

Agenda

Wednesday, 28 November

- 12.30–15.30 CLASSICAL ISTANBUL TOUR: BLUE MOSQUE, HAGIA SOPHIA, AND BASILICA CISTERN**
This tour is a must for visitors to Istanbul. Discover the monumental buildings of Istanbul—the capital of three empires (Roman, Byzantine, and Ottoman)—each of which left its mark in the heart of the city. On this tour, you will travel thousands of years—from one civilization to another—in just a few footsteps.
- 12.30–14.00 WOMEN LEADERS’ LUNCHEON**
Join women leaders from across the globe for a luncheon and spirited discussion on the role of infrastructure in economic development.
Hosted by: Madeleine Albright and Carol Browner, Albright Stonebridge Group
- 16.30–16.55 OPENING SESSION: WELCOME AND FRAMING**
Opening remarks:
Dominic Barton, Worldwide Managing Director, McKinsey & Company
Jimmy Hexter, Partner, McKinsey & Company
Facilitated discussion to surface key issues facing participants:
Rik Kirkland, Senior Managing Editor, McKinsey & Company
- 16.55–17.25 GLOBAL PERSPECTIVE**
Infrastructure is one of the cornerstones of a stable and productive society. The right investments in transportation, housing, energy, and communications are essential to create a strong and competitive economy with good jobs and improved standards of living. Decision makers need to balance economic, social, demographic, and environmental factors to make effective infrastructure investments. This session reflects on the growing importance of infrastructure for mankind in a world that will soon be home to more than 9 billion people.
Madeleine Albright, Chair, Albright Stonebridge Group; Former US Secretary of State
Moderator: **Jim Frederick**, Editor, TIME International
- 17.25–18.10 RETHINKING INFRASTRUCTURE**
Many critics highlight the world’s infrastructure challenges—few deliver solutions. It is evident that the old ways of planning, operating, building, and financing infrastructure are failing to meet the needs of the 21st century. Our goal is to transform the conversation from one of insurmountable challenges to one of opportunity and innovation, collaboratively creating a platform to move the infrastructure discussion from rhetoric to action. Where do we start?
Panelists:
Rashad Kaldany, Vice President, Global Industries, International Finance Corp.
Michael Onolememen, Minister of Works and Member, Federal Executive Council, Republic of Nigeria
David Welch, Senior Vice President and Region President, EMEA, Bechtel

Moderator: Julian Mills, Partner, McKinsey & Company

18.10–19.00 RECEPTION

19.00–21.30 DINNER AND KEYNOTE DISCUSSION

INTEGRATING INFRASTRUCTURE INTO SOCIO-ECONOMIC TRANSFORMATION

Speaker: His Excellency Paul Kagame, President, Republic of Rwanda

Moderator: Jimmy Hexter, Partner, McKinsey & Company

21.30 NIGHTCAP

Thursday, 29 November

08.00–09.00 BREAKFAST DISCUSSION SESSIONS

Participants select one of three concurrent discussion sessions.

INFRASTRUCTURE PLANNING: TAKING A LONG-TERM PERSPECTIVE

Why do the same obstacles—including power brownouts, water shortages, and overcrowded transportation—occur so frequently in so many countries around the world? Often these events are symptoms of a common problem: investing too late in the right infrastructure. What approaches can infrastructure planners use to build ahead of demand, without creating “white elephants”? What lessons can we learn from experienced infrastructure leaders?

Discussion Leaders:

Parag Khanna, Director, Hybrid Reality Institute

David Middleton, Chief Executive, Transport Scotland

Chul Hum Paik, Executive Director, Macquarie; CEO and Representative Director, Korea Infrastructure Fund; Macquarie Group

Moderator: Stuart Shilson, Partner, McKinsey & Company

IDENTIFYING AND UNLEASHING UNTAPPED CAPACITY

Many infrastructure assets have untapped capacity. Unlocking this additional capacity often requires difficult operational, regulatory, or strategic decisions. For example, capacity rights might have to be taken away from an inefficient user. How much untapped capacity is out there? What proven approaches exist to identify and unlock that much-needed capacity?

