



Network for the dissemination of
knowledge on the management and organisation
of **Large Infrastructure Projects** in **Europe**

TEN-T Project Management Workshop,
Brussels, 12 January 2010

Tony Francis, NETLIPSE Board of Governance (DfT, UK)
Marcel Hertogh, NETLIPSE Programme Director (NL)

www.netlipse.eu



Rijkswaterstaat
Ministerie van Verkeer en Waterstaat

Department for
Transport



Co-financed by the European Union
Trans-European Transport Network (TEN-T)

The **European Union and Member States:**

- Are investing substantially in the construction of Large Infrastructure Projects (LIPs) creating the Trans-European Transport Network TEN-T.
- Total investment is over €600 billion.

but:

- Major projects can face long delays and cost overruns due to a range of risks. In order to counter this, projects need a system of effective risk and opportunity management and contingency measures.
- Governments need to be in a position to forecast and monitor the effectiveness of major projects.
- Exchanging knowledge between organisations sponsoring and delivering Large Infrastructure Projects (LIPs) is limited.

In 2006 - with support of the **European Commission** - eight organisations formed a network:

This resulted in the:

- Building up of **a substantial network** for knowledge exchange, sharing experiences and improving project delivery
- Publication of **the book** 'Managing Large Infrastructure Projects' (2008), as a result of **exchange of best practices and lessons learnt** of 15 major projects across Europe.

The projects researched

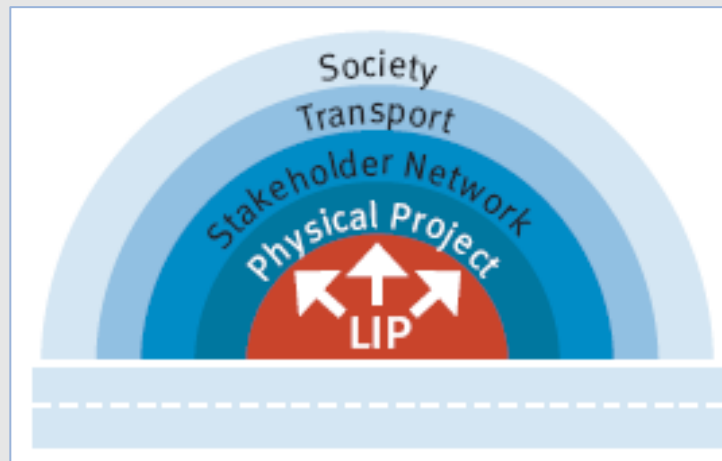


Projects (mode):

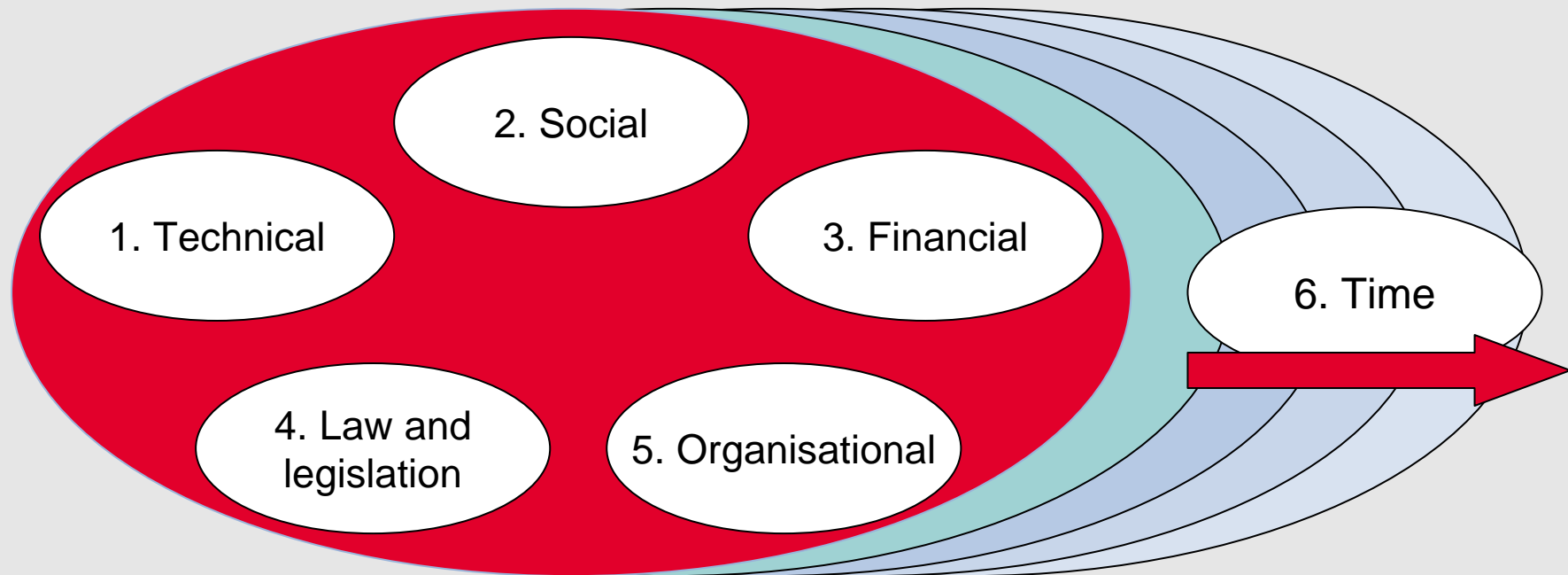
1. Betuweroute (rail)
2. Ring road Bratislava (road)
3. Gotthard Base Tunnel (rail)
4. HSL-South (rail)
5. Lezíria Bridge (road)
6. Lisbon – Porto (rail)
7. Lötschberg Base Tunnel (rail)
8. Maaswerken (water)
9. Motorway A2 (road)
10. Motorway A4 (road)
11. Motorway E18 (road)
12. Nuremberg – Ingolstadt (rail)
13. Øresund bridge (road & rail)
14. UnterinntalBahn (rail)
15. West Coast Main Line (rail)

