

ASIA LEADERS PROGRAMME IN INFRASTRUCTURE EXCELLENCE (ALPINE)

Empowering you to scale complex infrastructure projects with greater success



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The core theme of **Asia Leaders Programme in Infrastructure Excellence (ALPINE)** emphasises having a clear perspective of societal context and implications which will contribute towards **project robustness and success**. This unique programme is committed to accelerate skill development and building understanding on how major and complex infrastructure projects can be made more successful and robust in Asian context. It adopts **practical tools** and approaches that are applied through simulation, case studies and project work.

Bespoke “**Rotating Case Studies**” underline the **thought leadership** of ALPINE. Designed to support the pedagogy of this programme, the case studies delve into **infrastructure industry specifics** and encourage students to **embrace different perspectives**. This allows them to develop a deep understanding of and appreciation for the complexity of decision making processes at the other side of the table. Over time this will form the **mindset** of the “**social license to operate**”.

ALPINE brings together **thought leaders** and **industry champions** from the public sector and private firms to share and gain an understanding of one another’s perspectives and objectives in the vast arena of infrastructure. This platform also allows participants, speakers and panellists to establish a professional **network of relationships and knowledge**.

Led and hosted by the Singapore Management University Executive Development for the third year, ALPINE is supported by the Singapore Economic Development Board (EDB). It underscores the key role of Singapore as a hub for organisations to develop, finance and execute infrastructure projects across the region.

PROGRAMME HIGHLIGHTS

**DEVELOP THE MINDSET OF
“SOCIAL LICENSE TO OPERATE”**

**GAIN A 360-DEGREE
UNDERSTANDING THROUGH
MULTIPLE PERSPECTIVES**

**BECOME PART OF A
TRUSTED NETWORK**



ALPINE

15 MARCH 2017 – 24 MAY 2017



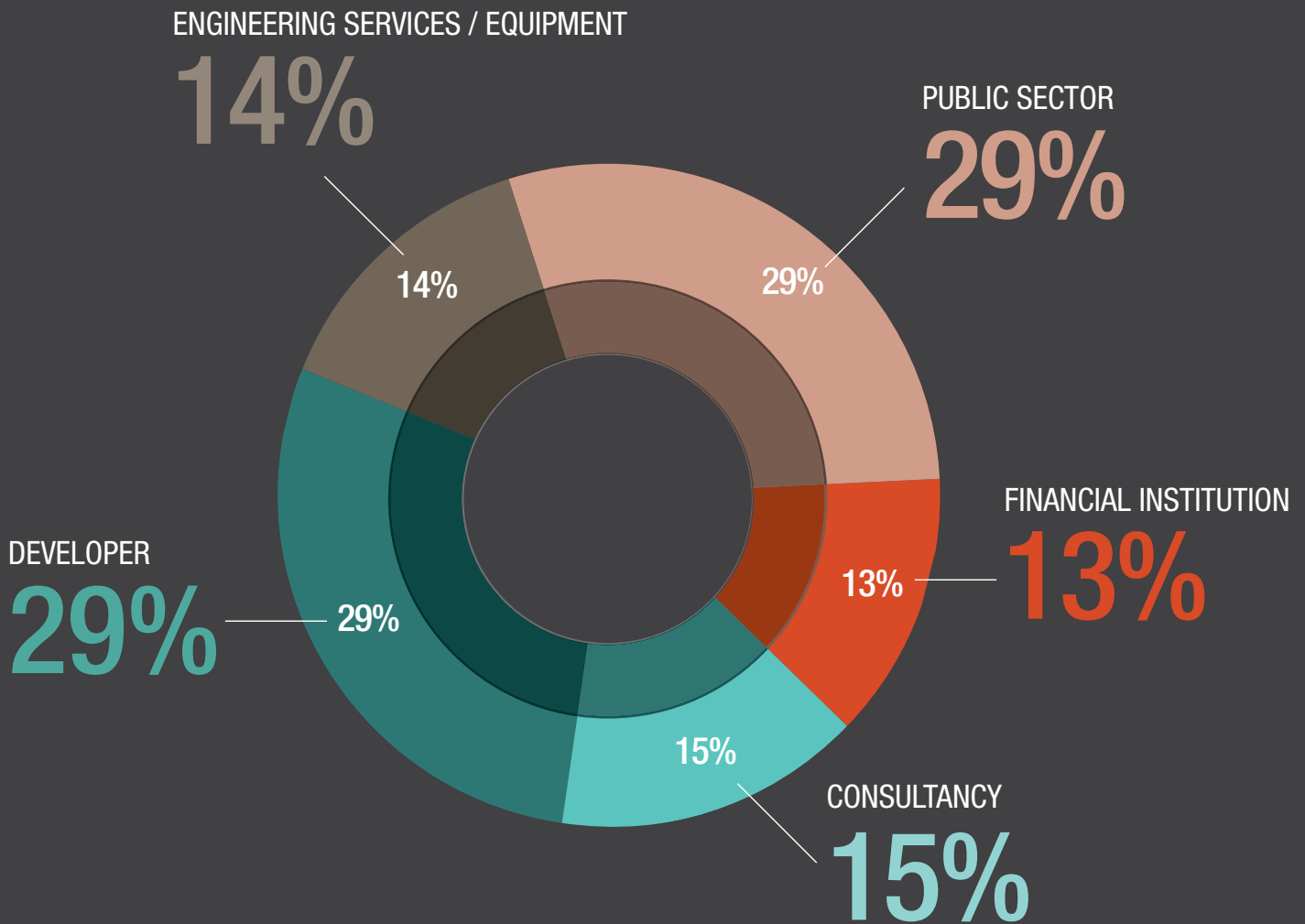
“ALPINE sets the key parameters that make for successful and robust PPP agreements in infrastructure development, starting from key principles for project design and implementation all the way to practical aspects of contractual and legal implications of PPPs. We know that well-designed project arrangements improve efficiency and lower costs from a social, financial and environmental perspective.”

