



Annual Activity Report

(From April 2021 to March 2022)



Asia PPP Institute (APPPI)
TOYO University

Outline of Asia PPP Institute (APPPI)

Asia PPP Institute (APPPI) was established to promote public-private partnership (PPP) in terms of economic and infrastructure development in the Asian region.

Former Malaysian Prime Minister Tun Dr. Mahathir Mohamad and His Late Excellency Masajuro Shiokawa, former Chancellor of Toyo University served as an honorary advisor at the time of establishment.

We are collaborating with education and research institutes, central governments and local governments all over the world through the activities such as study on the possibility of introducing PPP projects, and Regional Development Advisory Program (RDAP) in the Asian region.

The current organizational outline of APPPI is as follows.

➤ Honorary Advisors

Tun Dr. Mahathir bin Mohamad, the fourth and the seventh Prime Minister of Malaysia

His Excellency Yasuo Fukuda, the ninety-first Prime Minister of Japan



APPPI Honorary Advisors and APPPI Director, Prof. Emer. Sam Tabuchi

➤ Evaluation Committee Members

- Dr. Frank Schnidman, the former professor at Florida Atlantic University (FAU) in the United States
- Professor Sr. Dr. Khairuddin Abdul Rashid, Center of Studies in Quantity Surveying Faculty of Architecture, Planning & Surveying, Universiti Teknologi MARA, Malaysia

➤ Staff

- Director: Prof. Emer. Sam Tabuchi, Professor Emeritus of Toyo University, Chair of Working Party on PPP under the United Nations Economic Commission for Europe (UNECE)
- Senior Staff: Mr. Yoji Ishii

➤ APPPI Members (FY2021)

<In Japan>

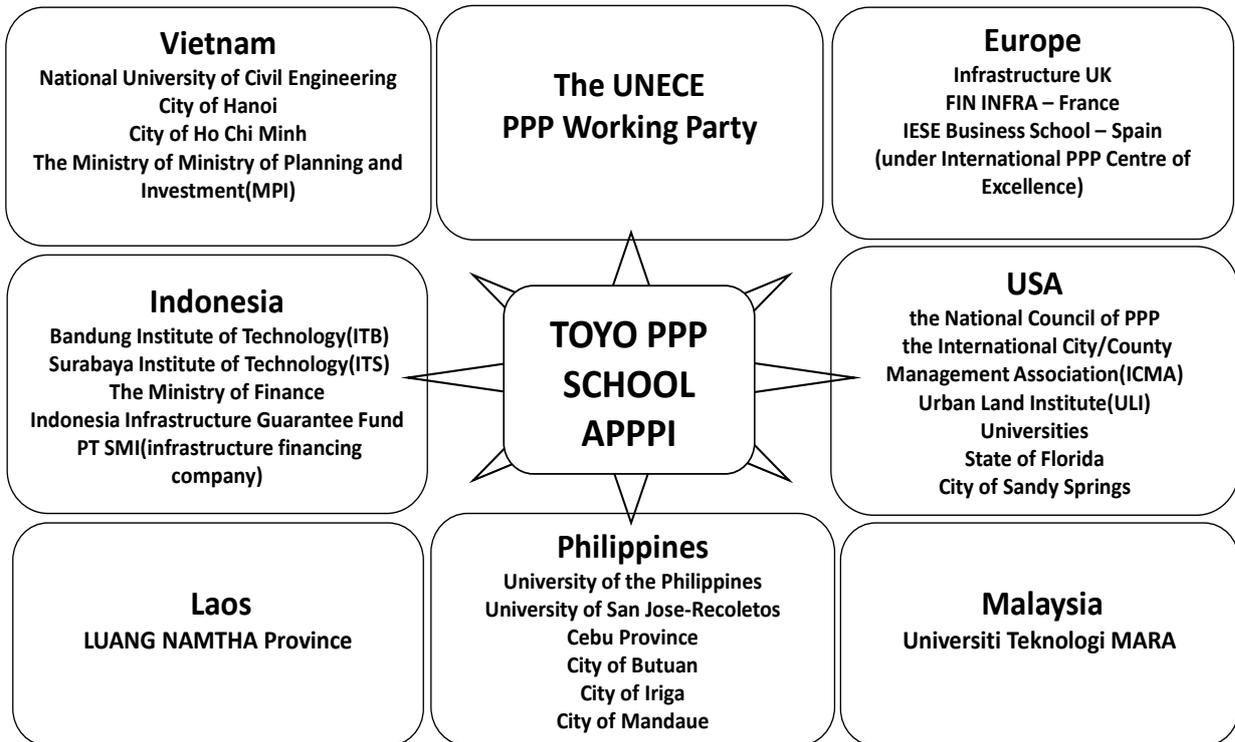
- Chodai Co., Ltd.
- Daiwa Lease Co., Ltd.
- Fukuyama Consultants Co., Ltd.