Focusing on one aspect can be a major cause of delay - examples:

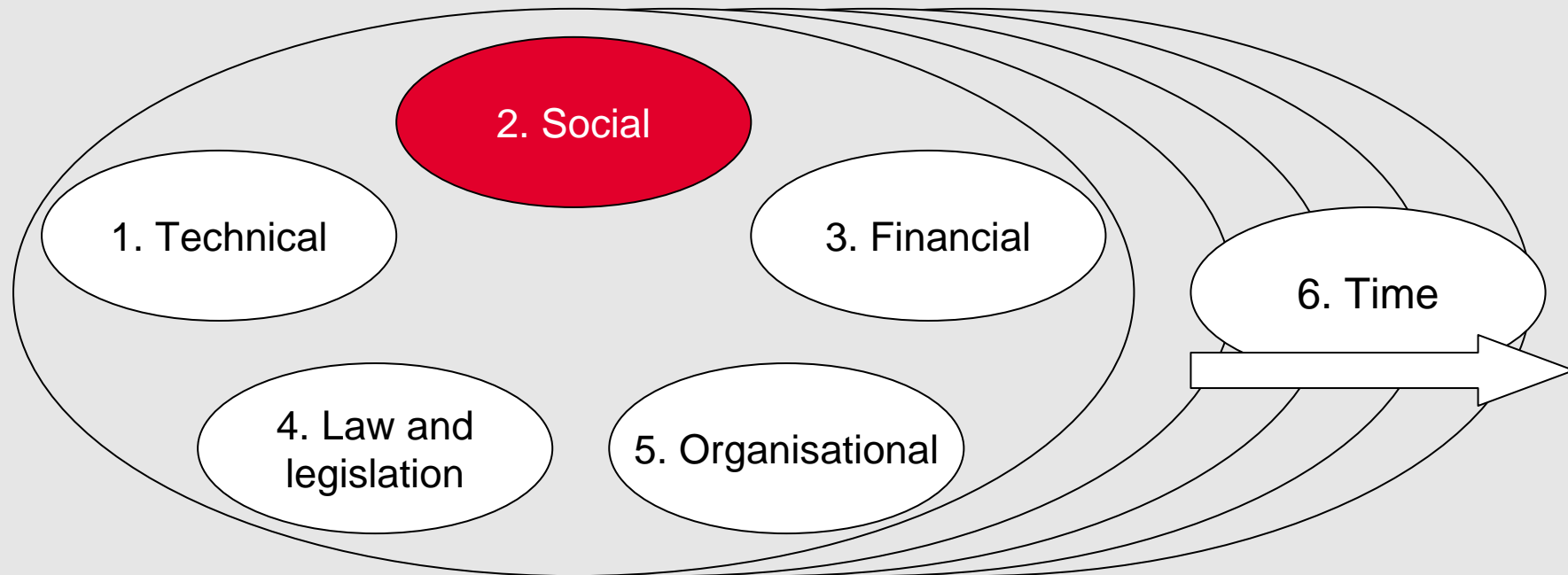
- Managing from a tunnel vision (content approach), without sufficient attention to all stakeholders.
- Managing as a financial project, without sufficient knowledge of operational aspects (services, revenue).
- But, beware on too much focus on other organisations.



