NETLIPSE
networking knowledge

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

February 2009 #5

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Newsletter #5:

After having delivered the NETLIPSE in Turin in April 2008, the NETLIPSE initiative has continued its networking and knowledge development initiatives. In October, the Swiss Federal Institute of Technology, ETH Zürich, hosted the fifth NETLIPSE network meeting. In this fifth newsletter, a short impression is given of the interesting project presentations and interactive discussions enjoyed by the delegates. In addition, consortium partner ETH Zürich's Prof.Dr. Hansruedi Schalcher is interviewed.

We're also very pleased to announce that the NETLIPSE Executive Team has submitted a proposal in the TEN-T Annual Programme, which has been accepted by the TEN-T Executive Agency for funding. More information on this new agency is given in this newsletter. In the next year, the Infrastructure Project Assessment Tool (IPAT) and relevant training programmes will be developed and much opportunity will be provided to actively participate in the expanding NETLIPSE knowledge network. NETLIPSE Programme Director, Marcel Hertogh, has provided an article on the development of the IPAT, now well into being developed. One of the networking activities initiated in Zürich is the installation of Special Interest Groups, focussing on developing and exchanging experiences in a specific project management area. Two of these SIG's focus on business cases and smaller scale projects, described in a presentation and article provided in this newsletter. Other SIG's are in the process of being formed and any one can be joined by professionals working in the field of the management and organisation of large infrastructure projects in Europe.

Other interesting information around NETLIPSE development are also provided in this newsletter, for which I would like to thank Tony Francis and Pau Lian for preparing this. We hope you will enjoy the information provided and look forward to meeting you at the next Network Meeting in Amsterdam. The meeting will take place on April 20th and 21st and will be hosted by the Dutch Ministry of Transport and AT Osborne. We will visit the Amsterdam North South metro Line, the new metro line that is being built in the centre of Amsterdam, and discuss the challenges the project is currently facing. You can pre-register for the meeting via the website www.netlipse.eu.

I look forward to meeting you there.

Leendert Bouter
Chairman of the NETLIPSE Supervisory Board_

Reflections on the Network Meeting

NETLIPSE in Zurich 2008

by Tony Francis
Department for Transport, United Kingdom

I am always concerned that in coming away from the office and one's "front line" duties" that the event I would attending will be worthwhile and add some extra personal knowledge and skills. Increasingly I have looked upon attending a NETLIPSE event as a success story, being part of my training and development; a conclusion also shared with my colleague Stuart Baker, who has led the British contingent and I am sure many others who attend on a regular basis.

It is with confidence, therefore, that I can say that my knowledge of project management has increased. This has been through "networking" with many other interested parties who are involved in the delivery of complex programmes of activities that result in the final delivery of a major project. But we must all remember that the construction phase is only one aspect in project management. As Stuart Baker has pointed out, in particular, that whilst a major project may take 10 or more years to complete, it will

last for many more and has to function successfully. It has to generate business and give a return on the investment, either in pure financial terms, or make a significant social contribution by way of new employment opportunities, economic revival and environmental improvements. These issues are being addressed by the European Commission over the priorities for future TEN T funding and the work of NETLIPSE can undoubtedly help in this direction. The whole question of business cases, which can help justify (or otherwise) investment in a project was one of the subjects debated in Zurich.

The Network Meeting was held at the Eidgenössische Technische Hochschule Zürich (ETH) or the Swiss Federal Institute of Technology, based in Zurich. It took place over 20/21 October and was attended by 40 delegates covering government organisations and academic institutes, plus those heavily engaged in the ensuring individual projects were delivered on time and to budget!

The Zürich Network Meeting was the first meeting in the next phase of the NETLIPSE project after it was delivered in Turin in April 2008. An application for continued funding has been made to the Commission and part of the Network meeting was devoted to the future management and direction of NETLIPSE.

The Network Meeting also took place in the shadow of the credit crisis and the debate taking place about major investment schemes which might help Europe recover or avoid a period of recession. Such a debate continued over the two days in Zurich.