Discussion Leaders:

Carol Browner, Senior Counselor, Albright Stonebridge Group; Former Administrator, US Environmental Protection Agency

Isabel Dedring, Deputy Mayor for Transport, Greater London Authority

Stephen Dowd, Senior Vice President, Infrastructure, Ontario Teachers' Pension Plan

Abdel Kawi Khalifa, Minister of Water and Wastewater Utilities, Egypt

Moderator: Julian Mills, Partner, McKinsey & Company

INNOVATING THE CONTRACTING MODEL

Traditional approaches to contracting (such as defining detailed contracts up front and allocating work to the lowest bidder on each parcel of work) seem consistently to deliver poor results. What innovative approaches to contracting generate the best results? What are the cost-and-risk tradeoffs between traditional methods and those that allocate more responsibility to private contractors? What can this sector learn from other industries?

Discussion Leaders:

Anne Baldock, Former Partner (Retired), Allen & Overy
Jean Paul Drabbe, Managing Director APC, Port of Amsterdam
Guy Mehula, President, Middle East and North Africa+, Parsons
Moderator: Geoff Yarema, Partner and Past Chair, Infrastructure Practice Group, Nossaman

09.15–09.20 WELCOME BACK REMARKS

Speaker: Jimmy Hexter, Partner, McKinsey & Company

09.20–09.30 MCKINSEY ON INFRASTRUCTURE

Meeting global infrastructure needs against a backdrop of austerity, higher capital costs, resource constraints, and growing environmental concerns will be challenging. But proven strategies exist to help ensure that infrastructure investment maximizes value. McKinsey Global Institute and infrastructure practice have analyzed infrastructure investment needs, spend and trends, as well as over 400 case studies offering lessons on how the world can better plan, operate, build and finance the infrastructure it needs.

Presenter: Herbert Pohl, Partner, McKinsey & Company

09.30–10.10 DECIDING WHAT TO BUILD

The need to build better infrastructure—which enables economic growth, creates jobs, and improves living standards—has never been greater. When deciding what to build, infrastructure planners and policy makers often need to trade off complex political, economic, social, and environmental factors. How do we improve strategic infrastructure planning, ensuring that projects are driven by market demand, resilient to future needs, and able to stimulate economic growth?

Panelists:

Trevor Fowler, City Manager and CEO, City of Johannesburg

Andrés Kuhlmann, Chief Executive Officer, Transelec

Lee McIntire, Chairman and CEO, CH2M HILL

Moderator: John Podesta, Chair, Center for American Progress; Former Chief of Staff to the 42nd President of the United States

10.10–10.20 INNOVATION BURST: DESIGNING INFRASTRUCTURE THAT HEALS

MASS Design Group combines innovative and appropriate design with immersive research, leveraging the design process to generate systemic change, break the cycle of poverty, and ultimately create buildings and infrastructure that heal.

Speaker: Alan Ricks, Founding Partner and COO, MASS Design Group

10.20–11.00 OPTIMIZING EXISTING INFRASTRUCTURE

With budgets under pressure in most of the developed world, improving the productivity of existing assets while reducing their maintenance costs is a top priority. What are the innovative operational levers that can increase the capacity and improve the quality of existing infrastructure? How can we reduce maintenance and renewal costs over an asset's life cycle?

Panelists:

Alberto Alemán Zubieta, Former Chief Executive Officer, Panama Canal Authority

Raymond Ch'ien, Chairman, MTR Corp. Ltd.