Biggest challenge (50 interviews) What do you think?



Biggest challenge (50 interviews) The outcome



Managing Large Infrastructure Projects

Control & Interaction

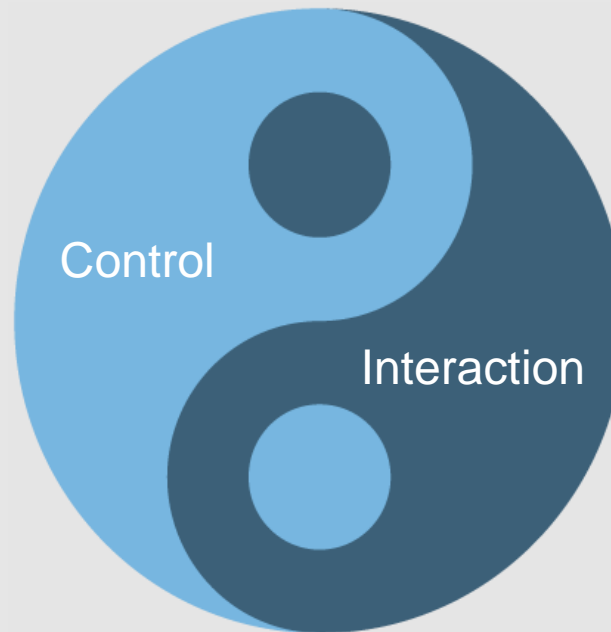


- Effective management of Projects requires a hybrid approach, combining **Control** and **Interaction**.

Control

- hard factors:

- Cost control
- Planning
- Technology
- Contracts
- Delivery...



Interaction

- soft factors:

- Political & Stakeholder management
- Human resources...
Culture...



Both are crucial!



Managing Large Infrastructure Projects

Control & Interaction



- **Control** is an essential core feature of any project - its application is challenging and time consuming.
- But **Control** is sometimes better organised than **Interaction**.
- **Interaction** is a key area for improvement:
 - Pro-active and long term stakeholder management
 - An open culture between the project organisation and all stakeholders (especially external) is critical
 - Balanced skills in the Project Team
 - Improving staff development and team work
 - Active knowledge management and so on...

Managing Large Infrastructure Projects Control & Interaction



Example:

- *Do you experience a well planned “linear” development of your project without crisis?*
- Most don't.
- Many projects face major, unexpected challenges during completion.
- **Recommendation:** organise an all embracing attitude towards society and stakeholders – achieve “ownership”.
- In addition to risk management: identify opportunities that can be exploited.

