milne
Industry Analyst:
Frost & Sullivan EBT Africa


James Milne
Industry Analyst:
Frost & Sullivan EBT Africa


James Milne
Industry Analyst:
Frost & Sullivan EBT Africa


James Milne
Industry Analyst:
Frost & Sullivan EBT Africa


James Milne
Industry Analyst:
Frost & Sullivan EBT Africa

Programme

DAY 1

0700 Registration and networking
0830 Opening remarks from the chairperson
0900 Steven Macheve: Director: Transport and Roads Infrastructure Asset Management
Management of Services and Infrastructure within a Public Road Reserve in City of Tshwane
0955 De Buys Scott: B Com (Hons) Accounting, CA (SA); Senior Partner: Head of Global Infrastructure: KPMG, Africa
How appropriate is PPP's as a financing mechanism in the Africa context?
1040 Networking tea Break
1100 Rowan Govender: Chief Director: Infrastructure Business Management Process; Eastern Cape Provincial Planning & Treasury
Optimisation of Business Processes within the Infrastructure Value Chain - The Project Management Methodology Divergence
1140 Carla Rooseboom; PPP & Infrastructure and Capital Projects specialist
PPP Secondary Market
Understanding the Evolution of Africa's Trade Corridors
1300 Networking Lunch
1400 David Khasebe: Principal Consultant: DKMC
Best practices to managing SA's existing public infrastructure
• Best Practice 1: The strategy and structure
• Best Practice 2: Planning framework
• Best Practice 3: Procure differently
• Best Practice 4: Managing the Spending
1500 Networking Tea Break
1515 Panel Session
1545 Closing Remarks from Chairperson

DAY 2

0900 Dr Mark Smith; Infrastructure and Capital Projects Leader: East Africa
The outlook for mega infrastructure projects for East and West Africa and the need for integrated project management organizations.
0950 Mr. Richard Goode; Infrastructure Research Specialist: DBSA
Putting infrastructure plans in to practice – Reflection on sub-national, national and regional infrastructure plans in South Africa and the Southern African Development Community.
• How the vision and end state for infrastructure plans is defined
• Who's plan is it anyway – the authority of planners vs. Financiers, constructors and operators
• What the plan is never enough
• How learning from planning practice really takes place
1040 Networking Tea
1100 Scott Brodsky: Baker & McKenzie: Co-Managing Partner:
South Africa's Renewable Programme – Latest Developments and the Way Forward
1140 Dr. Stephen Labson; Managing Director: sIEconomics
Regulation and infrastructure development – self sufficient models for funding essential infrastructure.
1220 Georg Hofmeyr Director: Capital Projects & Infrastructure advisory practice: PwC
The secret of successful infrastructure project rollouts
• Recipe for successful projects : Basic disciplines of Portfolio, Programme and Project Management
• Execution based organisational structure and Governance, Oversight and Assurance functions
• The organisation's strategies, people, processes, technology and structure
• What is Governance, Oversight, Execution and Assurance and how does it link into the 3 Ps and the organisation?
1400 Manuel Chikwanda: Risk Engineering Services Manager: Lion of Africa Insurance
Post-commissioning risk management in the built environment
1500 Networking
1515 Panel Session
1600 Closing remarks from Chairperson.
Company Name:......................................................................................................................
Physical Address:....................................................................................................................
Tel:.................................................................................................................................Fax:............................................................................................................................
Post Code:........................................................................................................................Country:.................................................................................................
Organization's main line of business:........................................................................................
VAT Registration Number:........................................................................................................
Contact Person(Invoice):....................................................................................................
Position:.............................................................................................................................Cell:.....................................................................................................................
Tel:.................................................................................................................................Fax:............................................................................................................................
Email:..............................................................................................................................

AUTHORISATION
Full Name:............................................................................................................................
Position:.............................................................................................................................
Tel:.................................................................................................................................Fax:............................................................................................................................
Email Address:...................................................................................................................
Signature:............................................................................................................................
Date:................................................................................................................................

Please note that this registration is invalid without a signature

Delegates Details 1
Full Name:............................................................................................................................
Position:.............................................................................................................................
Tel:.................................................................................................................................Cell:.....................................................................................................................
Email:..............................................................................................................................

Delegates Details 1
Full Name:............................................................................................................................
Position:.............................................................................................................................
Tel:.................................................................................................................................Cell:.....................................................................................................................
Email:..............................................................................................................................

Delegates Details 1
Full Name:............................................................................................................................
Position:.............................................................................................................................
Tel:.................................................................................................................................Cell:.....................................................................................................................
Email:..............................................................................................................................

Method of Payment
Bank Transfers must state conference name
Standard Bank: Milnerton Branch
Account Name: MILLA SA
Account Number: 272059617
Branch Code: 026509
Standard Bank Swift Code: SBZAZAJJ

ALL PAYMENTS TO REFLECT INVOICE NUMBER
Contact Details: MILLA SA
Tel: +27 (0) 21 556 9253
Fax +27 (0) 86 697 1373
Email: info@millasa.co.za

Fax your registration form to +27 (0) 86 697 1373

Details & Fees:
Cost per Delegate Excluding VAT.
The Afica Infrastructure Rollout Conference 2013

Venue: Radisson Blu Hotel, Sandton, Johannesburg, South Africa

Dates: 18 - 19 November 2012

Early Bird booking:
Until the 5th of October 2013 - R 5990 /// US $ 750

Standard Booking:
Until the 4th of November 2013 - R 6490 /// US $ 950

Late Booking:
Until the 15th of November 2013 - R 6990 /// US $ 1020

Would you like to receive further info about our products?
Conferences Yes ☐ No ☒
Professional Training Yes ☐ No ☒
In-House Training Yes ☐ No ☒
Our Monthly Newsletter Yes ☐ No ☒

Terms & Conditions
The client is required to make payment within 7 days from the date of invoice.

MILLA SA cancellation, postponement & subsatution policy.

You may substitute delegates at any time by providing reasonable advance notice to us. Any cancellations received in writing not less than eight (8 working) days prior to the conference, you will receive a 90% credit to be used at another MILLA SA conference which must occur within one year from the date of issuance of such credit. An administration fee of 10% of the contract fee will be retained by MILLA SA for all permitted cancellations. No credit will be issued for any cancellations occurring within seven (7 working) days (inclusive) of the conference. In the event that MILLA SA cancels an event for any reason, you will receive a credit for 100% of the contract fee paid. You may use this credit for any other event to be mutually agreed with MILLA SA, which must occur within one year from the date of cancellation. In the event that MILLA SA postpones an event for any reason and the delegate is unable or unwilling to attend in on the rescheduled date, you will receive a credit for 100% of the contract fee paid. You may use this credit for other events within one year from the date of postponement. Except as specified above; no credits will be issued for cancellations. There are no refunds given under any circumstances. Please note that while speakers and topics were confirmed at the time of publishing, circumstances beyond the control of the organizers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such, MILLA SA reserves the right to alter or modify the advertised speakers and/or topics if necessary without any liability to you whatsoever. This agreement is a binding contract between the above parties and is subject to the laws of South Africa.