CLEDAN MANDRI-PERROTT

World Bank Group, Head of Infrastructure Finance and PPPs - Singapore.



INDUSTRY REPRESENTATION



COUNTRY REPRESENTATION



AUSTRALIA



CHINA



INDIA



INDONESIA



MYANMAR



PHILIPPINES



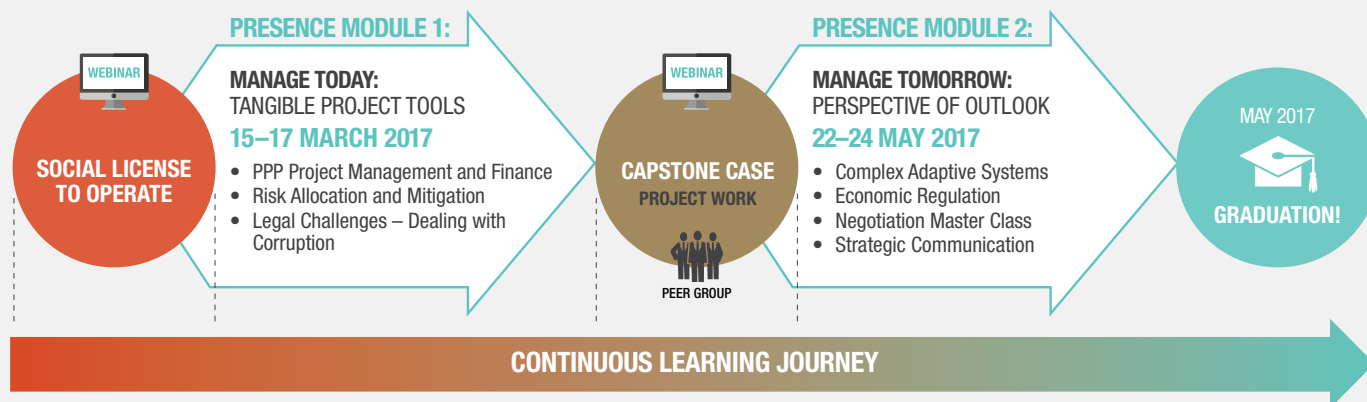
VIETNAM



SINGAPORE

PROGRAMME STRUCTURE





The first segment of ALPINE 2016 will take place from **15 March to 17 March 2017**, followed by the second segment from **22 May to 24 May 2017**. The programme consists of two three-day segments separated by a two-month interval. Participants will complete a team project during the interval with presentations and discussions of their output at the start of the second segment.