Managing Large Infrastructure Projects

Best practises and lessons learnt



8 Themes:

1 Objectives and Scope

2 Stakeholders

3 Finance

4 Organisation and Management

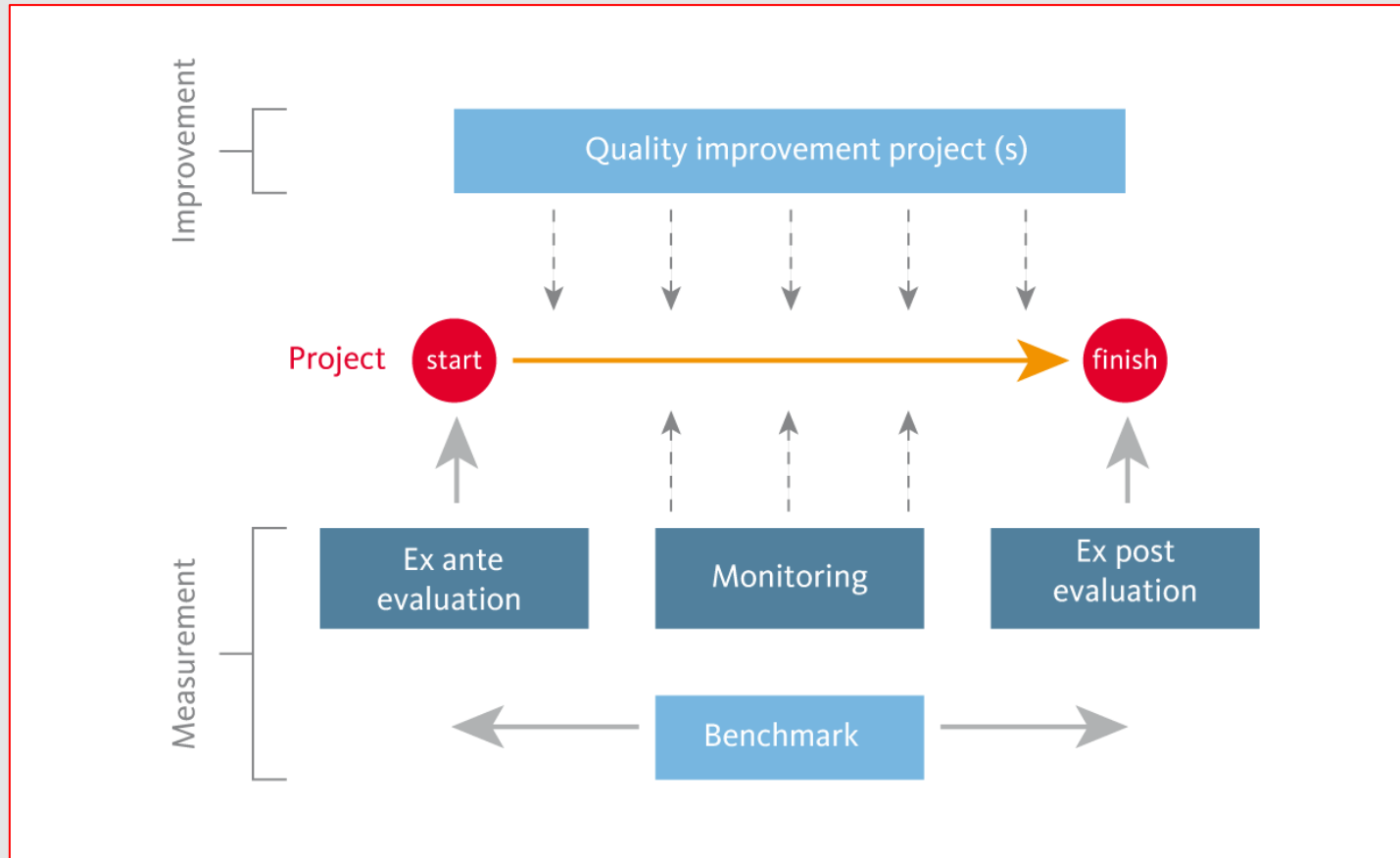
5 Risks (Threats & Opportunities)

6 Contracting

7 Legal Consents

8 Knowledge & Technology

NETLIPSE Ambition 2010 Infrastructure Project Assessment Tool



- A practical tool to assist in assessing your projects,
- And improving your project management.

You can be a member of the network!



Benefits of joining NETLIPSE - as a client, project organisation, knowledge institute/university:

- Access “state of the art” experiences
- Discuss your challenges with other (international) professionals at our meetings
- Enlarge and exchange knowledge on specific topics, by joining Special Interest Groups
- Ability to research new projects
- Participation in the development of IPAT

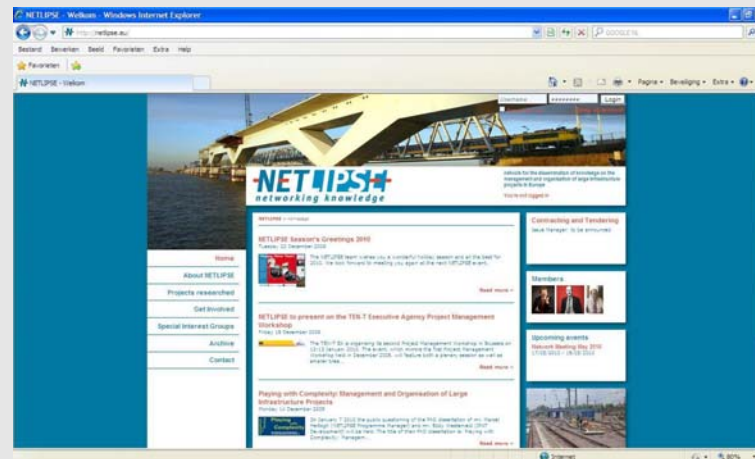
- 20 organisations are currently involved in NETLIPSE all wanting to improve project delivery.
- Supported by the European Commission.
- *There is no membership fee!*

You will be very welcomed as a participant.

Visit our stand and website



Visit our stand,



and website: www.netlipse.eu