Gunnar Malm, Director General, Trafikverket, Swedish Transport Administration

Moderator: Isabel Dedring, Deputy Mayor for Transport, Greater London Authority

11.00–11.30 BREAK

- 11.30–11.40 INNOVATION BURST: T30—BUILDING A 30-STORY HOTEL IN 15 DAYS**
 Last year, Broad Group from China built a 30-story hotel in just 15 days. Aside from the astronomical speed, this 17,000-square-meter building is 5 times more energy efficient, resistant to magnitude 9 earthquakes, and produces exponentially better air quality. How did they do it and is this style of construction scalable?
Speaker: Juliet Jiang, Senior Vice President, Broad Group
- 11.40–12.20 SMARTER, FASTER, BETTER, CHEAPER**
 Over the last two decades, productivity gains in the sector have proved hard to realize. In this era of austerity, a renewed focus is required to deliver projects in smarter, faster, better, and cheaper ways. How do we practically deliver *Smarter, Faster, Better, Cheaper*? Is there a replicable formula for increasing the percentage of projects delivered on time and on budget? What can we learn about planning and implementation from the world's best developers?
Panelists:
Juliet Jiang, Senior Vice President, Broad Group
Uwe Krueger, Chief Executive Officer, WS Atkins
Ross Rolfe, Managing Director, Resources Infrastructure, Lend Lease
Moderator: Jim Frederick, Editor, TIME International
- 12.20–13.00 REBUILDING AFTER DISASTERS AND CONFLICTS**
 Fukushima, 9/11, Iraq, and the Asian Tsunami are examples of major conflicts and disasters that have leveled an area's infrastructure. During the post transition economic reconstruction, leaders face choices that will define the future. How do leaders prioritize which infrastructure assets to rebuild and how do they provide key services in the interim? What are the painful lessons and best practices in rebuilding from ground zero? How can we better prepare for future incidents?
Panelists:
Kazim Gökhan Elgin, Founding Director, Istanbul Project Coordination Unit
Stephen Hadley, Principal, RiceHadleyGates LLC; Former US National Security Adviser
Kit Miyamoto, Chief Executive Officer, Miyamoto International
Moderator: Fred Berger, Chairman, Louis Berger Group
- 13.00–14.00 LUNCH**
- 14.15–15.15 DISCUSSION SESSIONS**
 Participants select one of three concurrent discussion sessions.
- MAKING THE RIGHT TRADE-OFFS**
 From a long-term perspective, organizations, cities, and countries sometimes end up building the wrong asset or technology. What approaches can infrastructure planners use to decide whether to optimize an existing, flawed asset or build something new instead? When should planners recommend investment in expensive sustainable technology rather than a proven polluting technology? What assets should we be building for the 21st century, bearing in mind the need to stimulate growth and create jobs?
Discussion Leaders:
Fahd Al-Rasheed, Chief Executive Officer, King Abdullah Economic City
Sinthya Roesly, Chief Executive Officer, Indonesia Infrastructure Guarantee Fund
Jozias van Aartsen, Mayor, The Hague, The Netherlands
Moderator: Jason Prior, Chief Executive, Planning, Design, and Development, AECOM
- TAPPING INTO THE POWER OF END-USER FUNDING**

Many of the operating costs of infrastructure assets are borne by the taxpayer rather than the end user. This funding model often results in end users seeing infrastructure as a free and unlimited resource. Is this view sustainable? Does the model need to evolve to limit demand and restrict the burden on public coffers? What are the “social equity” implications of asking citizens—who may be unable to bear the expense—to pay for fundamental services such as water and sanitation? What should be the price for infrastructure services?

Discussion Leaders:

Nazir Alli, Chief Executive Officer, South African National Roads Agency

Omar Al Wahaibi, Chief Executive Officer, Electricity Holding Co., Government of Oman

Paul Green, Chief Financial Officer, Etihad Rail

Philip Moeller, Commissioner, US Federal Energy Regulatory Commission

Muhammed Hussain Syed, Administrator, Karachi Metropolitan Corp.

Moderator: Julian Mills, Partner, McKinsey & Company

MAKING INFRASTRUCTURE AN ATTRACTIVE INVESTMENT

An estimated US \$2 trillion is invested in infrastructure each year, but private investment accounts for only a small percentage of this amount. How attractive is infrastructure as an asset class? What incentivizes or dissuades investors? What is the role of sovereign wealth funds? What needs to change to make infrastructure a more attractive investment to all types of investors?

Discussion Leaders:

Tas Anvaripour, Head of the Infrastructure Finance and PPP Unit, Private Sector Department, African Development Bank

Arundhati Bhattacharya, Managing Director and CEO, SBI Capital Markets

Ahmet Faralyali, Managing Partner, Mediterra Capital Partners

Moderator: Ben Cheatham, Partner, McKinsey & Company

15.25–16.25 DISCUSSION SESSIONS

Participants select one of three concurrent discussion sessions.

HOW HUMAN BEHAVIOR, DEMOGRAPHICS, AND TECHNOLOGY ARE INFLUENCING INFRASTRUCTURE DESIGN

Infrastructure and human behavior are tightly interwoven. Planning for effective infrastructure requires an understanding of how the public will use and react to it. In some cases, using new infrastructure will require changes to human behavior. Can behavioral science help us understand how to plan and manage better? How do we build infrastructure to meet changing demographics? Will new technology help us solve this conundrum?

Discussion Leaders:

Ayesha Khanna, Managing Partner, Urban Intel

Fred Moavenzadeh, President, Masdar Institute of Science and Technology

Janice Perlman, President, Mega-Cities Project

Moderator: Stuart Shilson, Partner, McKinsey & Company

BRINGING LABOR, CONSTRUCTION, AND SUPPLY-CHAIN PRACTICES INTO THE 21ST CENTURY

Governments increasingly view investing in infrastructure as a powerful lever to create jobs, and the temptation is strong to put protectionist policies in place to keep the jobs onshore. But, in a world where resources are increasingly scarce and infrastructure is becoming increasingly complex, is that the right strategy? What steps can governments take to safeguard job creation while pursuing efficiency, quality, and labor productivity?

