



network for  
the dissemination  
of knowledge  
on the management  
and organisation of  
large infrastructure  
projects in Europe

January 2008

#3

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## Newsletter #3: emerging results

The NETLIPSE project is arriving in its final stages. Since the last newsletter, almost all projects have been researched and the results were discussed during the Network Meeting in Lisbon 5 and 6 November.

The Network Meeting was hosted by consortium partner Laboratório Nacional de Engenharia Civil (LNEC), the Portuguese National Laboratory for Civil Engineering. More than 35 people attended the meeting which took place at the offices of LNEC. Many interesting discussions took place, not only on the value of the results but also on the interpretation of the results. In addition, a venture was made into the future of NETLIPSE - answering the question, how can we continue the network once the project is officially finished?

But before we get there, we still have a lot of work to do! In this newsletter you will find a comparison of results obtained at two different

projects. Besides the project information, this newsletter contains interviews with two active consortium partners António LEMONDE de Macedo and Andrzej Urbanik. Their stories make a very interesting read. Also included in this newsletter is an abstract from Frank Wadenpohl who will be presenting the NETLIPSE project at the Brenner Basetunnel Symposium in Innsbruck in February. More parties are getting interested in NETLIPSE. If you would like more detailed information on the NETLIPSE project, please see our website [www.netlipse.eu](http://www.netlipse.eu). If you would like to attend the next network meeting in April 2008, please contact Project Manager Marcel Hertogh at [mel@atosborne.nl](mailto:mel@atosborne.nl).

António LEMONDE de Macedo



### Interview with

## António LEMONDE de Macedo - LNEC

**Tell us something about your background. What has been your career to date?**

My whole career has been pursued, as a researcher, at the Portuguese "National Laboratory for Civil Engineering" (LNEC), which I joined almost thirty years ago, after graduating in civil engineering at the Technical University of Lisbon, in 1977.

Presently, since 2004, I am the Director of the Transportation Department, which is one of the seven operational units at LNEC. Before that, I had carried out almost all my research activity

at its "Planning, Traffic and Road Safety Division", being its Head from 1990 to 2004. There I conducted and coordinated a large number of studies, covering subjects such as: computer applications for the design of road and rail infrastructures; road traffic safety; road information systems; and transport planning. I was also responsible for the participation of LNEC in several international joint projects, namely Cost Action 331 on Horizontal Road Marking, SUNflower+6 for DGTREN, Safety Net within the 6th R&D FP of the EU, and, of course, NETLIPSE.



Besides this involvement in applied research, I carried out teaching and project design activities. In the former case I should mention my activity, from 1992 to 2002, as Invited Professor for Highway Engineering courses at the Lisbon Technical University and as a lecturer, in the field of road infrastructures, in Master's courses at the same University (Transportation) and at the University of Coimbra (Urban Engineering). My activity in Project design was carried out mainly during the decade from 1980 to 1990, and most of it was directed to urban and rural road infrastructures.

**What are your interests outside your job?**

I have always enjoyed practicing sports, especially in the open air - football, tennis and now definitely golf. In Portugal there are very good conditions for golf, not only because of the weather but also as a result of a great expansion of the construction of courses, mainly at tourist areas, with beautiful landscapes, some of them near to the seashore. Sometimes I can also enjoy the company of my 14 year old son along the golf journey.

Another matter of interest to which I dedicate some of my free time, is Art. Although I always found a special interest in art themes, only when I left teaching six years ago and had extra available free time, I again became a student, this time on the "Story of Art", attending several courses at the Portuguese National Society of Fine Arts. This has increased not only my knowledge in the field but also my capability to appreciate different forms of art and the role played by its masters. Also, it has since been an added interest associated to my trips and visits, in Portugal and abroad. My wife is very good company also in these excursions into the world of art.

**How did you become involved in NETLIPSE?**

The Board of Directors of LNEC was contacted by the NETLIPSE Project management during the preparation phase of the Project proposal to the EC, showing an interest in having us in the research group. This was considered also of interest by LNEC owing, namely, to its role next to the Ministry of Public Works, Transports and Communications as regards large infrastructure projects in Portugal. Thereafter we were integrated as partners in the final proposal, which was accepted by the Commission. Our main task was to carry out the research of two large transport projects in the South of Europe,

one of them already identified by then: the Portuguese High Speed Rail Network Project. Due to the special nature of this Project, and as

Director of the Transportation Department I was assigned the responsibility for the participation of LNEC and its representative at the Executive Board. I was also given a mandate to sign, on behalf of LNEC, the Consortium Agreement at the kick-off meeting held in London, in May 2006.