Delegates were welcomed by Prof. Dr. Hans-Rudolf Schalcher, on behalf of ETH, who explained the structure of the Institute and its influence on both the Swiss and international scene, as a renowned basis of education and learning. Leendert Bouter, from the Dutch Ministry of Transport and Chairman of the NETLIPSE Executive Board, also welcomed those attending. He emphasised that this was an important moment in the development of NETLIPSE, as a means of raising the quality of project delivery.

The Network Meeting was effectively concentrated on two aspects, namely briefings on specific projects and generic issues which impact on all such work.

In the first instance, a series of very useful briefings took place on the delivery of particular projects with some lessons to be learnt. One of these was the London

Olympic Park-Stadium

Lunch on the roof of ETH Zürich

Olympics, presented by Sue Kershaw, Head of Programme Management with the UK Olympic Delivery Authority.

This was the task which involved co-ordination of numerous individual transport schemes to ensure that they were ready on time for the summer of 2012. Sue's responsibility was to work and co-ordinate with many agencies over the completion of transport projects, which would have life long after the end of the Games, as well as those specific for the event itself. I think we will be watching progress closely. Her presentation was complemented by a talk from David Hutchinson, Area Manager of Parsons Brinckerhoff and Vice President of the UK Institution of Civil Engineers. His institution was in the process of preparing a good practice guide for sponsors of projects; an area where it was thought that standards could be improved. Such work would surely be compatible with the objectives of NETLIPSE and it was agreed that ways of working together would be explored.

Other presentations on major projects were made by Rudolf Sperlich, Head of Sektion Grossprojekte, Bundesamt fur Verkehr, on work with the Gotthard Tunnel and Peter Dijk, Project Manager Noord/Zuidijn, faced with very significant challenges in building the new Amsterdam Metro line. Construction of an underground line through a historic city and effectively below sea level was, to say the least, not easy!

Other projects explained were the Figueras-Perpignan High Speed Line, involving equal involvement and co-operation between France and Spain, to the extent where all activities were conducted on a bi-lingual basis, plus a site visit to the new heavy rail link between Zurich main station and Oerlikon, requiring careful construction to avoid the risk of flooding. This scheme had a long period of controversial gestation where various options from light rail to motorways to provide this link, were considered.

A useful briefing was given by Ale Jan Gercama on the European Investment Bank (EIB). This was appropriately timed, given the current emphasis on credit issues. The EIB had been formed in 1958 as a long term lending bank for Members States of the European Union.
One of the main reasons for holding the Network Meeting was to look forward. On the assumption (now confirmed) that financial support would be forthcoming from the EC, planning was undertaken into future activities.
A newsletter would be published in February 2009 and the website updated and improved. These were two key means of communicating with both existing and potential

Gotthard Base Tunnel

members. It was proposed that a Foundation should be established to provide NETLIPSE with a legal identity, providing a sound basis for a long term future. This issue would be worked upon further in the forthcoming months.

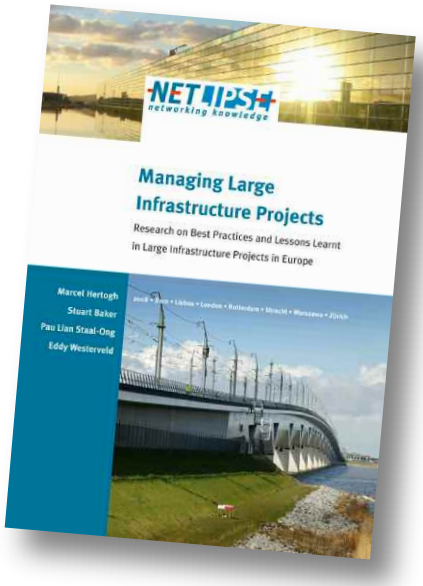
Helping in this respect was a presentation by public transport expert Andrew Braddock on light rail and bus projects which could potentially be assisted by an involvement in NETLIPSE or alternatively could offer advice based on their experience of successfully introducing significant high quality systems. These "leads" will be followed up over the next few months.