PROGRAMME SCHEDULE

PRESENCE MODULE 1: MANAGE TODAY

The first presence module focuses on tangible PPP project management, viewed from different perspectives and in a social context.

	15 MARCH	16 MARCH	17 MARCH
AM	Management tools for large infrastructure projects - Business models for PPP projects ^K	Structuring and Financing viable Infrastructure Projects. Value Creation from PPPs ^K	Project origination workshop to systematically map opportunities in SEA ^A
OBJECTIVE	Success factors and areas of friction of PPPs ^K	Illustrate the possibilities and limits of regulations	Generate PPP opportunities in SEA
PM	 Introduction to the capstone case – Sarulla Geothermal Power Generation ^A Risk identification & mitigation in complex infrastructure projects	Project and infrastructure financing - the credit perspective ^K Innovative infrastructure financing major programme management issues ^K	 Singapore Sports Hub case discussion on – ^A <ul style="list-style-type: none"> • Financing models PPP • Business models social PPP Site visit - Singapore Sports Hub
OBJECTIVE	Identify and mitigate project risks ^A	Private sector perspective on financing PPPs	Application of project management ^A
EVENING	 Network event ^{NETWORK}		 Networking event – Alumni meeting at Singapore Sports Hub ^{NETWORK}

^K KNOWLEDGE





^A APPLICATION

^E EMPOWERMENT

PROGRAMME SCHEDULE

PRESENCE MODULE 2: MANAGE TOMORROW

The final presence module focuses on external PPP relationships, negotiation and communication, and reinforces previous lessons.

	22 MAY	23 MAY	24 MAY
AM	 System thinking – Embrace and map complexity K Social license to operate – making PPP sustainable	Winning public trust and gaining reputation for complex PPP projects through strategic communication K Determining communication strategies and effective messaging A	Pursuing win-win-win – Negotiation masterclass K  Rotating case negotiation E
OBJECTIVE	Understand and manage complexity K Develop social license to operate	Leverage communication for PPP success	Refresh and expand negotiation skills
PM	Economic regulation through contracts K Legal and regulatory frameworks that work as catalysts or impediments for PPP How to handle the risk of corruption? Site visit A	Facing the media – mastering communication E Anticipating and communicating during crises A	Managing simultaneous multi-party negotiations E
OBJECTIVE	Legal and regulatory context – Application to industry context	Managing the public and non-expert stakeholders	Changing perspective in negotiations
EVENING			 Graduation ceremony celebratory reception and networking 

K KNOWLEDGE

A APPLICATION

E EMPOWERMENT

A NOTE FROM THE PROGRAMME DIRECTOR



KATHARINA LANGE

Programme Director
SMU Executive Development
PhD, Free University Berlin, Germany

“Managers of major infrastructure development projects have to deal with ambiguity and complexity on large scale. Beyond solid project management skills they need trusted and reliable networks in all sectors involved. To succeed long-term, we believe the mindset of the social license to operate is essential.”

SMU FACULTY



ANN FLORINI

Professor of Public Policy, School of Social Sciences, Singapore Management University
PhD, Political Science, University of California, Los Angeles

Ann Florini is Professor of Public Policy, School of Social Sciences, Singapore Management University, and Non-resident Senior Fellow at the Brookings Institution in Washington, DC. Her research, teaching, and consulting address innovations in governance of both the public and private sectors. In addition to her Brookings research on global governance, she designed and ran the Global Governance Initiative on behalf of the World Economic Forum (2000-2005), releasing the Initiative's reports each year at the Forum's annual meetings at Davos.

Prior to joining SMU, she was the founding director of the Centre on Asia and Globalisation at the National University of Singapore (2006-2011), where she created and led programs of research on the intersections of business and public policy, Asia's roles in global affairs, and energy and natural resources policy. She was codirector of the International Task Force on Transparency, Initiative for Policy Dialogue, Columbia University (2000-2005), and Director, Project on Transnational Civil Society, Japan Center for International Exchange (1998-2000).