<Overseas>

- Butuan City, the Philippines
- Iriga City, the Philippines
- Province of Capiz, the Philippines

➤ APPPI Network

APPPI is expanding networks with universities and international organizations promoting PPP in countries such as Malaysia, Vietnam, Laos, Philippines, Indonesia, the United States, the United Kingdom, France and Spain, including the United Nations Economic Commission for Europe (UNECE).



APPPI Network

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Executive Summary

Since its establishment in 2011, APPPI has been continuing to tackle as a global driver to promote PPP frameworks and PPP-based business development across Asia. Its activities have been broadening steadily among APPPI targeted countries. In 2021, due to the worldwide spread of coronavirus (COVID-19) infection, several field surveys as originally planned in the Philippines, Indonesia have been canceled. Although this caused a serious delay for the progress of our research, we have made efforts to contact with related organizations through online to collect significant information and to exchange opinions as best as possible. The main activities in FY2021 are as follows.

- A Study on The Office of the United Nations High Commissioner for Refugees (UNHCR) fleet management was conducted. The final report of the UNHCR Fleet Management Project (PPP Option Study for UNHCR Global Fleet Management Operations) was prepared. We connected with Geneva, where the UNHCR headquarters is located, and exchanged opinions regarding the contents of the final report for this study. In December 2021, a final reporting session to report our study results was held at the UNHCR headquarters in Geneva.
- The 7th Governor of the Northern Mariana Islands, Benigno Fitial and the President of the United Carolyn Association, Frank Rabauliman asked APPPI that they were interested in the Regional Development Advisory Program (RDAP), therefore, we had a RDAP seminar to introduce the concept of RDAP and past cases of RDAP via online.
- The Memorandum of Understanding (MOU) for joint research related to "Earthquake-Resistant Housing projects for Low-income Communities in Indonesia" with the Bandung Institute of Technology (ITB) and Daiwa Lease Co., Ltd. was formed. As part of the joint research based on the MOU, an agreement was reached to build a test house for low-income communities on the premises of the ITB, and construction of the test house will begin in the near future.

- The province of Capiz, Philippines was selected as a candidate for Regional Development Advisory Program (RDAP), and several online RDAP seminars were held with the provincial officials and advisors of the governor's office via online. When things return to normal, a field survey will be conducted to complete the final RDAP report.
- The open seminars hosted by APPPI were held six times. At the most recent open seminar in March, a keynote speech on the case of recovery from the disaster by Hurricane Katrina as the importance of PPP from the perspective of resilience to Climate Change was given.
- A follow-up seminar for RDAP was held for the city of Iriga in the Philippines via online. We understood the latest situation of the city's economic development and exchanged opinions regarding the future economic development of the city.
- At the UNECE Building Back Better Infrastructure Award 2021, the RDAP project in the Mindanao region of the Philippines won the second prize, and the Ogal project in Shiwa Town, Iwate Prefecture won the prize as "Honorary Mention". Both projects come from RDAP conducted by APPPI.

I. APPPI Activities from April 2021 to March 2022

1. Regional Development Advisory Program (RDAP) / PPP Applicability Study

1) RDAP for the province of Capiz, Philippines

The province of Capiz in the Philippines was chosen as the target of the newly RDAP site. We have had several online meetings to discuss the provincial economic situation and economic development goals for the province. The main industries are primary industries such as agriculture and fisheries, and the main source of income for the province depends on these primary industries. First, we paid attention to the High Value Commercial Crops (HVCC) listed in the Agriculture and Fisheries Strategic Plan Province of Capiz (2018-2022). Especially, we paid attention to the international trade products such as coffee, cocoa, and banana, which were also considered for overseas export. Regarding coffee, we tried to understand the current situation by holding multiple meetings online with the Coffee Bean Production Association in Capiz. All coffee cultivation is carried out by organic farming, and coffee beans are produced in small quantities, with Capiz and its surroundings as the main consumption areas. As an issue, it was clear that there was no stockyard for temporarily stocking the produced coffee beans and a strategy for developing sales marketing channels, and more improved measures will be needed in these areas.