To stimulate a dialogue over project management, was an original presentation by Professor Marcel Veenswijk on "Understanding Daily Life in Complex Megaprojects" or something of an insight into the cultures that develop between the individuals and organisations that have to work together, frequently under much pressure! There were numerous emotions that come into play during all stages of project delivery, which needed to be identified and properly managed. This was also the subject of a working session, allowing delegates to consider the matter in greater depth. Another working session dealt with the use of and building Business Cases, to help justify a project, led by Matt Dillon from the UK.

Finally a key output of NETLIPSE was completion of the "Infrastructure Project Assessment Tool" which was considered to be one of the key outputs of NETLIPSE research. The work in progress was described by our Programme Director Marcel Hertogh, with a more detailed report at the next Network Meeting, in Spring 2009. Yes, there will be further Meetings!_

Join us at the Amsterdam Network Meeting

Join us at the Amsterdam Network Meeting on April 20th and 21st where we will be visiting the Amsterdam North South Metro Line project. You can find more information on the meeting and register via the website: www.netlipse.eu

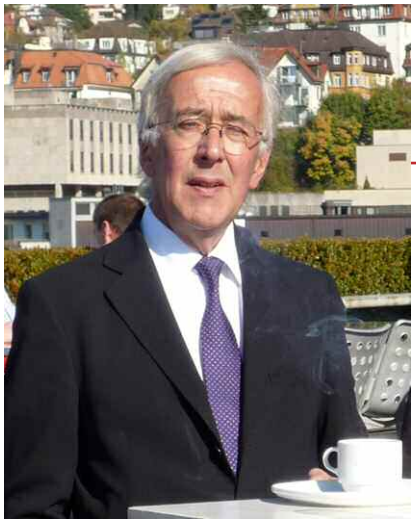


NETLIPSE book published

All results from the first, 2-year NETLIPSE research project (2006-2008) have been described in the book 'Managing Large Infrastructure Projects: Research on Best Practices and Lessons Learnt in Large Infrastructure Projects in Europe'.
About the NETLIPSE project, information is given on how the project was organised as well as the project scope. In addition, the book gives detailed insight into the research methodology and most important results obtained at the fifteen large infrastructure projects researched.

Best practices and lessons learnt on objectives and scope, stakeholders, financial management, organisation and management, risks (and opportunities), contracting, legal consents and knowledge and technology are described in detail. The NETLIPSE book contains practical information on the results obtained. In addition, an overview is given of all the rail, road and waterway projects researched.

More information can be found on the website www.netlipse.eu.
ISBN/EAN 978-90-810025-2-3, € 29,50 (excl. shipping and handling)._



An interview with

Hans-Rudolf Schalcher

by Pau Lian Staal, NETLIPSE Network Manager

This interview took place on a surprisingly warm sunny day in January, on a beautifully situated terrace 642m high in Eze, South of France. The Eze visit marked the end of a very intense four day period in which a small group of NETLIPSE representatives worked together on laying the foundations of the Infrastructure Project Assessment Tool (IPAT). Typically, Hansruedi was the person who convinced us that we needed to get out of the conference room and enjoy the beautiful scenery around us. So, after having taken in the breathtaking view, our interview could begin.

A bit of background information

Prof.Dr. Hans-Rudolf Schalcher, Professor of Planning and Management in Construction at ETH, the Swiss Federal Institute of Technology in Zürich, one of the initiators of the NETLIPSE initiative, has been involved from the very earliest beginning of the project. Even before the NETLIPSE project was initiated, Hansruedi was already involved in researching nine projects on capturing and disseminating knowledge on project management and benchmarking. As member of the Executive Board, he helped lobby at the EC for sponsoring of the NETLIPSE initiative and has played a very important role as Chairman of the Technical Verification Board and Coördinator of Knowledge Team Alps in setting and realising the high level quality standard of research carried out in NETLIPSE 2006-2008. His enthusiasm and remarkable experience and insight have helped raise the level of the NETLIPSE project and will contribute greatly to the development of the next NETLIPSE phase. But how did he get here?