Dr. Florini has lectured around the world. Among her books are *China Experiments: From Local Innovation to National Reform* (with Hairong Lai and Yelling Tan, Brookings Press 2012); *The Right to Know: Transparency for an Open World* (Columbia University Press, 2007); *The Coming Democracy: New Rules for Running a New World* (Island Press, 2003/Brookings Press 2005); and *The Third Force: The Rise of Transnational Civil Society* (Carnegie Endowment for International Peace/Japan Center for International Exchange, 2000).

She has published numerous scholarly and policy articles in such journals as *Energy Policy*, *Foreign Policy*, *Global Governance*, *Global Policy*, *International Security*, and *International Studies Quarterly*.

Dr. Florini received her Ph.D. in Political Science from University of California, Los Angeles (UCLA) and a Master's in Public Affairs from the Woodrow Wilson School of Public and International Affairs at Princeton University.



GREGOR HALFF

Associate Professor of Corporate Communication (Practice)
PhD, Communication, Westfälische Wilhelms-Universität

Professor of Corporate Communication (Practice) at SMU (on leave) and currently Associate Professor at the European School of Management and Technology, Gregor was formerly SMU's Associate Dean for General Management Programmes and Academic Director of MBA/EMBA. Before joining academia, Gregor was managing partner at Publicis, the world's third largest communication agency network. Since June 2015, Gregor is the Chair of the global professional body of the communication industry, the Global Alliance for Public Relations and Communication Management. His teaching in many countries has earned him teaching awards and an honorary professorship. Gregor received his (summa cum laude) doctorate from the Westfälische Wilhelms-Universität.



IJLAL NAQVI

Assistant Professor of Sociology,
School of Social Sciences, Singapore Management University
PhD, Sociology, University of North Carolina, Chapel Hill

Ijlal Naqvi is Assistant Professor of Sociology at Singapore Management University. Ijlal's research interests center on the state both as the site of political contestation and as the chief driver of development outcomes.

Ijlal is currently developing a book manuscript based on his dissertation "Access to Power: Governance and Development in the Pakistani Electrical Power Sector", which is a study of governance in the Pakistani electrical power sector based on ethnographic fieldwork and a historical study of policy planning and reforms from 1955-2011.

His current research project is based on modelling consumer payment behavior for power consumption in Pakistan, with a view to experimenting on the viability of different reform proposals.

Ijlal has a Ph.D in Sociology from the University of North Carolina at Chapel Hill and a M.A.L.D. in International Affairs from the Fletcher School at Tufts University.



MARK FINDLAY

Professor of Law,
School of Law, Singapore Management University
LL.D., Nottingham Trent University, Dip in Criminology (MSc),
University of Edinburgh, LL.M., University of Sydney, Australia

Mark holds a research Chair at the Centre for Criminal Justice Studies, Law School, University of Leeds. He is also a Senior Associate Research Fellow at the Institute of Advanced Legal Studies, University of London. He was for many years the Director of the Institute of Criminology, University of Sydney. He retains a professorial association with the Law School at that University where he was previously Head of Department of the Law School in 1998-1999, and Pro Dean in 1999. His expertise and research area include Governance and Regulation as well as Legal Theory and Comparative and International Criminal Justice and Criminal Law. An experienced socio-legal researcher, Mark has worked as a research consultant for international agencies, governments and private consortia in many jurisdictions. He has recently undertaken consultancy work for AusAID, reviewing the law and justice sector in PNG. Professor Findlay was Foundation

Head of School at the University of the South Pacific, he earlier assisted in the establishment of the law programme at City University Hong Kong. He has a deep commitment to research and teaching in the Asia-Pacific region. Mark is the joint chair of the Worldwide Universities Network International and Comparative Criminal Justice Network, which is helping shape the face of international criminal justice.

His book *Transforming International Criminal Justice* (2005), *Governing Through Globalised Crime* (2008) and *Beyond Punishment: Achieving International Criminal Justice* (2009) are contributing to the reconciliation of retributive and restorative justice paradigms internationally.