2) JICA's project "SDGs Business Model Formulation Study for Earthquake-Resilient Houses for Low Income Communities"

The study has been conducting with Daiwa Leasing Co., Ltd. under a contract with JICA from May 17, 2019 to the end of March in 2023 (The contract period has been extended to the end of March in 2023 due to the impact of the Coronavirus diseases).

The purpose of the study is to understand the necessity to develop the housing more secure and reliable by the governments and the relevant parties involved in the housing

projects in Indonesia.

The aim is to develop housing products for low-income communities and to develop PPP business model for housing for low-income communities, which includes the development of public housing by local governments. The role of Toyo University in this current project is to (1) examine a proposed PPP business model, (2) develop a logic to contribute to the SDGs. Although we could not go to the field study this year due to the global coronavirus disease, the online meeting was held once a week to exchange opinions on the specifications and construction of test housing for earthquake-resistant housing for low-income communities by three parties including Bandung Institute of Technology which is a counterpart in Indonesia.

The three parties have signed a Memorandum of Understanding (MOU) for joint research, including the actual construction of a test house.

After the MOU was signed, two wall tests, a Light Gauge Steel (LGS) and a concrete block (CB), were to be conducted as wall material tests for the test house. The LGS test was conducted in the ITB experimental building, and the report was completed.

Regarding the test house, the planned construction site on the ITB campus was decided, and the building permission was given by the administration department of the same university on the site of the same university. A test house will be built on the ITB campus by the end of 2022.



Location map of the planned construction site on the premises of Bandung Institute of Technology



Planned construction site on the premises of Bandung Institute of Technology

3) Fleet Management Project for the Office of the United Nations High Commissioner for Refugees (UNHCR)

Regarding UNHCR's fleet management, a final report was prepared and was shared with UNHCR headquarters, and then an online meeting was held in response to questions from UNHCR based on the final report.

At the final debriefing session of UNHCR Headquarters in Geneva, our final report on UNHCR fleet management was given to Mr. Hans Baritt of Controller & Director for Division of Financial and Administrative Management, and to Mr. Dominic Grace of Chief for Global Mobility and Infrastructure Service Division of Financial and Administrative Management. We exchanged opinions on the management of owned vehicles by UN in Africa. And then it turned out that an organization capable of comprehensive management including repair and maintenance of vehicles used in Africa is needed. It was also clarified that the comprehensive management for vehicles will be needed in Africa and the Middle East (Sudan, Ethiopia, South Sudan, Congo, Uganda, Chad, Iraq, Kenya, Cameroon, Central African Republic, Niger, Tanzania, Brunge, Lebanon and Afghanistan).

The total number of vehicles of the eight UN organizations operating in Africa such as UNHCR, WFP, UNICEF, and UNDP, has reached around 20,000. It was also found that UN has been considering to optimize the amount of input and cost to manage the vehicles in Africa.

In addition, as the shift to EVs for vehicles is currently progressing all over the world, it has become clear that the shift to EVs for vehicles is an immediate issue from the perspective of greening, which is friendly to the global environment.

UNHCR expressed his deep gratitude for the proposal of the report prepared by APPPI of Toyo University. For the time being, he said that he would like to take the time to confirm the detailed contents proposed by APPPI and have a common understanding with each

other. In addition, based on this report, UNHCR would like to have an internal discussion to decide how to proceed with the improvement of fleet management in the future.

4) RDAP for SAIPAN

On August 4, 2021, APPPI explained the concept for Regional Development Advisory Program (RDAP) to the 7th Governor of the Northern Mariana Islands and the President of the United Carolinians Association (UCA). The Saipan side requested that a Regional Development Advisory Program (RDAP) could be implemented locally if the opportunity arises.

2. PPP short-term seminars

1) Follow-up seminar for RDAP in the city of Iriga, Philippines

A follow-up seminar for RDAP in the city of Iriga in the Philippines as an APPPI overseas supporting member was held via online. Several opinions were exchanged on the future economic development of the city, and the discussion focused on the economic recovery from disasters in the area where cyclone damage is enormous. The seminar on resilient city with regards to development and housing development was held.

2) RDAP seminars for local officials in Capiz, Philippines

In the same way as last year, we gave a lecture on an introduction to RDAP and also exchanged views after collecting economic data on Capiz and related strategic plans.