Hansruedi Schalcher obtained his Diploma in Civil Engineering in 1968 from the ETH Zürich and his PhD in 1977 from the same institute. His PhD focussed on communication in construction processes. In 1990, Hansruedi was elected Professor of Planning and Management in Construction. Almost always based in Zürich, Hansruedi left the city for a 6-month working period (stage) in Shanghai in 2006. A place he has also grown fond of, since 2006 returning yearly to teach at the Tongji University. At this Chinese university Hansruedi teaches Project and Facility Management in an urban context. His course takes about one month per year. In addition, his research team incorporates permanently 4 to 6 PhD students.

Why NETLIPSE?

When asked what he considers his greatest personal achievement, Hansruedi smiles and says “becoming a member of the NETLIPSE team”. Reasons being the interesting topics discussed and the smart people who are part of the network. What he enjoys most by working on the NETLIPSE project has been the actuality and relevance of the topics as well as delivering the expectations promised. Hansruedi sees as the most important NETLIPSE expectation, to achieve substantial progress in project leadership through knowledge exchange and sharing of experiences. He feels that NETLIPSE is a good and efficient platform to achieve this.

There are two issues coming out of the NETLIPSE research which come to mind when asked about noticeable results. First is the surprising similarities experienced by the different projects. All the projects researched are struggling with the same challenges all across Europe, independent of national laws, context etc. The second is the encountered common enthusiasm to improve project management. It is clear that all across Europe we strive for excellence.

So how come there hasn’t been any knowledge exchange in the past? Hansruedi thinks this is due to the fact that most public and private organisations involved in large infrastructure projects concentrate on their own daily business and success. It is a challenge for NETLIPSE to

knock these barriers down and open the minds of these leaders and convince them of the added benefits of structural knowledge exchange as proposed by NETLIPSE.

On the NETLIPSE research

The research has provided us with much interesting information on the management and organisation of large infrastructure projects in Europe. Hansruedi has led the Technical Verification Board and when asked about his role and how he has contributed to the NETLIPSE project, downplays its' importance by saying it wasn't a strong and important function. Hansruedi explains his reaction by saying that the intermediate results of the knowledge teams were of such a high quality level that there just wasn't very much to verify. From the start there was a clear common understanding of how to work. The research approach (from desk research to writing the background document, interviewing on the basis of the Knowledge Protocol and writing the case study report and analysing them for the final report) was scientifically sound. Involving people from practice who also have sound experience in scientific work has also contributed greatly. Instead of having scientists on the one hand and practitioners on the other, the NETLIPSE network has managed to involve people who are proficient in both areas.

What about the NETLIPSE future?

How does Hansruedi see the future for NETLIPSE? He thinks it's difficult to say. It's not easy to convince Ministries, Project Managers and Project Delivery Organisations that their existing tools and methods are not helping them to get the maximum that can be achieved. Why these tools and methods aren't the best possible? Because eventhough these groups might think these tools and methods are efficient, they are linked to national peculiarities and laws. The challenge is to bring them in line with a unified European approach to project management.

On a more personal note

When discussing the benefits and challenges of the NETLIPSE project, I wonder just what inspires Hansruedi. His answer is simple: "visiting beautiful places, climbing in the mountains, walking along the seaside and talking to my wife" (Renata Schalcher is a well known painter and sculptor in Switzerland.).

We end the interview by discussing one of the best pieces of advice Hansruedi has ever given. Being surrounded by young people much of the time, Hansruedi has advised many of them to become independent. In his view, autonomy gives a person the possibility to take his own decisions about life.

On this note, we respond to the announcement that lunch is ready and enter the restaurant. I would like to thank Hansruedi for the time spent on this interview and the insight given into his life and work. It is an honour to know you and I hope to continue our collaboration for a long time to come._

Special Interest Group

by Tony Francis

Supporting Smaller Scale Projects

NETLIPSE has, to date, studied and is aimed at supporting major infrastructure schemes. That is the area where some of the greatest uncertainties have arisen and where the European Commission sought specific assistance. This will continue to be one of the main areas of activity of NETLIPSE going forward.
What defines a major scheme can vary, but certainly includes those that are multi-national, require a long period from conception to delivery and are over some 200 million euros. This is certainly one description.