*A group of NETLIPSE delegates arrives at the LNEC institute in Lisbon*

I organised our work team, centred in the Railway Infrastructures Division, which had recently been created in the Department, bringing its Head, Mr. Eduardo Fortunato, as the co-ordinator of the Knowledge Team 4, and another engineer, Ms. Simona Fontul, of his research staff, as team member.

**What will be the major projects in Portugal over the next 10-20 years?**

In the Transportation field, there are two large infrastructure projects within this period that should be mentioned. One is the High Speed Rail Network, with two main lines: Lisbon-Oporto (to be open in 2015) and Lisbon-Madrid (2013), which includes a new bridge over the Tagus River in Lisbon. Other links (Porto-Vigo; Aveiro-Salamanca and Évora-Faro-Huelva) of this network will be completed after 2015.

The other large project is the New Lisbon Airport, for 2017. In both projects LNEC has already some involvement at the planning and design stage.

Also large investments in the improvement of maritime ports are foreseen.

In other fields of engineering, there are other large projects planned, such as, for example, the construction of several dams, within the scope a big program, presented by the Government, intended to increase the production of hydraulic energy in Portugal.

**How do you see these projects being influenced by NETLIPSE?**

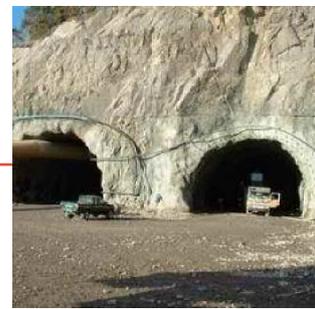
If NETLIPSE will be successful in accomplishing its objectives, by disseminating best practice on the management and organization of large transport infrastructure projects, and developing a tool for supporting their evaluation along the various phases of implementation, surely positive reflexes can be expected in a number of ways.

On the one hand, in a direct way, not only the Project organisations can be influenced, namely those involved in the pilot study, such as RAVE for the Lisbon-Oporto line, but also LNEC will have an accrued competence to deliver its task next to the Ministry as referred to above. On the other hand, these projects are also submitted for financing by the EC, especially those included in the TEN-T, thus having to comply with eventually more demanding criteria based upon the tools that NETLIPSE may provide to the Commission.

*"If NETLIPSE is successful, positive reflexes can be expected in a number of ways."*

# Emerging results

## Comparing Projects High Speed Line South and E18



One of the advantages and indeed key outputs of NETLIPSE is the ability to compare schemes and establish how one project might have benefited from the practices of another. This has started to emerge. Carlita Vis and Eddy Westerveld gave a presentation at the Lisbon Conference on what they had found from work with the HSL-South line in the Netherlands and the E18 Motorway in Finland.

The HSL-South line is a new, dedicated passenger railway linking Amsterdam with Belgium (Antwerpen) via Rotterdam. Planning started in 1991 with completion originally due in October 2007. Given that it is a rail project, there are numerous complexities; for example the "interface" with other rail systems, the safety and signaling systems, power supplies surrounding electrification and importantly the provision of sound barriers. One of the main contracts within the project was the 'super-structure' or 'infraprovider' contract. This contract is based on the Design, Build, Finance and Maintain (DBFM) philosophy. The contract starts with a design and construction period of five years but with a further 25 years for maintenance and service, full payment is conditional upon a 99% availability rate.

The infraprovider contract was based on a complex early model of PFI (Private Finance Initiative), using UK experience, and has relied on new technology for such features as the signaling systems. Given the high profile of the project, there has inevitably been noticeable political interest with much debate and changes to the original specification. A significant project team was created to oversee the interfaces with the connecting systems such as the substructure contracts and transport contract.

The E18 Motorway provides a new 51 km, four lane motorway running west from Helsinki to Turku, including seven tunnels, 75 bridges and eight interchanges. The project started in 2001 but with a contract signed in 2005, for completion in the Autumn of 2008. However, the decision was taken to secure a whole life DBFM

contract (similar to the HSL), so this also includes a maintenance agreement for the road, until 2029. One main difference with the infraprovider contract at the HSL is that the E18 had no significant contract interfaces. In addition the specification of the contract was clear and has not been adjusted. The successful bidder has been encouraged to achieve early opening and the annual payment for maintenance includes an incentive for availability and performance. The client side is "lean and mean" - it does not have to be large as there is considerable trust between the various parties. There is also only one contract to administer for the whole project. There is no reliance on new technology although perhaps on the down side, there may not be any real stimulus for improvement.