3. Other Activities

1) Fifth session of the UNECE Working Party on PPP in Geneva

Director Tabuchi took the stage as co-chair of the 5th UNECE PPP Working Party and opened the meeting at first day of the session on 29th November, 2021. Discussions

were held to show the path to economic development through PPPs, and it was agreed that the actions of the SDGs need to be reaffirmed and steadily put on track.

In addition, the People-first PPP approach is significant to achieve the SDGs, and they agreed to further scale up sustainable related projects. Discussions were also held on the theme that UNECE's People-first PPP approach will support higher quality projects in order to advance the SDGs. It has been decided that the next 6th UNECE PPP Working Party Session as International PPP Forum will be held in Barcelona, Spain during 4th – 6th of May in 2022.



Director of APPPI, Prof. Emer. Sam Tabuchi

At the stage of the 5th session of UNECE Working Party on PPP in Geneva

2) The on-demand lectures for JICA were given

The on-demand lectures on “Public Finance Management for Development (Public-Private Partnership)” hosted by JICA in 2021 were given to bureaucrats of relevant ministries and agencies in the South Africa

3) The lecture at APPC hosted by ECFA

The keynote speech "Regional Development Advisory Program (RDAP) and Laos" was given at the Asia PPP Promotion Conference (APPC) hosted by Engineering and Consulting Firms Association (ECFA) in Japan.

4) The seminar for Politicians

A keynote speech "What is Public-Private Partnerships (PPPs)? " has been made to the party members to give a lecture about the concept of Public-Private Partnerships (PPPs) and the current situation and future prospects of PPPs.

5) PPPs Consultations on PPPs with regards to water supply and sewerage systems

The consultations with regards to sewerage management based on PPP against water and sewage related Japanese companies have been provided.

6) An interview offered from the medium

The director, Sam Tabuchi gave a lecture about the current situation and future prospects of PPPs in Japan, by comparison between the United States and Japan in terms of tax usage.



The director Sam Tabuchi lectured the concept of PPP

4. APPPI Open Seminar

APPPI Open seminars were held 6 times between April 2021 and March 2022. During this period, there were nearly 200 participants from Japan and overseas.

1) "Future prospects and the current status for PPP in Malaysia and Southeast Asia"

(April 2021)

Guest lecturer : Professor Sr. Dr. Khairuddin Abdul Rashid (Universiti Teknologi MARA, Malaysia)

The lecture was given on the current status of PPPs in Southeast Asia and Malaysia in the Corona pandemic.

2) "Housing development and PPP in Indonesia" (June 2021)

Guest lecturer : Professor Dr. Siregar Mohammad Jehansyah (Institut Teknologi Bandung, Indonesia)

The lecture was given with regards to the implementation system when conducting housing development PPPs in Indonesia. In addition, the Indonesian government is planning to relocate the capital from Jakarta to East Kalimantan. Along with this, the information was

provided that several projects using PPPs is planned at the new capital site.

- 3) "Regional development and vitalization using PPPs in SHIWA Town, Iwate in Japan"
(September 2021)

Guest lecturer : Mr. Senichi Kamata, Planning Division Manager for SHIWA Town

The "Ogal Shiwa Project" in Shiwa Town, which is one of the regional development Advisory program (RDAP), which was recently awarded as "Honorary Mention" at the "Building Back Better Infrastructure Award 2021" hosted by the United Nations was introduced.

- 4) "Regional Economic Development in Caraga, Mindanao, Philippines and Luang Namtha, Laos" (October 2021)

Guest lecturer: Mr. Thapaliya Nirajan Global Business Promotion Division International Department, CHODAI Co., Ltd.

"Philippines - Caraga Regional Development Project (Butuan City)," which is one of the regional development advisory programs (RDAPs), which was recently awarded as the second prize at the "Building Back Better Infrastructure Award 2021" hosted by the United Nations was introduced. Also, the Regional Development Project" Laos Luang Namtha " was introduced.