However, there are numerous 'smaller' scale projects to improve the transport infrastructure of the European Union. These range from highway schemes to provide a village by pass, introducing improvements to upgrade road safety and rail schemes such as new stations and metro extensions. They might cost as little as five million euros but require the same disciplines as those larger investments. That means an informed client, some kind of justification (a business case) and a clear delivery mechanism that achieves defined outcomes.

Work is being undertaken by a Special Interest Group of NETLIPSE representatives to review a number of "case studies" to help establish how these smaller projects are currently managed. It is being led by Tony Francis, from the United Kingdom's Department for Transport and is aimed at looking into specific projects in France, Germany, the Netherlands and Poland (as well as the UK), but we are also interested in other countries. Support has also been offered by the UK Association of Transport Co-ordinating Officers, with whom the results will be shared.
The review should be complete by mid summer and the results then presented to NETLIPSE members. This examination will not only say what the present position is but what recommendations can be made, to give greater support to local and regional bodies sponsoring and project managing direct investment in transport infrastructure._

by Marcel Hertogh

NETLIPSE update

from the Programme Director

The European Commission and European countries have been investing heavily in new infrastructure for their social and economical development. The financial crisis has recently increased these plans for investments to an astonishing level of more than $1 trillion. When investments are so high, the need for realisation of infrastructure projects within budget and planning – according to requirements – becomes more and more crucial. Unfortunately, the current performance of most of the projects is disappointing, as we concluded in our research, described in our book 'Managing Large Infrastructure Projects'. In the book we presented main findings on how to manage Large Infrastructure Projects, as well as best practises and lessons learnt. In general, NETLIPSE intends to contribute to the successful development, delivery and operation of infrastructure projects throughout Europe, aimed at positively influencing the living environment and economy in Europe.

We are proud to announce that the European Commission intends to support NETLIPSE also in the current second phase and wants to work together with us to make our new programme a success. The two pillars of this programme are: (1) Expanding the network and knowledge exchange and (2) Developing the Infrastructure Project Assessment Tool (IPAT).

Crucial for the NETLIPSE network is the involvement of member states, as well as project organisations, financial institutes, insurance companies and the European Commission itself. These are the beneficiaries of our work. How can you join? Let me provide three examples. First, we have already started 'Special Interest Groups' (S.I.G.), where organisations and specialists can participate to develop and exchange knowledge on certain issues. A good example is the S.I.G. Business Case, that held a workshop in the Network Meeting in Zürich in October last year. Second, you can have access to the knowledge through the website that will be improved to support active knowledge exchange. And thirdly you are invited to join our Network Meeting in Amsterdam on April 21 and 22.
The Infrastructure Project Assessment Tool (IPAT) is a means to evaluate, monitor and benchmark programmes and projects. An IPAT-assessment will give organisations insight in the maturity of their financed and executed projects. The development of the tool has already started, for which our previous 2-year research programme as described in our book is an important basis. In the Summer and Fall of 2009 we will test the IPAT. At the end of this year we will deliver it. Assessors that have successfully followed the IPAT-assessor-training, will start with the first assessments in 2010. With respect of the content, universities and knowledge institutes play an essential role in the IPAT development and NETLIPSE-knowledge exchange in general.

This year we plan to establish the NETLIPSE consortium: a not for profit entity. With the European Commission and allied organisations in NETLIPSE, we will discuss what will be the most effective and accessible organisation form.

We are full of plans. We would like to invite you to work together with us! There are several ways to do this and you can benefit from our network and knowledge, as you can read in this newsletter.

We look forward to hearing from you and to meeting you in Amsterdam, April 20th and 21st._

Matt Dillon, Department for Transport, United Kingdom

'A business case is an answer to the question "why?" '

Economic Business Cases

It's not only children who ask the question "why?". Whilst the work of a project manager is focussed on the timely delivery of the outputs; stakeholders, funders and the press can often found querying the reasons for building the thing in the first place. "Why are you going ahead with a high speed rail line, rather than a busway?". "How many people do you expect to use the service once it is built?" "And what are the benefits to the national economy from the scheme?"