PHANG SOCK YONG

Celia Moh Professor and Professor of Economics
School of Economics, Singapore Management University
PhD, Economics, Harvard University

Phang Sock Yong is the Celia Moh Professor and Professor of Economics at SMU. Professor Phang, who joined SMU when it was established in 2000, obtained her PhD degree in economics from Harvard University in 1989.

Prior to SMU, she was a faculty member at the National University of Singapore for over a decade. She has also held visiting appointments at Harvard University and the University of Gothenburg in Sweden.

At SMU, Professor Phang teaches courses on 'Real Estate and Financial Cycles' and 'Economics of Regulation and Competition Law'. She works in the areas of housing and transport economics, focusing on the impacts of government policies on these sectors.

Professor Phang is the author of the recently published book *Housing Finance Systems: Market Failures and Government Failures* (Palgrave Macmillan) as well as *Housing Markets and Urban Transportation* (McGraw Hill). She has also published numerous articles on housing, transport, and public private partnerships in books and academic journals which have been widely cited.



MICHAEL BENOLIEL

Associate Professor of Organisational Behaviour & Human Resources (Practice),
Lee Kong Chian School of Business, Singapore Management University
PhD, Human Resource Development, George Washington University

Michael Benoliel is the editor, author, and co-author of several books in negotiation titled *Negotiation Excellence: Successful Deal Making* (2014), *Negotiating* (2010), and *Done Deal: Insights from Interviews with the World's Best Negotiators* (2005), which was selected by the *Chicago Tribune* as one of the best business books of 2005. Michael specialises in Effective Negotiation and taught in the USA at The Johns Hopkins University, and The University of Maryland University College. He joined Singapore Management University in 2007. His industry experiences include delivering negotiation workshops for numerous organisations in Asia and Europe. Michael received his doctorate degree in Human Resources Development from The George Washington University in Washington, D.C. He was trained in negotiation at the Harvard's Program on Negotiation, and in the Participant Centered Learning method at the Harvard Business School.

EXTERNAL EXPERTS



CLEDAN MANDRI-PERROT

Lead Financial Officer and PPP Specialist
World Bank

Dr Cledean Mandri-Perrott is an experienced PPP professional, author and frequent speaker on a wide range of topics related to infrastructure finance, contractual arrangements and regulation within the context of PPPs. He currently heads the World Bank Group's Singapore Infrastructure Hub and is a core member of the World Bank's PPP Expert group as well as the APEC PPP Technical Secretariat. He has advised Governments and Private clients on multimillion dollar infrastructure projects, successfully closing more than 12 transactions. He has strong regulatory background and designed and implemented regulatory policy frameworks. His practical operational experience comes from having managed a utility under a PPP arrangement. He has gained a reputation as a pragmatic problem solver in regulatory and PPP disputes. He has written extensively on issues of PPP and infrastructure and is a regular presenter and trainer on PPP related topics. A graduate in Civil Engineering, he also holds an MSc in Business and Finance, an LL.M in commercial and transaction law, and a PhD in Project Finance from the University of Groningen. Currently he is based in Singapore providing advice on PPP issues to the World Bank Group and the Singapore Government and sits on its senior advisory panel on PPP.



RAY TAY

Vice President – Senior Analyst,
Project and Infrastructure Finance Group Singapore

Ray Tay is a Vice President – Senior Analyst in Moody's Project and Infrastructure Finance Group, based in Singapore. He covers ports, airports, utilities and other infrastructure credits in China, South and Southeast Asia.

Before joining Moody's, Ray was a Director with the Global Infrastructure & Projects Group in KPMG. In this role, he advised public and private sector clients on a variety of infrastructure projects in Asia Pacific and the Middle East. Prior to that, Ray worked as a Senior Business Analyst with the Singapore Power Group, focusing on regulatory economics in each of its principal local operating subsidiaries.

Ray holds a Bachelor's in Economics with honors from the National University of Singapore.