What innovations in construction can be implemented to improve productivity? How can supply chains be better managed and sourced to reduce project costs and risks?

Discussion Leaders:

Bent Flyvbjerg, Founding Director, BT Center for Major Programme Management, Saïd Business School, University of Oxford

Eric Keen, Vice Chairman, HDR; President, HDR Engineering

Danny Marian, Chairman, Israeli Association of Construction and Infrastructure Engineers

Emin Sazak, President, Turkish Contractors Association; Vice Chairman and CEO, Yüksel

Moderator: Jimmy Hexter, Partner, McKinsey & Company

RETHINKING INFRASTRUCTURE OWNERSHIP: WHO SHOULD OWN WHAT AND WHEN?

Approximately 80 percent of a typical country's infrastructure was built by the public sector, and roughly 60 percent is still owned by it. But different assets have been privatized differently in different countries. Which assets naturally belong in the public or private sector? Who is best positioned to take the risk, deliver the service, and benefit from any long-term return? What does ownership mean for countries, operators, and private investors? When in the project-development cycle should private investment be brought in? What is the optimal role for government capital?

Discussion Leaders:

Alain Carrier, Managing Director (Europe), Private Investments and Head of Infrastructure, Canada Pension Plan Investment Board

Thierry Déau, Founding Partner and CEO, Meridiam Infrastructure

Sofyan Djalil, Chairman, PT Indonesia Infrastructure Finance

Li Bo, Chairman and CEO, Tianjin Innovative Finance Investment

Moderator: Rob Palter, Partner, McKinsey & Company

16.25–16.40 SWITCH BREAK

16.40–16.50 INNOVATION BURST: THE SUPERGRID

The Supergrid is touted as the transmission backbone of Europe's decarbonized power sector, facilitating the trading of electricity across Europe. It promises to strengthen security of supply and create an opportunity for European companies to export sustainable energy technology. What is the Supergrid, how will it work, and why is it important?

Speaker: Ana Aguado, Chief Executive Officer, Friends of the Supergrid

16.50–17.30 REDEFINING FINANCE AND PUBLIC ACCOUNTABILITY

Infrastructure privatization and public-private partnerships (PPPs) have delivered mixed results for end users and investors. But rising deficits and growing infrastructure needs require governments to explore closer collaboration with the private sector. Meanwhile, better regulation, stable returns, and robust demand are increasing infrastructure's appeal to private investors. How can the industry construct better PPPs to improve performance and reduce risks in infrastructure planning, finance, construction, and operation? What innovative project financing, asset ownership, and governance models are out there?

Panelists:

Christopher Lee, Founder and Managing Partner, Highstar Capital

Arif Naqvi, Founder and Group CEO, Abraaj Capital

Mehmet Şimşek, Minister of Finance, Republic of Turkey

Mark Wiseman, President and CEO, Canada Pension Plan Investment Board

Moderator: Judith Rodin, President, Rockefeller Foundation

- 17.30–17.40 INNOVATION BURST: COCA-COLA ON INFRASTRUCTURE**
 Touching more than 20 million retail points of sale each week--many of them in places where communications and transportation infrastructures don't exist--The Coca-Cola Company has one of the most effective and expansive distribution systems in the world. What lessons have they learned in overcoming infrastructure challenges to reliably serve more than 1.7 billion consumers each day, and build sustainable communities across the globe?
Speaker: Ahmet Bozer, President, Eurasia and Africa Group, The Coca-Cola Company
- 17.40-18.15 KEYNOTE**
Speaker: Ali Babacan, Deputy Prime Minister, Republic of Turkey
Introduction: Dominic Barton, Worldwide Managing Director, McKinsey & Company
- 18:15–19.30 BREAK**
- 19.30–21.30 DINNER CRUISE ON THE BOSPHORUS**
- 21.30 NIGHTCAP**

Friday, 30 November

08.00–09.00 BREAKFAST DISCUSSION SESSIONS

Participants select one of three concurrent discussion sessions.

DEVELOPING THE INFRASTRUCTURE LEADERS OF THE FUTURE

Over the next decade, the world will need to spend US \$20 trillion on infrastructure, preparing the planet for a population of 9 billion. The scale of the challenge is immense and exacerbated by only 10 percent of current projects coming in on time and on budget. Great talent consistently makes the difference between high-performing and low-performing projects. What will it take to source and develop infrastructure leaders of the quality and quantity required for the challenges ahead?