Put simply, a business case is an answer to the question "why?" – a description of the reasons for the project and the justification for doing it. In the United Kingdom, this plain concept has evolved into the practice of a very detailed appraisal of the costs, the benefits and the risks of a project, all of which are numericised before being converted into the one language everyone understands – money. Divide the benefits by the costs and hey presto! If the ratio is greater than one then you have a business case for a project worth pursuing; if it isn't, then you don't. If you are trying to decide between different solutions to the same problem – well, just pick the one with the highest benefits-to-costs ratio.

It may sound like a cold, unemotional calculation, but that is precisely the intrinsic value of this method. It holds no bias to a particular political party. It allows an even playing between each alternative, such as the high speed rail link and the busway from before. It can also be used as a tool to optimise the project as it evolves. The key to the business case method is that it focuses wholly on the outcomes of the project, and not the outputs. This distinction is important: governments should appreciate that when they build a new tramway, for example, they are not buying a piece of infrastructure. They are not even buying the services that operate on the infrastructure. They are in fact buying the journey time benefits to passengers, the decongestion benefits to road users, and the air quality benefits to all.

It is certainly more difficult to place a financial value on these – perhaps intangible – benefits than it is on the costs of a project, which tend to be in a monetary form already. The benefits are usually derived by complicated methods that work out the average person's willingness-to-pay for each of the improvements. So how much would the average rail user pay for a journey that was several minutes quicker? And how much would the average road user pay to drive along an uncongested road? This gives you a monetised value of the benefit to each customer or road

user. In some cases, the calculation of these benefits really can be a process devoid of human compassion. For example, in calculating the economic gain from people using their cars less and moving to a safer mode of transport, the value of the prevention of a fatality includes the saving of clean-up costs on behalf of the emergency services, an allowance for the deceased's likely future contribution to the national economy based the number of years remaining in their working life, and a sum to account for the time spent away from work by friends and relatives grieving for the loss of their loved one!

But one of the greatest values of this sometimes insensitive process is that the act of gathering the data for each of the various calculations actually gives you a wealth of other intelligence about your project. For example, if you want to know what the journey time benefits to passengers are from your new high-speed line, then you are going to have to estimate how many people you expect to use the line. This is very useful information in itself, and could also feed back into the project specification by better matching the line's capacity to the expectation of demand. Similarly, a few tweaks to these demand forecasts will give you revenue forecasts, which in-turn don't take much effort to convert into an operational subsidy requirement (or profit) for your project. Risk analysis feeds in easily to this process - just multiply the expected price tag of the risk by the likelihood of it occurring, and add it to the cost line in your appraisal. Indeed, for major projects in the United Kingdom it is now normal procedure to have inter-linked demand forecasts, risk simulations, economic business case models, and financial models.

The level of sophistication of such computerised modelling suites is truly impressive - and gives rise to three of the drawbacks of this approach: the time consumption and expense of the business case modelling process itself, the often-spurious accuracy of forecasts that by their nature are uncertain, which can then lead to an over-reliance on the numbers by sponsors and politicians. This over-reliance may be to the detriment of other means of ascertaining whether or not the project really is the right thing to do, such as its fit with other government policies, the stakeholder reaction to the project, and the need to ensure that government investments have a geographical spread.

So although the economic business case should not be developed in isolation, the method's appreciation of the whole life, whole system impact of project outcomes makes it invaluable to any member of the project management and project sponsorship team.

The United Kingdom is currently refreshing its approach to business cases to build in fascinating emerging findings from urban economics about the values that companies place on locating near to one other, which facilitates more frequent face-to-face meetings and better access to labour and supply markets, and how transport schemes may contribute to this.

NETLIPSE creates a similar opportunity for knowledge-sharing between economic disciplines and between EU member states. Both of which will help us to answer the question "why?" We are interested in the experiences of other member states to discuss and improve the methods, therefore we invite you to join the NETLIPSE Special Interest Group 'Business Cases'.

