

# The 7<sup>th</sup> Concept Symposium on Project Governance

7 - 9 September 2016

Sola Strand Hotel, Stavanger, Norway



**NTNU**  
Norwegian University  
of Science and Technology



Ministry  
of Finance



The Concept  
Research Program

# Governing the Front End of Major Projects

## Fostering Efficient and Effective Investments

Welcome to Norway, September 2016

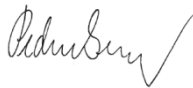
Dear Colleagues,

On behalf of the Norwegian Ministry of Finance, I am delighted to invite you to our every other year symposium on project governance, this time in a historic resort at the white beaches on the western shores of Norway.

This year's event will focus on ways and means to expand the opportunity space, improve the basis for decisions, and eliminate inferior conceptual solutions at an early stage, and end up with the most cost-effective and efficient solution to the problem at hand.

During two days we will have an exciting and varied program with a number of presentations in six parallel sessions. The event is an arena for professional exchange among a selected group of prominent decision makers, researchers and professionals in government, academia, international organizations, and industry. The symposium has a set limit of 100 participants.

I am looking forward to an exciting conference and hope to see you all in Stavanger, the Oil Capital of Norway, with one of the county's most spectacular fjords as its neighbor!



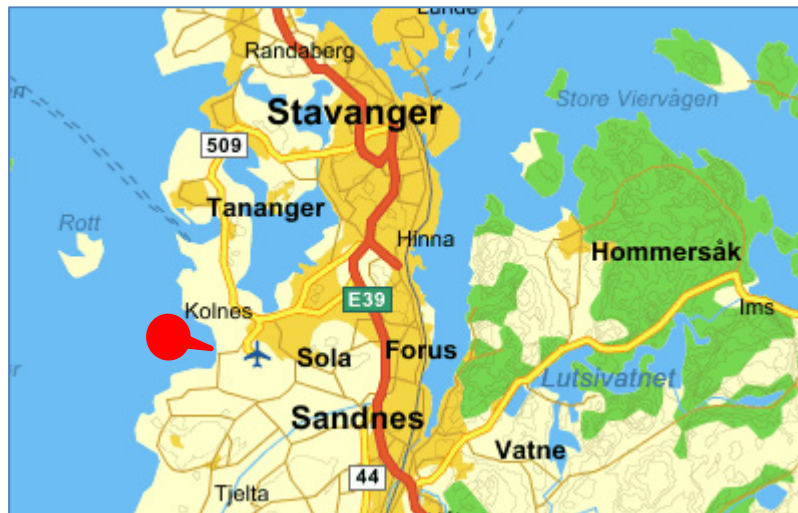
Peder Berg



Peder Berg  
Deputy Director General,  
Norwegian Ministry of Finance

### The venue

Sola Strand Hotel is an historic resort situated in inspiring surroundings, close to Stavanger, and Stavanger Airport Sola. Solastranden beach, right outside the hotel, is a 2,300 meter long sandy beach, which was crowned the world's sixth best of beaches by The Sunday Times



### ***Aim and target audience***

The 7th Concept Symposium is an arena for decision makers, researchers and professionals in government, academia, international organizations, and industry.

The symposium is devoted to project governance, in other words on investments and their outcome and long term effects, rather than on projects and their implementation and management. The principal goal of the Concept Research Program is to develop knowledge and expertise on front-end management, with the aim that the best concept is chosen, resources are used efficiently and anticipated effects are realized.

### ***Organizers***

The host for the symposium is the Norwegian Ministry of Finance . It is organized by the Concept Research Program, at the Norwegian University of Science and Technology.

### ***Program***

Project governance emerged as a specific topic at the turn of the century, and our understanding of the phenomenon is beginning to mature. It was soon realized that “Front-end management” is a pivotal issue. The celebrated visionary Peter Morris wrote in a research proposal a few years ago *“Managing the front-end is critical to project success. Yet although we have a relatively mature understanding of what managing projects in down-stream delivery involves – once the project characteristics and targets have been set – we have not yet got a good generic understanding of what managing the front-end entails.”*

Time has passed, there is considerable research going on, and we are moving forward. Sixteen years into the century it is now time to stop for a moment and ask what we have achieved in terms of theoretical understanding and lessons from practice. There is a variety of governance schemes being implemented in different countries, and considerable efforts invested. And also, the first projects that were subjected to such schemes are now being evaluated to assess their effects.

This year’s symposium will highlight what empirical and theoretical insight we have acquired and how this is or can be turned into sound governance schemes and beneficial practices. It will also direct its attention to lessons from ex-post evaluation of projects, more specifically on topics such as economic viability, flexibility, funding and contractual measures, sustainability, “Visionary Governance”, etc.

An informal get-together dinner will be arranged on the evening of 7 September, hosted by the Norwegian Ministry of Finance.

### ***Fee and deadline for registration***

Participants are invited individually, and there is no symposium fee. Deadline for registration of invitees is 1 June, 2016. Please note that there will be a maximum of 120 participants. Early registration is therefore advised. Travel and accommodation to be covered by participants. Accommodation is at the conference venue, Sola Strand Hotel.