### A few of the lessons

Railways will bring complex technical issues (that is unavoidable) but keeping matters simple and using proven technology is always worth bearing in mind. The HSL-South has shown many valuable lessons on how deal with this in an effective manner'. The comparison of the DBFM contracts shows us that this contract form causes challenges when innovative technology is involved, because innovation requires flexibility that is hard to incorporate in DBFM contracts. It was also demonstrated that applying a DBFM contract form in a situation with complex contract interfaces is extremely difficult.

Although importing practices from other countries has value, they have to be related to the context and background to which they will be applied. NETLIPSE can play an important role in how lessons learnt could be tailored to the local situation

PFI practices are continuing to evolve; the latest experiences draw much on earlier attempts to engage with the private sector (something else for NETLIPSE to examine?). The political dimension has to be accepted but developing trust between the various parties is essential and avoids disputes at all points in the planning and delivery of a project.

The E18 project from Muurla to Lohja



- 51 km new motorway (four-lane)
- 7 tunnels (5.2 km)
- 8 interchanges, 75 bridges
- DBFM-contract signed October 2005
- Expected opening: autumn 2008
- End of contract November 2029
- Total budget: € 700 mln



## NETLIPSE in Portugal

The third conference of the NETLIPSE project was hosted in Lisbon by LNEC -the Laboratório Nacional De Engenharia Civil (National Laboratory for Civil Engineering) on Monday 5th and Tuesday 6th November 2007. Thanks in particular go to António Lemonde de Macedo from the Laboratory, for hosting the event and ensuring business could be conducted most efficiently.

In addition to the Executive Board of NETLIPSE which met prior to the main conference, over 30 representatives of participating organisations contributed to a review of work carried out to date and gave guidance as to the future direction of research. Since the previous conference in Poland, held February last, much progress has been made. The bulk of the major infrastructure projects which were identified for investigation have now been reviewed and the material analysed. Some projects are not now being pursued but others have replaced them. An enormous amount of material has been captured. The not surprising task is to start to determine key points that can be taken forward to form part of the "Infra Maturity Tool" which is a key deliverable of NETLIPSE, along with both examples of good practice that should ideally be followed throughout the European Union.

Given that the road and rail schemes under examination are located in Member States with widely different cultural and business backgrounds, it is not surprising that governance and project management practices also show contrasting differences. Some of these are bound to

continue and indeed provide for a continuation of healthy competition as to who can succeed in designing, constructing and delivering a project within an agreed budget. Certain practices are possibly inappropriate for some countries in any case. This point will emerge further in the final report.

However, common themes are emerging across each infrastructure project which are likely to be included in the final report. These include:

- Ensuring that each project has a real purpose which resolves identified transport and economic issues, whilst also addressing the important environmental agenda,
- That "real purpose" as mentioned above should manifest in a Business Case which "underpins" justification for the scheme.
- Ensure that the scheme is not purely politically motivated and does embrace the points summarised above,
- Have the capability to deal with unexpected - much of which, despite long experience of delivering projects, can never be fully predicted. These might be financial, changes in economic conditions, changes in legislation and indeed political control which could affect the very future of a project (despite a strong business case!).

These are only a few of the strands of common evidence being found amongst the studies. The complex task is to consider now how to disseminate the conclusions, which will support the European Commission who is the key "customer" of NETLIPSE, but also to those who will be seeking finance from the EU.



The Network Meeting was opened by Ana Paula Vitorino, the Portuguese State Secretary for Transport.

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*Mr. José Laranjeira Anselmo leads a small group to the famous Port Insitute in Lisbon.*

The opportunity was taken to consider whether an academic approach was useful, for example, arranging seminars or detailed briefings to those in public institutions (for example a one or two day course) on the best way to develop and deliver a major capital project. This matter still requires debate within NETLIPSE, but it is clear that the wealth of knowledge gained should not be just stored up in an inaccessible manner.

The key elements of work for the remainder of the winter included completion of the outstanding case studies and the preparation of the TEN Brochure. This would be the main work of reference and the source of intelligence obtained as a result of NETLIPSE, along with recommendations.