More information from: matt.dillon@dft.gsi.gov.uk

Matt Dillon is coordinator of the NETLIPSE Special Interest Group 'Business Cases'. He is hosting a free half-day EU-sponsored seminar on Economic Business Cases in Brussels during 2009. Invitations will be sent to all of the NETLIPSE family. Outside contacts are also welcome to attend._

EVA-TREN

The EVA-TREN (improved decision-aid methods and tools to support evaluation of investment for transport and energy networks in Europe) research project, www.eva-tren.eu, aims at improving the ex-ante appraisal practices for the assessment of large energy and transport infrastructures projects through the ex-post analysis of several case studies. The project addressed the questions of the effectiveness of the current assessment tools and practices in dealing with complex problems through a refinement process which started from the detailed analysis of 11 European case studies to end up in providing recommendations for the improvement of the methodology for ex-ante and ex-post evaluation of large infrastructure projects in the energy and transport sectors.

More information can be found on the EVA-TREN website www.eva-tren.eu.
Contact person is Silvia Maffii maffii@trttrasportieterritorio.it_

by Tony Francis

The coming of IPAT

A key output of the NETLIPSE research work is the development of IPAT – or the Infrastructure Project Assessment Tool. In simple terms, it is to develop a method to assess the "maturity" of Large Infrastructure Projects. Transport projects certainly, but also any major piece of engineering construction.

It is believed that this would be of significant help for the promoters of such schemes, as well as those who are involved in providing finance for the work, such as the European Commission.

IPAT builds on the research carried out under the first stage of NETLIPSE, when 15 projects, situated across the European Union, were reviewed. The analysed results are helping to establish findings that could in due course be applied across all projects, involving significant financial investment and taking a number of years to complete.
The aim is to devise a numerate tool which can be used by all involved with a major scheme, including project sponsors and project managers, from conception of the proposal through to delivery and operation. The task of creating IPAT is still in the development stage but when complete, is aimed at providing checks throughout the life cycle of a major project. But elements could also be applied equally to smaller scale activities as well as the mega projects, see article on Special Interest Group 'Smaller scale projects'.

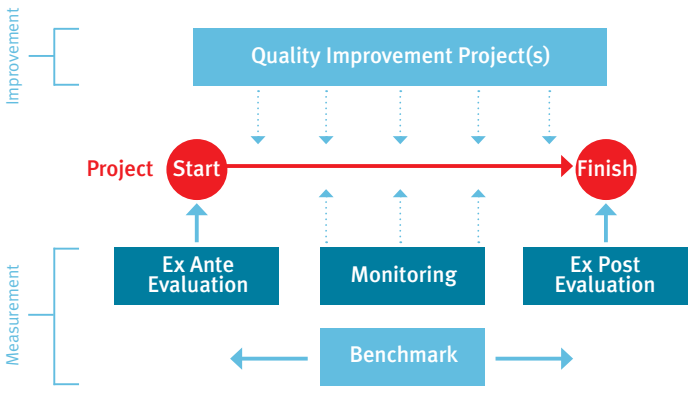
What is IPAT?
Progress in achieving such goals.
IPAT is likely to be one tool, but with different uses. In the first instance, it will be able to judge if the client has formulated a sound reason for the project and there is rationale behind the need for work to be carried out. IPAT will not say if the solution is necessarily the right answer to the problem but that the promoters have identified a particular problem or challenge, for which the project is deemed to be the right solution. Ideally some kind of assessment over a range of options should have been carried out (including a "do nothing" option) with the work showing analytically that the project chosen offers, in all or most respects, the best way forward.

The use of IPAT will be able to confirm whether the Project Delivery Organisation (PDO) is fit for purpose and not only has the right skills, but the correct relationships within the wider project team, as well as with external stakeholders. It will not be prescriptive as to the type of management structure to be applied, but will enable a check to be made to see if it can efficiently deal with the numerous issues that require resolving, in the life time of a project.
Furthermore, IPAT is aimed at ensuring the organisation sponsoring the scheme has defined the "functional specifications"- what is the project meant to delivery, to what standards (capacity, reliability) and in what timescales?
Risk management is equally important. Understanding the issues that will arise and the mitigating action necessary, is a vitally important foundation to any project. IPAT will check as to whether a project has a Risk Management System and assess whether it will work to ensure that the project can maintain its delivery schedule.

