

CRGP Summer Program - Overview

Executive Briefing Session No. 1: Infrastructure Security and Institutional Requirements

The importance of infrastructure security and its impact on all facets of our society became very apparent immediately after 9/11 with the complete paralysis of U.S. airports. Providing safe and secure infrastructure facilities is continuing to emerge as one of the most important challenges in the aftermath of 9/11. Given that the problem of security is not limited to specific origins or destinations but often involves facilities and activities both upstream and downstream in the "supply chain," infrastructure security presents special institutional problems and challenges in the implementation phase.

A guest speaker from Rand Corporation, one of the leaders in infrastructure security research, will offer a perspective on the security of the global containerized supply chain. The presentation will cover the impact of government and private sector policies on both security and the cost and logistics of moving goods; a technology roadmap for the supply chain process; need for stakeholders investments in and modifications to the supply chain infrastructure; and economic and trade lane impacts of disruptions of the supply chain.

Providing port security presents a different set of challenges than airport security, as its main concern is with cargo (as opposed to people) and, hence, is more data-driven with upstream focus. A guest speaker from the Port of Los Angeles, one of the largest container ports in the world, will present security challenges from the port operator's standpoint and new institutional requirements in implementing the integrated port security program.

Since 9/11, several billion U.S. dollars have been expended under the U.S. Congressional mandate to ensure passenger safety and security in all commercial airports in the U.S. The Federal Security Director of Transportation Security Administration at San Francisco International Airport will provide a brief overview of the current security program at SFO and present valuable lessons learned in the passenger and checked baggage security implementation process, especially from the perspective of institutional challenges.

On-going security-related research under the direction of Professor K. H. Law at Stanford's Center for Integrated Facilities Engineering (CIFE), a CRGP affiliate center, will be presented to complete the Executive Briefing Session No. 1. The presentation will cover computational modeling of non-adaptive crowd behaviors for egress analysis under emergency situations.

Executive Briefing Session No. 2: Infrastructure Development in Emerging Economies

Some of the most complex and challenging organizational and institutional issues and conflicts are encountered in major infrastructure development projects in emerging economies. These projects are often funded by multilateral institutions and by foreign direct investments through private-public partnerships, and involve multiple stakeholders from multiple countries and from different professional backgrounds.

A guest speaker from The Asian Development Bank (ADB) will provide a briefing on the on-going infrastructure study jointly sponsored by The Asian Development Bank-Japan Bank of International Cooperation-World Bank ("ADB-JBIC-WB Study"). The ADB-JBIC-WB Study is one of the largest infrastructure studies currently being undertaken by the three institutions. Among other topics it addresses, the ADB-JBIC-WB Study attempts to evaluate the impact of infrastructure development projects on the environment and local communities and to assess the appropriate role of public and private sectors in infrastructure financing, ownership and management.

US Agency for International Development (AID) provides economic and humanitarian assistance in more than 100 countries around the world. The Agency's assistance at times deal with literally building a nation from the ground up, involving the build-up of the basic human capital, education and health systems, infrastructure facilities, public/private institutions, etc., to improve the lives of the citizens of the developing world. A guest speaker from US AID will provide a brief overview of the process involved in "capacity building and training" of a developing country with real world examples, and will discuss critical institutional and organizational challenges US AID faces in implementing these programs.

Multilateral institutions and organizations like US AID have decades of real-world experience in infrastructure development projects throughout the developing regions of the world. The World Bank Institute (WBI) functions as an education and knowledge management arm of the World Bank, where lessons learned and best practices from the Bank's sector and regional experiences are internally disseminated and education/training programs for host governments are provided to ensure project sustainability. A guest speaker from WBI will provide an overview of the past and current knowledge management and internal education program within the World Bank.

At the conclusion of the presentations by the industry experts and Stanford researchers, a panel discussion will be held to address two major topics: (1) impact of institutional conflicts on global project performance and (2) project risk allocation/management and the concept of "risk equilibrium" among all project stakeholders. In addition to the speakers, additional participation in the panel discussion is envisioned by renowned institutional scholars and

representatives from project sponsors, project risk insurers and/or non-governmental organizations (NGOs). The panel discussion will be co-moderated by Professors Ray Levitt and Richard Scott.

Current CRGP Research Program

The current research program under the following topics will be presented by CRGP Faculty and Ph.D. students in the Annual Summer Program. For more indepth and comprehensive description of on-going CRGP research activities, please visit the [CRGP website](#).

Industry Affiliate Collaboration Program

An overview of the [General Counsels' Roundtable](#) held in January and an update of the following activities will be provided by CRGP's industry affiliate member, Coudert Brothers. In addition, a brief update of the Independent Power Project presented in the Roundtable will be also provided by a speaker from the Program on Energy and Sustainable Development (PESD) from Stanford's Institute of International Studies.

With funding from TEKES in Finland, CRGP Collaboratory partners from Helsinki University of Technology, The Helsinki School of Economics, Helsinki University and VTT are pursuing a parallel and complementary program of research on the impact of institutional differences on global, project-oriented business activities, called "Global Project Strategies" (GPS). Representatives of the partner universities and research institute will present the results of their first year of research in this area. GPS projects launched to date include case studies of global projects in eastern Europe and the Middle East, studies of how project-based businesses develop strategy for global markets, and extensions to an existing construction project risk management software tools to include consideration of institutional differences on global projects.