Later in 2008 a Conference is being planned to ensure that final results are presented to the European Commission, Member States and indeed the many other interested parties. The location - possibly Brussels, but to be determined shortly.

What is clear is that there is a case for the continuation of NETLIPSE (perhaps a NETLIPSE 2) after conclusion of the present commitment. \_



*Dr. Andrzej Urbanik*

## ***Interview with Andrzej Urbanik***

***Road and Bridge Institute Warsaw***

by Agnieszka Łukasiewicz and Tony Francis

***Please tell me something about yourself. What is your background?***

I am an assistant professor at Road and Bridge Research Institute. I am also involved in European programmes, e.g. Netlipse, Connect, Arches. At the same time I am a Secretary General of Polish Road Transport Technology Platform and delegate of Poland to ERTRAC (European Road Transport Research Advisory Council) Plenary. What's more I am a member of EIRAC (European Intermodal Research Advisory Council) Mirror Group. Besides I also actively participate in FEHRL (Forum of Highway Research Laboratories) activities. Moreover I am a member of Transport Research Arena 2008 Programme Committee in Ljubljana.

In the years 1998-2001 as a result of competition launched by the Ministry of Transport and Maritime Economy I was acting as the President of Agency for

Motorways Construction and Maintenance. I managed studies focused on establishing right of the way for Polish motorways. I am proud I had a chance to be involved in rescuing archaeological researches for motorways. I managed activities on financing of road infrastructure, especially in public private partnership (PPP) scheme. Moreover I took part in legislation process in the field of road construction, especially toll motorways. I used to be PAO (Project Authorising Officer) for two motorway projects. I specialised in developing programmes of infrastructure, especially regarding integration with EU and use of different European funds. I was also a member of Board of Directors of International Road Federation.

For 17 years I used to be a member of a staff of Warsaw University of Technology. In the Institute of Transport I dealt with modelling of transport processes and theory of control applied to transport processes.

**“Participating  
in NETLIPSE has  
many benefits!”**

NETLIPSE Network of the dissemination of knowledge on the management and organisation of Large Infrastructure Projects in Europe, IBDiM is a partner, FP6 project financed by European Commission; CONNECT, IBDiM is a partner, Euroregional project financed by European Commission; Coordination and Stimulation of Innovative ITS Activities in Central and Eastern European Countries; ARCHES Assessment and Rehabilitation of Central European Highway Structures, IBDiM is a coordinator, FP6 project financed by European Commission.

**How did you become involved in major infrastructure projects?**

After my university M.Sc. and PhD. studies I became an assistant lecturer in the Institute of Transport at Warsaw University of Technology. I stayed at the University till 1993. During the “velvet revolution” I was a PR officer in the Solidarity Civic Committee (1989).

Then I worked in Ministry of Labour and Social Policy, initially as the Plenipotentiary of the Minister. I was responsible for the problems of sheltered workshops (cooperatives for the disabled and the blind). Afterward I worked as Government's Plenipotentiary for the Disabled, and then as the Deputy Minister (Secretary of State) in the Ministry of Labour and Social Policy.

Subsequently, I started my working experience in a private sector, the period lasted 5 years. I became a PR director in Curtis International, and I was responsible for public relations and I also was an adviser to the President in the area of employment of people with disabilities. Then I started working as a Sales Director in TRIMAR, a company specialising in control access equipment and parking systems. Afterwards I was a Managing Director in First Business Insurance Service (FBIS), and then Managing Director in ROEM Systems, a company distributing computer network software and hardware.

In 1997 I returned to a public sector. Firstly, I was Deputy Director of the Praga Południe Management Board of Warszawa Centrum Municipality. Then I became the President of the Agency for Motorway Construction and Operation, and it was a real beginning of my adventure with major infrastructure projects. On May 6, 1998, I was appointed by the Prime Minister as a result of the competitive selection procedure carried out by the Minister of Transport and Maritime Economy. According to the Toll Motorway Act Agency was responsible for the implementation of Polish Motorway Programme.

As the President of the Agency for Motorway Construction and Operation I represented government side in implementing Polish motorway programme, managed preparatory works: right of the way (localization) procedures, land purchase, archaeological recovery researches, design, responsible for spending money allocated in the state budget for these aims (yearly in average ca 150 million PLN), negotiates with concessionaries and international financial institutions (World Bank, European Investment Bank, European Bank for Reconstruction and Development) and commercial banks. The Agency also supervised concession agreements implementation. Moreover it coordinated amendments in the Toll Motorway Act, dealt with public private partnership and cooperated with groups of international advisers.