- 5) "SDGs and People-first PPPs" (January 2022)

Guest lecturer: Dr. Pedro Neves, SDGs Task Force Leader from United Nations Economic Commission for Europe (UNECE)

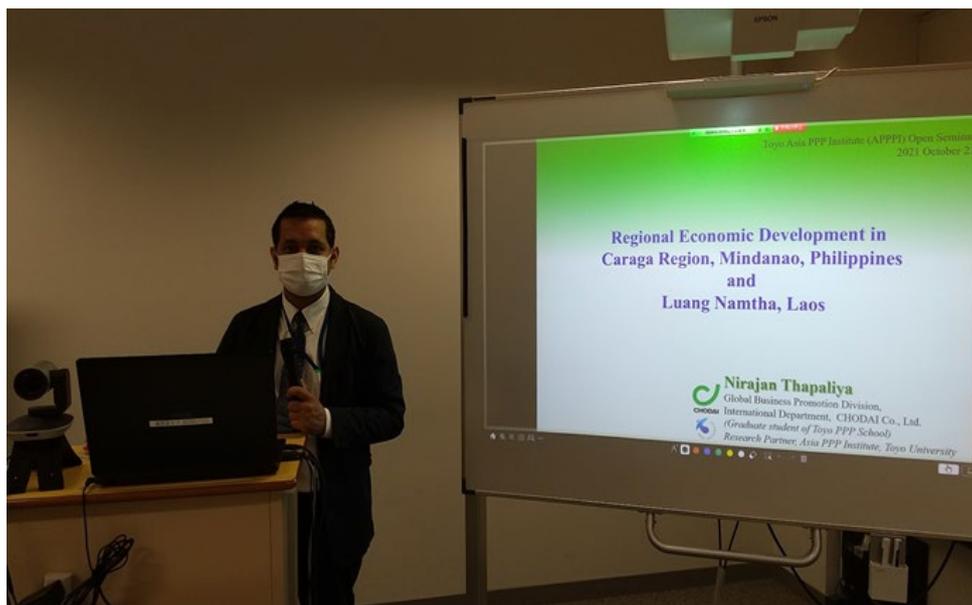
Lectures on "People-first PPPs and SDGs", which are attracting attention in the world of PPP trends, were given. In addition, lectures were given on the activities and roles of the UNECE PPP Expert Group, and the whereabouts of economic development in Africa, which

is said to be the last huge growth market.

6) “The role of PPP against Climate Change adaptation and the role of PPP in the economic recovery from the disaster by Hurricane Katrina in the United States” (March 2022)

Guest lecturer: Dr. David Dodd, the founding President of the International Sustainable Resilience Center in the United States.

The lecture was given on the role of PPP in Climate Change adaptation measures and the role of PPP in economic recovery from the disaster, while presenting examples of recovery from the disaster by Hurricane Katrina.



Mr. Tapaliya Nirajan (graduate of Toyo University PPP School) gave a lecture at 4th APPPI Open Seminar

II. APPPI Evaluation Committee Members and APPPI Visiting Researchers

1) APPPI Evaluation Committee Members

The following two experts kindly accepted to become members of the APPPI Evaluation Committee, which provided advice and suggestions on APPPI's activities.

-Dr. Frank Schnidman, Former professor at Florida Atlantic University in the United States

-Dr. Khairuddin Abdul Rashid, Professor, Center of Studies in Quantity Surveying Faculty of Architecture, Planning & Surveying, MARA University of Technology, abbreviated as UiTM Universiti Teknologi MARA, Malaysia

2) APPPI Visiting Researcher

In order to promote APPPI's activities, the following six people have been appointed as APPPI visiting researchers. Dr. Kato, Mr. Oura and Mr. Minobe have been involved in the development projects in Butuan City, Philippines, which conducted RDAP in 2011. Mr. Fujiki is an expert for financial analysis of the PPP business. Mr. Aono has had business experiences in the Surigao region in the Mindanao, and is expected to give influential advice about development in the Mindanao, Philippines. Dr. Sasaki, who became the first visiting researcher this year, has experience working at the Asian Development Bank (ADB) and has practical knowledge to promote PPP projects in the Asian region.

-Dr. Satoshi Kato (6th graduate of PPP School at Toyo University, Visiting professor of PPP school at Toyo University, Chodai Co., Ltd.)

-Mr. Masayuki Ohura (6th graduate of PPP School at Toyo University, President, CHODAI Philippines Corporation, Chodai Co., Ltd.)

- Mr. Hideaki Fujiki (3rd graduate of PPP School at Toyo University, Visiting professor of PPP School at Toyo University)
- Mr. Junichiro Minobe (10th graduate of PPP School at Toyo University, Head of Manila Representative Office, Chodai Co., Ltd.)
- Mr. Fuminori Aono (9th graduate of PPP School at Toyo University, Kiso-Jiban Consultants Co., Ltd.)
- Dr. Jin Sasaki (Managing director, Deloitte Tohmatsu Financial Advisory LLC Deloitte)

III. APPPI Activity Plan for 2022

The table below shows the tentative plans from April 2022 to March 2023.