ALLARD NOOY

CEO of InfraCo Asia Development

Allard Nooy joined InfraCo Asia mid-2013 and reports to the InfraCo Asia Board of Directors. He is responsible for InfraCo Asia's strategic transformation process, i.e. the development and implementation of its 'multi-developers' and co-investment programme.

Allard has over 25 years of strategic executive leadership experience in the infrastructure sector, primarily in emerging markets. He has successfully led and acquired infrastructure, energy and environmental companies throughout Asia. His key focus has been on the development and implementation of growth strategies, the creation of new assets and the financing and execution of infrastructure projects. The format of these projects varied widely and included PPP's and BOOT structures in the water, waste water, solid waste management, waste-to-energy, power, and renewable energy sectors.

His previous positions include CEO of Jindal Aquasource (JITF Water Infrastructure Ltd) and Jindal Ecopolis (JITF Urban Infrastructure Ltd), while based in New Delhi, India; President Asia Pacific with Covanta Energy Corporation, the world's largest Energy from Waste Company and listed on the NYSE, while based in Shanghai, China; Regional Director Infrastructure Development and Director China with the Leighton Group in Asia, Australia's largest engineering and contracting group, Regional Director Greater China at Thames Water International, the world's third largest private water company, both while based in Hong Kong SAR; and General Manager of Vermeer - Ballast Nedam, while based in Vietnam.

Allard holds a Bachelor of Science (Eng) in engineering management and an MBA in international business. He is a regular speaker at conferences with senior government officials and industry leaders in the Asia Pacific.



MARK RATHBONE

Partner, Advisory Asia Pacific Capital Projects & Infrastructure Leader,
PricewaterhouseCoopers (PwC) Singapore

Mark Rathbone leads PwC's South East Asia Infrastructure, Government and Utilities team and is part of the Global Capital Projects & Infrastructure Leadership. He has advised on a range of transactions across the Project Finance and PPP market, including transactions in the Defence, Health, Accommodation, Transport, Power and Renewable Energy, and Sports sectors including secondary market transactions and debt raising.

Mr Rathbone advises on large infrastructure transactions that straddle the complex interface between public and private sectors. He has been integral to the development of project structures, risk allocation and the related funding solutions for large infrastructure transactions, while also leading the development and negotiation of PPP contracts and project concessions. He has delivered numerous training programs to clients such as the Asian Development Bank, Monetary Authority of Singapore and Indonesia Infrastructure Guarantee Fund.



STEPHEN F. WERMERT

Senior Management
Coromandel Advisors Pte Ltd

Stephen Wermert is a private infrastructure financing specialist currently under service contracts with project developers, governments and development banks within the broad Asia region. He recently served as Executive Director of LPI, a power generation project developer active in Bangladesh and Indonesia.

From 2003 until 2012, he worked at the Asian Development Bank as a private infrastructure finance team leader based in Manila and then moved to Kazakhstan serving first as Country Director and later as Head of Regional Business Development for private sector operation in Central Asia and the South Caucasus. He previously worked for 12 years in the Asia-wide limited recourse project finance industry in Singapore as Director at BNP Paribas and as an Associate Director at Deutsche Bank. During this time, he led financial advisory and debt arranging teams for private sector infrastructure projects in the oil, gas, petrochemical, and power, water and transportation sectors. He worked from 1983 to 1991 in the Chicago area municipal bond and urban redevelopment sectors for boutique advisory firm Kane, McKenna and Associates and Northern Trust Company.



RAJ KANNAN

Founder & Managing Director,
Tusk Advisory Pte Ltd

Mr. Raj Kannan is the founder and managing director of Tusk Advisory Private Limited (Tusk), a Singaporean strategic advisory firm in the infrastructure space with a significant presence in Indonesia, via its subsidiary PT Tusk Advisory. He has over 25 years hands-on experience in developing and managing US\$15 billion worth of transactions in infrastructure and development projects in the Asia Pacific region. He is a chartered professional engineer and a specialist in Public Private Partnership transactions and development and delivery of major infrastructure and economic development programs.