During my work at the Agency tolls were introduced on the first toll motorway section in Poland. A2 concession agreement amendments were prepared which made possible financial closure and commencing of works (total cost of the project 875 million Euro, construction cost 623 million Euro). In that time negotiations on A1 project reached final stage, amendments to the Toll Motorway Act were adopted which made possible implementation of the concept of public private partnership. Besides I also introduced Poland to ERTICO – an international organization on intelligent transport systems.

Afterwards, I started working, again in private sector, as an advisor and director in Kirchner Polska – the contractor specialised in large road infrastructure projects.

Then, in 2005, I returned to research sector and started work in the Road and Bridge Research Institute, where I am still working as an assistant professor.

**When it comes to improving transport infrastructure, what do you see as the key issues facing Poland, as a relatively new member of the European Union?**

Main problems that hindered the development of road transport are as follows: low level of road transport safety and obsolete and underdeveloped road transport infrastructure. Low level of road safety is one of the greatest problems of the Polish transport. The fatality of road accidents is 3 times higher in Poland than European



*The Road and Bridge  
Research Institute in Warsaw*

Union average. The losses due to road accidents are estimated at PLN 30 bln (€8 bln) annually. In 1991 there were ca 72 tho injured and 7,9 tho killed in road accidents.

Till 2005 the decrease in the number of injured was ca. 40% and in number of fatalities ca. 30%. It is not satisfactory comparing these numbers with the data concerning EU, especially 15 old Member States. Poland lacks a coherent network of motorways and expressways, which could link major cities and industrial areas. The quality of existing roads cannot handle growing numbers of cars and traffic volume. Moreover the pavement of large part of Polish roads is not suited for heavy loads in freight traffic – only 5% is suited for 115 axle load. Technical condition of Polish road network needs a lot of improvement. In 2004 percentage of national roads pavement in good condition was 45%, in bad condition – 25,8%. Having in mind that these numbers were in 1997 respectively 24% and 30% we can observe a great progress. In the same time one has to remember that the situation in comparison to EU is

not satisfactory and needs significant improvement Poland's current road network necessitates a great number of projects. Development of comprehensive motorways and expressways network is a must. Also, the improvement in technical condition of the existing roads is indispensable. The priorities include ring roads and a raised permissible load up to 115 kN/axle, which is a European Union standard

#### ***What do see as the benefits of being involved in NETLIPSE, both for Poland and the EU?***

Invitation of IBDiM to participate in NETLIPSE allowed us to meet many specialists in infrastructure from many different countries. Participating in building NETLIPSE network will cause improvement of our research abilities. Lessons learnt and best practises gathered from 15 large scale infrastructure will be for sure used in Poland. I hope that practical application of research results of NETLIPSE in my country will allow for better implementation of large infrastructure projects. And the last and not the least I met many new friends.\_



*Leendert Bouter visited the China Water Engineering Association (CWEA) to discuss NETLIPSE*

## ***NETLIPSE in China?***

The Conference in Lisbon spent part of the time looking ahead at the opportunities beyond May 2008 and indeed beyond Europe. This was to further support the notion that the NETLIPSE project should not end at that time. The body of knowledge grows and the key customer will always be the European Commission.

There is certainly a need to continue to sift through the evidence being found from the existing projects, along with others, to support the Commission in getting greater and greater value from the resources at its disposal. This will become more and more essential, especially as pressures increase for financial support from new Member States, anxious to bring infrastructure in line with the older Members. However, those more “mature” Members will also need to renew transport networks and provide additional capacity to secure more environmentally sensitive solutions.

Across the World is another community, China, - where the pressures are possibly not totally dissimilar. The economic growth is being support by the provision of enormous road, rail and water borne projects. There could be common features in the planning, financing and building activities. China is taking forward such matters very rapidly, although perhaps in a different planning environment. Nevertheless, what could we learn from each other? We need to find out.