Date	APPPI Research/Study	APPPI Activity
April 2022	Preparing materials to participate in the 6th UNECE International PPP Forum (Barcelona, Spain)	
	Starting a follow-up study about UNHCR fleet management	
May		Participation in the 6th UNECE International PPP Forum (Barcelona, Spain)
		APPPI open seminar
June	Field Survey for Regional Development Advisory program (RDAP) for Capiz in the Philippines	
July	Field Survey on “SDGs business model formulation survey for earthquake resilient houses for Low income communities in Indonesia	APPPI open seminar
August	Drafting a report of field survey for Regional Development Advisory program(RDAP) for Capiz in the Philippines	
September	Field Survey for Regional Development Advisory program (RDAP) for Saipan	APPPI open seminar at MARA University of Technology, Malaysia
October	Drafting a report of Regional Development Advisory program (RDAP) for Saipan	APPPI Open Seminar
November		APPPI Open Seminar
December	Reporting session on a follow-up study for UNHCR fleet management (Geneva)	Participation in UNECE PPP Working Party (Geneva)
January2023		APPPI Open Seminar
February	Submission of a final report of “SDGs business model formulation survey for earthquake resilient houses for Low income communities in Indonesia” to JICA	
March		APPPI Open Seminar

Appendix 1: Major Activities from September 2011 to March 2022

Date	APPPI Activity
2011	
September	RDAP/PPP Applicability Study in Butuan City, the Philippines
November	Establishment of APPPI
	Tun Dr. Mahathir and Chancellor Shiokawa inaugurated as APPPI honorable advisors
2012	
January	PPP seminar held in International Islamic University Malaysia (IIUM) and Karjasama Awam Swasta (UKAS) in Malaysia
February	Prof. Tabuchi named Vice Chair of the Executive Board to UN PPP Team of Specialists
March	PPP seminar held in Butuan, the Philippines
August	RDAP/PPP Applicability Study in the Republic of Kyrgyz
September	RDAP/PPP Applicability Study in Mandaue City, the Philippines
2013	
February	PPP seminar held in Manila, the Philippines
April	PPP research conducted for rehabilitation of Palais des Nation (PdN)
September	PPP seminars held in the MPI and NUCE in Hanoi, Vietnam
November	PPP seminars held in Bandung and Surabaya, Indonesia
2014	
February	TOYO PPP held International Academic Competition for TOUHOKU recovery
September	PPP seminar held in Japan for government officials from the Republic of Kyrgyz
2015	
February	RDAP/PPP Applicability Study in Cebu Province, the Philippines
March	PPP seminar held in Hanoi, Vietnam (MPI and NUCE)
August	RDAP/PPP Applicability Study in Surigao del Norte, the Philippines
2016	
February	RDAP/PPP Applicability Study in the State of Kedah, Malaysia
	PPP seminar held in Ho Chi Minh, Vietnam
May	PPP seminar held for the officials of the Ministry of Finance, South Africa
June	RDAP/PPP Applicability Study findings reported to the State of Kedah officials at the 34 th JAMECA-MAJECA Joint Conference
August	The 1 st field visit to Indonesia on JICA Policy Recommendation Research
2017	
February	PPP seminar held in Pretoria and Cape Town, South Africa
March	RDAP/PPP Applicability Study in Iriga City in the Philippines