Discussion Leaders:

Fred Berger, Chairman, Louis Berger Group

Ronald DeFeo, Chairman and CEO, Terex Corp.

Ryan Orr, Executive Director, Collaboratory for Research on Global Projects, Stanford University

K. L. Thapar, Founder and Chairman, Asian Institute of Transport Development, New Delhi

Moderator: Michael Schneider, Founder and Managing Partner, InfraConsult

SUSTAINABLE INFRASTRUCTURE IN A CHANGING WORLD

In a world of limited resources, increasing population, and climate change, infrastructure requirements are shifting. How do we effectively deliver sustainable infrastructure, taking resource scarcity, urban congestion, and climate change into account? Can infrastructure investment be a model for sustainable construction and development practices? How should climate change mitigation goals be evaluated when considering project alternatives?

Discussion Leaders:

Ben Hecht, President and CEO, Living Cities

Kim Sang-Bum, Vice Mayor for Administrative Affairs, Seoul Metropolitan Government

Peter Mainz, President and CEO, Sensus

Judith Rodin, President, Rockefeller Foundation

Bob Uhler, Executive Chairman, MWH Global

Moderator: **Carol Browner**, Senior Counselor, Albright Stonebridge Group; Former Administrator, US Environmental Protection Agency

FOLLOWING THE SMART MONEY

Over recent years the global unlisted infrastructure fund market has grown at a rate previously unseen, expanding from a niche sector of the private-equity market into a major element of the alternative-assets industry. Where does the smart money go and what is the most sensible asset mix to balance risk and return? Will funds develop an appetite for the risk–reward profile of green field projects? Are PPPs the right model?

Discussion Leaders:

Ilker Ayci, President, The Republic of Turkey Prime Ministry Investment Support and Promotion Agency (ISPAT)

Christopher Lee, Founder and Managing Partner, Highstar Capital

Emma Sri Martini, President Director, PT Sarana Multi Infrastruktur (Persero)

David Metter, Chief Executive, Innisfree

Moderator: **Rob Palter**, Partner, McKinsey & Company

09.10–9.25

EVENTS AFFECTING THE EUROZONE

The global financial crisis has shaken Europe to its foundations. For good reason, rectifying the situation has been given top priority by European leaders. Are they making progress? What other important geo-political issues are not getting enough attention? Are there any upsides for Europe and the world as a result of this crisis?

Speaker: **Joschka Fischer**, Managing Partner, Joschka Fischer & Co.; Former Vice Chancellor of Germany

Moderator: **David Welch**, Senior Vice President and Region President, EMEA, Bechtel

09.25-10.00

THE PUBLIC PERSPECTIVE

The Governor of the State of Rio de Janeiro shares infrastructure best practices and challenges from one of the most exciting infrastructure hubs in the world.

Panelists:

Sérgio Cabral, Governor, State of Rio de Janeiro

Moderator: **Joschka Fischer**, Managing Partner, Joschka Fischer & Co., Former Vice Chancellor of Germany

10.00–10.20

THE BEST IDEAS 360

Recap of the best ideas and solutions from the Discussion Sessions.

10.20–10.30

INNOVATION BURST: SMART SUSTAINABLE CITIES

For the first time in human history more than half the world's population live in urban areas. One of the key challenges of this megatrend is how we approach and solve problems while changing our mindset. Innovative technologies offer smart solutions which are vital for the sustainable development of cities. What are some of the latest and greatest innovations to make cities smarter and more sustainable, thereby enabling people and businesses to thrive?

Speaker: **Hüseyin Gelis**, President and Chief Executive Officer, Siemens Turkey

10.30–11.10

CREATING THE CITIES OF THE FUTURE

While much of the developed world is struggling with aging and inadequate urban infrastructure, some countries are leveraging new technology to design and manage cities. What will the cities of the future look like, how will they operate differently, and what lessons can be applied to existing cities?

Panelists:

Fahd Al-Rasheed, Chief Executive Officer, King Abdullah Economic City

Hüseyin Gelis, President and Chief Executive Officer, Siemens Turkey

Frits van Paasschen, President and CEO, Starwood Hotels and Resorts Worldwide

Moderator: **Robert Uhler**, Executive Chairman, MWH Global

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| 11.10–11.15 | CLOSING REMARKS |
| 11.15 | SUMMIT ADJOURNS |
| 11.45 | INFORMAL LUNCHEON |