Learn more about:



*Project Governance regimes – Lessons from six OECD countries*



*Flexibility in projects – curse or boon? - and for whom?*



*Early cost estimates – sound advice or systematic misguidance?*



*Large public investment projects - from public funding to project finance.*



*Visionary/green governance – with viability and sustainability in sight*



*Evaluation of past achievement to enhance future practices*

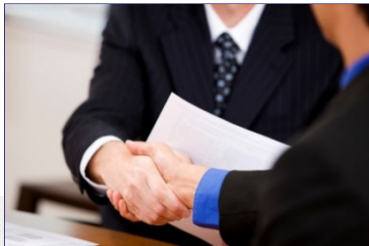


*Big data in design, planning, monitoring and evaluation. Visions, promises and facts*

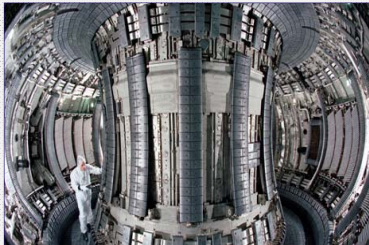
Learn more about:



*Fehmern Belt – the subsea link between Denmark and Germany*



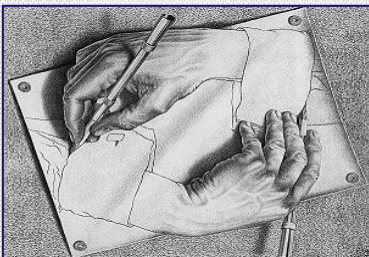
*Contractual measures to implement ambitious strategies*



*Hitler's vision of fission based revenge and today's quest for fusion based salvage*



*Current mega projects, their economic viability and wider economic impacts*



*Project governance from theory to good performance – the main paradoxes to overcome*



*Front-end management – to ensure rational ideas and sensible decisions*

...and more!

Investment cases – project governance - appraisal - decision making – quality at entry – choice of concept – project design





### Program committee

Monique Aubry, Université du Québec à Montréal

Ivana Burcar Dunović, Asst. professor, University of Zagreb

Steffen Evju, Director, The Norwegian Ministry of Defence

Hans-Georg Gemünden, Professor Dr., Berlin University of Technology

Kaare Petter Hagen, Norwegian School of Economics

Martina Huemann, Professor, Vienna University of Business and Economics

Jeff Pinto, Professor of Management, Penn State University

Gro Holst Volden, Research director, Norwegian University of Science and Technology

Knut Samset, Professor, Norwegian University of Science and Technology

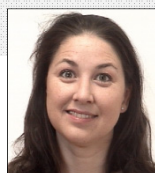
Carl Christian Røstad, Symposium director, Sintef

### Contacts

For general questions, requests or suggestions regarding the 2016 Concept Symposium please contact:



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A registration form is available at the web sites:  
<http://www.ntnu.edu/concept/concept-symposium>



# Visit Norway

In addition to taking part in the symposium you have a unique possibility to visit the country and the Stavanger region. Choose an excursion to the fjords or see the stave churches from the Viking ages. More information here: <http://www.visitnorway.com/places-to-go/fjord-norway/the-stavanger-region/>

*Borgund stave church  
in Lærdal, Sogn og  
Fjordane county*



*Draugen oil rig in the North Sea*

*Preikestolen or Prekestolen,  
also known by the English  
translations of Preacher's  
Pulpit or Pulpit Rock, is a  
famous tourist attraction in  
the Stavanger region*







## Front-end Management of Major Projects

The Concept Research Program was initiated year 2002 to conduct research on front-end management of major investment projects, more specifically, on how to ensure quality at entry before the final decision to fund a project is made. Its aim is to develop know-how on how to make more efficient use of resources and improve the effect of major public investments. The Concept Program is funded by the Norwegian Ministry of Finance.

The Concept Research Program takes advantage of the unique opportunity to follow a large sample of the largest public investment projects in Norway from their earliest inception and into their operational phase. The aim is to study the effect of different measures and interventions that are used to ensure successful design and implementation. The program facilitates cooperation between key Norwegian and international institutions, both universities, research institutes, and consulting companies. The prime users comprise Ministries and Government agencies, project organizations and professionals in industry. A number of Master's level and PhD students are working with the program.

Below are three examples of recent major Norwegian investment projects: To the left is a model of the new opera-house in Oslo. In the middle is an image of the spectacular Atlantic Road linking a number of small islands out in the rough waters of the North Sea. To the right is an image of “KNM Skjold”, a stealth type rapid torpedo vessel built for the Royal Norwegian Navy.



Photo: Snøhetta



Photo: NRK



Photo: the Norwegian Defense Media Centre

The program is based at the Norwegian University of Science and Technology, in the city of Trondheim. The main academic collaborating institution in Norway is the Norwegian School of Economics and Business Administration.



Look us up at our web-pages:  
<http://www.ntnu.edu/concept>