	The 2 nd field visit to Indonesia on JICA Policy Recommendation Research
June	Meeting between Dr. Mahathir bin Mohamad and Mr. Yasuko Fukuda, APPPI Honorary Advisors
September	The 3 rd field visit to Indonesia on JICA Policy Recommendation Research
December	PPP training and site visits for the government officials from Indonesia in Japan
2018	
February	The 4 th field visit to Indonesia on JICA Policy Recommendation Research
March	Follow up visit of RDAP/PPP Applicability Study in Cebu province and Mandaue city, the Philippines
May	The 5 th field visit to Indonesia on JICA Policy Recommendation Research
June	PPP seminar held for South African central government officials in Tokyo
August	PPP seminar held for local government officials in Cebu, the Philippines
September	The 6 th field visit to Indonesia on JICA Policy Recommendation Research
November	The director of APPPI, Prof. Sam Tabuchi, became the co-chair of UNECE PPP Working Party
	The 7 th field visit to Indonesia on JICA Policy Recommendation Research
2019	
February	The 8 th field visit to Indonesia on JICA Policy Recommendation Research
March	Submission of the final report for JICA Policy Recommendation Research
May	Attendance for the International PPP Forum (Geneva) by the UNECE PPP Technical committee
June	Preliminary study on local regeneration support program in Luang Namtha Province, Laos
	1st field survey on JICA's project "SDGs Business Model Formulation Survey with the Private Sector for Earthquake Resilient Houses with Japanese Prefabrication System for Low Income Communities in Indonesia"
August	Study tour for PPP in South Korea
September	Study tour for PPP in the United States
November	Implementation of field survey on local revitalization support program in Luang Namtha Province, Laos
December	Attended for the International PPP Forum (Geneva) by the UNECE PPP Working party
2020	
February	PPP seminar (National PPP Conference) was held in Butuan City, Philippines, and the inspection tour for local pilot sites was conducted.
	The report session on development plan for the public land and Luang Namtha Province.
	Study tour for Miyako City and Shiwa Town in Iwate Prefecture.

	<p>APPPI Open seminar (The relationship between RDAP projects by Toyo University and SDGs in the United Nation).</p> <p>2nd field survey on JICA's project "SDGs business model formulation survey for earthquake resilient houses for Low income communities in Indonesia".</p>
June	<p>Discussions on fleet Management Project for UNHCR (Online).</p> <p>APPPI Open Seminar "RDAP for Luang Namtha Province in Laos".</p>
July	Discussions on Joint research for "SDGs business model formulation survey for earthquake resilient houses for Low income communities in Indonesia".
August	Discussions on fleet Management Project for UNHCR (Online).
October	<p>Discussions on fleet Management Project for UNHCR (Online).</p> <p>APPPI Open Seminar "Fleet Management Project for UNHCR" and "SDGs business model formulation survey for earthquake resilient houses for Low income communities in Indonesia"(Online).</p>
November	<p>Follow-up RDAP and PPP seminar for local government officials in Iriga, Philippines (Online).</p> <p>1st RDAP and PPP seminars for local government officials in Capiz, Philippines (Online).</p> <p>Signed "Minutes of a Meeting" with Bandung Institute of Technology regarding joint research related to "SDGs business model formulation survey for earthquake resilient houses for Low income communities in Indonesia".</p>
December	2 nd RDAP and PPP seminars for local government officials in Capiz, Philippines (Online).
2021	
January	A strategic meeting on how to proceed with the joint research in the future (Online).
February	APPPI Open Seminar" Next challenges and opportunities for PPP in the USA under the New President Biden Administration" (Online).
March	3 rd RDAP and PPP seminars for local government officials in Capiz, Philippines (Online).
April	<p>At the UNECE Building Back Better Infrastructure Award 2021, the "Philippines Caraga Regional Development (Butuan City) Project" won the second prize, and the "Ogar Shiwa Project" won the special prize as "Honarey mention ". Both projects originally derives from RDAP.</p> <p>The 1st APPPI Open Seminar "Future prospects and the current status for PPP in Malaysia and Southeast Asia" (Online)</p>
June	<p>2nd APPPI Open Seminar "Housing development and PPP in Indonesia" (Online)</p> <p>Concluded MOU for joint research with Bandung Institute of Technology, Indonesia</p>
July	Reporting a progress for UNHCR study to UNHCR (Online)

September	3 rd APPPI Open Seminar: UNECE Building Back Better Infrastructure Award 2021 Awarded Commemorative seminar "Regional development and vitalization using PPPs in SHIWA Town, Iwate in Japan" (Online)
October	4 th APPPI Open Seminar: UNECE Building Back Better Infrastructure Award 2021 awarded Commemorative Seminar "Regional Economic Development in Caraga, Mindanao, Philippines and Luang Namtha, Laos"(Online)
November	UNHCR Final Report Preliminary Report Meeting Held (Online)
December	A faced-to-faced meeting with UNHCR to report a final report (Geneva)
	Participation in the 5th UNECE PPP working party (Geneva)
2022	
January	5 th APPPI Open Seminar "People-first PPPs and SDGs"(Online)
March	6 th APPPI Open Seminar "The role of PPP against Climate Change adaptation and the role of PPP in the economic recovery from the disaster by Hurricane Katrina in the United States"(Online)