Raj has led transactions in toll roads, power, railways, ports, urban transport, water treatment, public housing, industrial townships and commercial developments in Australia, China, India, Indonesia, Malaysia, Sri Lanka and The Philippines. He has led transformation of SOEs, the establishment of infrastructure delivery coordinating agencies, infrastructure regulators and infrastructure banks and he has also led infrastructure related M&As from origination to financial closure.

Raj is currently the lead strategic adviser to the Indonesian government's coordinating agency for infrastructure delivery, KPPIP. KPPIP is mandated to deliver over 200 priority and strategic projects with an estimated project value of over \$220 billion. He recently led the development of Indonesia's 5-year economic development plan called RPJMN 2015-2019. Raj has also been instrumental in facilitating foreign direct investments in the infrastructure space in Indonesia for many international conglomerates from countries like China, Germany, India, Malaysia, Spain, Singapore and United States. He has also acted for a regional sovereign fund in their investments in Indonesia.

APPLICATION

The programme is designed for mid-level executives with at least six years of working experience in companies, involved in infrastructure planning development and operations in Asia. Applicants must also be fluent in oral and written communication in English.

PROGRAMME FEES

SGD 9,000 before GST

PROCESS

To register for the programme, apply online at https://www.regonline.com/EXD_005_ALPINE

For further enquiries, please contact:

Mr Justin Chia

Business Development Manager

SMU Executive Development

DID: +65 6828 9095

Email: justinchia@smu.edu.sg

* Scholarships are available to Singaporeans and foreigners. Decision on scholarship applications rests solely on the review committee.

* SkillsFuture Credit can be used for this programme. Please refer to www.smu.edu.sg/programmes/professional/skillsfuture-credit for more details. Eligible for Singapore Citizens aged 25 and above.

ABOUT THE INSTITUTIONS



SINGAPORE MANAGEMENT UNIVERSITY (SMU)

Highly regarded for excellence in management practice, SMU is one of Asia's leading universities. SMU offers an unparalleled wealth of expertise in issues of business and management in Asia, distributed across its six schools (Accountancy, Lee Kong Chian School of Business, Economics, Information Systems, Law and Social Sciences). The SMU city campus is a modern facility, enabling a technologically integrated learning experience in the heart of the Singapore business district.

Uniquely, SMU represents a fusion of Western and Asian theory and practice, with a strong foundation in our own research of management and business practices in Asia. We pride ourselves on the publication of research papers, our extensive library of teaching case studies and the business relevance of our programmes and courses. SMU emphasises an interactive and practice-driven approach to teaching, combining small classes (that are conducive to dialogues and discussions) with practical experience in which participants apply the knowledge gained. Known as a pioneer in the holistic approach to producing well-rounded, multi-talented programme graduates, SMU also seeks to incorporate leadership and team skills in all programmes.



SMU EXECUTIVE DEVELOPMENT

SMU-Executive Development supports executives through-out their careers; from individual contributors gaining self-understanding, empowerment and foundational skills, through to seasoned CEOs and c-suite leading multinational organisations with purpose and mission. We support global executives managing the complexities in Asia and Asian executives navigating in local and international firms and contexts. Our pedagogy of Knowledge-Application-Empowerment transforms personal development, whilst the pool of 350 faculty, from across the 6-schools of SMU, provides both depth and breadth of insight to match the needs and context of each participant and corporate client. SMU-Executive Development, Focused on Asia – Transforming Performance.



SINGAPORE ECONOMIC DEVELOPMENT BOARD (EDB)

The Singapore Economic Development Board (EDB) is the lead government agency for planning and executing strategies to enhance Singapore's position as a global business centre. EDB dreams, designs and delivers solutions that create value for investors and companies in Singapore. Our mission is to create for Singapore, sustainable economic growth with vibrant business and good job opportunities. EDB's 'Home' strategy articulates how we are positioning Singapore for the future. It is about extending Singapore's value proposition to businesses not just to help them improve their bottom line, but also to help them grow their top line through establishing and deepening strategic activities in Singapore to drive their business, innovation and talent objectives in Asia and globally.

EXECUTIVE

Led and hosted by:



Administration Building
Singapore Management University
81 Victoria Street
Singapore 188065

Supported by:



250 North Bridge Road
#28-00 Raffles City Tower
Singapore 179101