Maybe this is an area where the Commission and Europe might benefit. A first step in exchanging knowledge was taken recently by Leendert Bouter, head of the NETLIPSE Executie Board, who visited the China Water Engineering Association. There he introduced the NETLIPSE project and had an enthusiastic discussion on knowledge and networking possibilities. An initiative like this requires further investigation, which will be part of the planning of NETLIPSE TWO.\_



# Project agreement signed with Transumo for 'Dynamips'

Support from the platform Transumo has been instrumental in starting up the NETLIPSE research and getting EU support. Transumo (TRANSition SUSTainable MOBility) is a Dutch platform for over 150 companies, governments and knowledge institutes that cooperate in the development of knowledge with regard to sustainable mobility. To formalise the NETLIPSE support and start up new activities an agreement with Transumo was signed in which several NETLIPSE partners participate.

The agreement with Transumo was signed on October 23rd 2006 by ETH Zurich, the Erasmus University, the Department for Transport and AT Osborne. In this agreement, partners state to collectively develop new activities to improve the sustainable delivery of large infrastructure projects in Europe. Main deliverables are the PhD research executed by F. Wadenpohl at the ETH and the PhD thesis on the management of complexity by

M. Hertogh and E. Westerveld. The Transumo project set up to execute these activities is called Dynamips and will be coordinated by AT Osborne as the lead partner of the consortium.

Transumo aims to contribute to a transition from the current inefficient mobility system towards a system that facilitates a stronger position in economic competition, as well as ample attention for people and environment. The research and knowledge development activities of Transumo have started in 2005 and will continue at least until 2009. Currently over 20 projects are conducted within Transumo.

More information on Transumo is available via [www.transumo.nl](http://www.transumo.nl). More information on the project Dynamipse can be obtained by contacting the project manager Eddy Westerveld ([ewe@atosborne.nl](mailto:ewe@atosborne.nl)).



## Internationales Symposium 28. + 29. Februar 2008 Brenner Basistunnel und Zulaufstrecken

Abstract: Frank Wadenpohl, Institute for Construction Engineering and Management, ETH Zurich

### **Best practice at large infrastructure projects in Europe**

Large infrastructure projects are always a great challenge in terms of management. That is due to the extent of such projects in spatial and monetary aspects, the political impact and the singularity. Because these projects are mostly unique on a national scale, a comparison on an international scale is advisable.

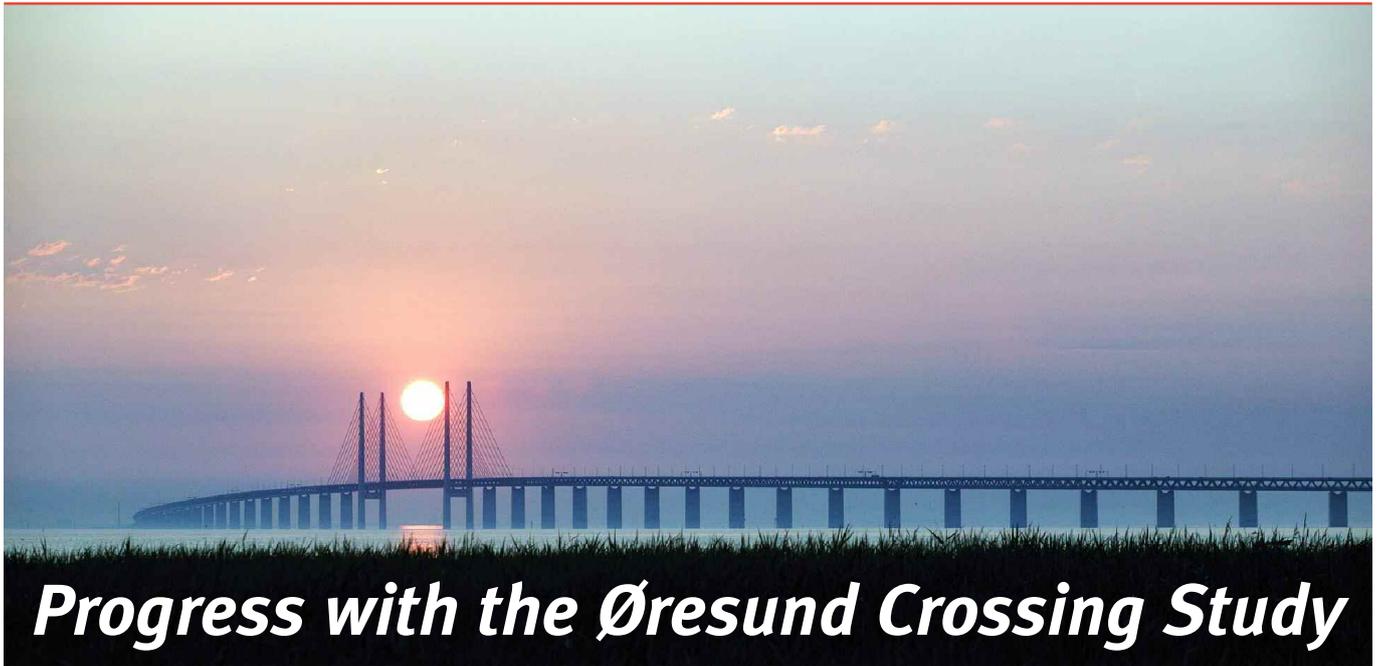
Within the EU-sponsored research project NETLIPSE, 15 large transport infrastructure projects in Europe have been investigated for 'best practices' and 'lessons learnt'. At this, the focus of the study has been put on the management and organisation of these projects. To assess the 15 case studies, a clustering containing the eight following themes has been used: (1) Objectives and scope, (2) Stakeholders, (3) Finance, (4) Organisation and management processes, (5) Risks, (6) Contracting, (7) Legal Procedures and (8) Knowledge and technology. The research is based on on-site interviews with different