The IPAT will look at the important relationship between the Project groups have a clear understanding as to their respective duties. Fundamental is that the IPAT focuses on both evaluations (ex ante and ex post), as well as monitoring during execution.

In summary, IPAT will concentrate on the functional requirements and that the project is focused on meeting these, rather than many of the technical issues. It will not necessarily certify that a project is "approved" but is likely to "score" a project based an assessment by a panel of expert judging the merits of each aspect. As a result, the

PDO can take then action as to where attention should be applied to improve processes and strengthen resources within the team.



Apart from the work to develop and refine IPAT, the first version of which is due to be complete later this year, training programmes are also being developed. These will "come on line" towards the beginning of 2010, to create competent "IPAT Assessors", as well as offering training courses for managers within large infrastructure projects and the relevant sponsors.

If you wish to know more and indeed would like to take advantage of applying IPAT to your project, please contact Marcel Hertogh, Programme Director._

TEN-T EA

A newcomer on the European transport scene and supporter of NETLIPSE: the Trans-European Transport Network Executive Agency

An effective trans-European transport network benefits all European citizens by allowing more efficient and more environmentally friendly transport, while re-enforcing economic and social cohesion across the continent at the same time. Envisioning such a network, the European Commission's TEN-T programme dedicates financial support towards the realisation of important transport infrastructure projects - in line with the overreaching goal of European competitiveness, job creation and cohesion. With these ambitions in mind, the Trans-European Transport Network Executive Agency (TEN-T EA) was created by the European Commission in 2006. Based in Brussels, the Agency's mission is to provide an efficient and effective service in realising the technical and financial implementation of the TEN-T programme.

European Commission (DG TREN): defines the policy	TEN-T EA: turns the policy into action
• Makes political decisions regarding the TEN-T programme • De□nes strategy, objectives and priority areas of action • Takes the □nal □nancing decisions • Monitors and supervises the Agency	• Implements the TEN-T programme on behalf of the European Commission and under its responsibility • E□ciently manages entire project lifecycle, including: - Organising calls and evaluations - Giving support to Member States • Prepares □nancing decisions • Provides key feedback to the European Commission

The Agency is in charge of all open TEN-T projects under the 2000-2006 and 2007-2013 funding schemes, around 400 in total. The projects represent all transport modes – air, rail, road, and maritime/sea - plus logistics and intelligent transport systems, and involve all EU Member States. Its status as an Executive Agency means that although independent, the TEN-T EA is closely linked with its parent, Directorate-General Energy and Transport (DG TREN). DG TREN deals with all policy-making issues related to the TEN-T programme, while the Agency executes the programme's specific tasks with a limited duration (31 December 2015). The Agency's main "clients" are the Member States, which directly benefit from the TEN-T project funding.

NETLIPSE's importance to the European Commission & the Agency

The work of the NETLIPSE consortium is highly relevant to both DG TREN and the TEN-T EA. DG TREN Director Jonathan Scheele underlines this fact in his preface of the NETLIPSE book, "We have become convinced that project managers, project organisations and the Commission can greatly benefit from knowledge exchange through the network initiated by NETLIPSE…one important benefit for us could be in the assessment of projects at an early stage in order to judge their feasibility (maturity) in management and organisation."

"The TEN-T EA is looking forward to closely cooperating with the NETLIPSE consortium in the second phase of the project," notes TEN-T EA Executive Director Dirk Beckers. "We strongly encourage TEN-T beneficiaries to participate in NETLIPSE's knowledge network, so that maximum benefit is gained at European level by all stakeholders in the TEN-T network." For more information about the TEN-T Executive Agency, please visit http://ec.europa.eu/tentea_

NETLIPSE Calender: 20 + 21 April 2009: NETLIPSE meeting Amsterdam

For more information on the NETLIPSE project please see the website www.netlipse.eu, or contact the Programme Director:

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