participants as the main source of information. A cross-case analysis revealed cross-national similarities as well as country- and project-specific peculiarities.

Common issues within the different case studies have been especially discovered in the fields of (1) project changes, (2) risk management and (3) stakeholders. In this context, the different approaches towards local stakeholders and thereby the resulted negative impacts or contrariwise the gained benefits clearly showed the necessity for the development of defined strategies for the integration of stakeholders into the planning and execution of large infrastructure projects.

Brenner





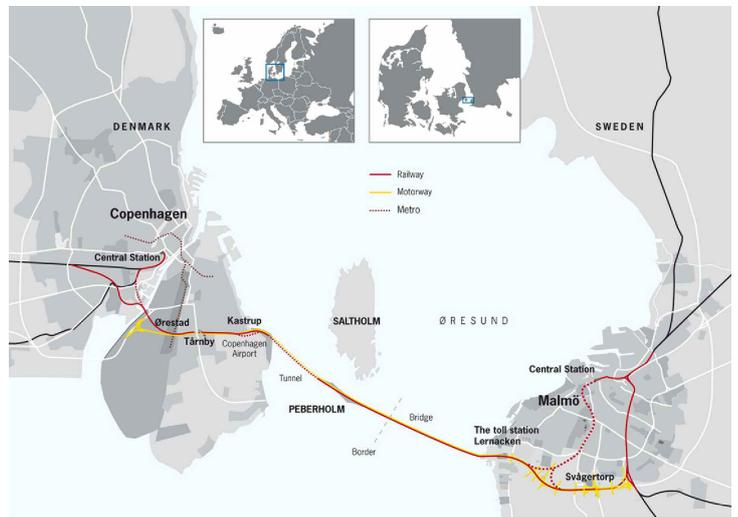
# Progress with the Øresund Crossing Study

by Jonathan Holland (DfT, London) and Eddy Westerveld (AT Osborne, Utrecht)

Members of the North Western Knowledge team visited the Øresund Crossing on 15 and 16 November 2007. This 16km road and rail tunnel link between Denmark and Sweden was successfully completed in 2000. The team were indebted to all of the senior members of the Owner Øresundsbro Konsortiet (ØSK) for hosting the group and for providing a wealth of valuable information in relation to the project; its background; the physical, economic and social legacy it has created and; the ongoing operation of the crossing.

Since the project was already completed in 2000, the investigation provides plenty of opportunities to overview the whole process of decision making, construction and operation. It is interesting to observe how objectives and working methods have evolved over time and what tremendous impact the construction of the fixed link has had lead on the Øresund region.

One of the interesting observations is that the project was built and is operated by an independent public company (ØSK) which is owned by the two participating states. This gives the company a strong basis in terms of decision authority and flexibility to achieve cross border co-operation. \_



## NETLIPSE Calender:

April 2008 Final Network Meeting  
 September/October 2008 Large NETLIPSE conference

Newsletter Number 4 is expected in April 2008

For more information on the NETLIPSE project please see the website [www.netlipse.eu](http://www.netlipse.eu), or contact the Project Manager:

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