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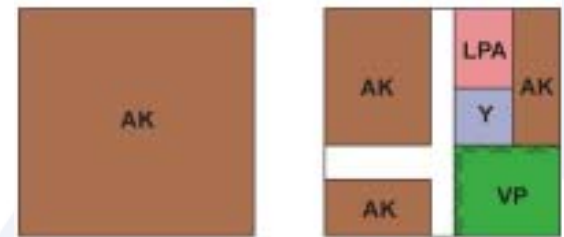
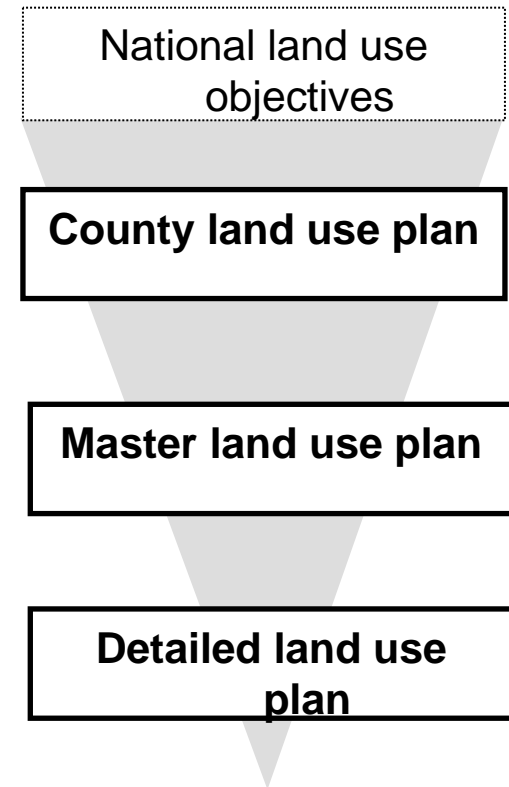
Project management and complexity reduction

Final conference 26-27.4.2007
Workshop 4
Input statement

Based mainly on experiences working with Swedes, Norwegians, Russians, Estonians, Latvians and Lithuanians
(Spatial planning development on different planning levels, transportation corridors and development zones)

Complexities and challenges arising from transnational project contexts

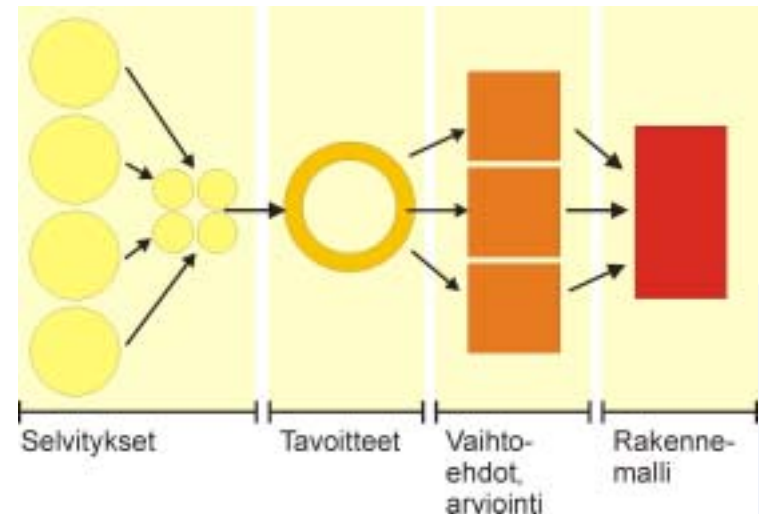
- Main challenges arise from:
 - Cultural differences
 - Different approaches and views concerning major development of urban and regional structures, climate change, sustainability etc
 - Administrative or organisational differences (role of politicians etc)
 - Sometimes scarce resources (personnel, abilities, time, tools)
 - Differences in planning system and plan hierarchies
 - Differences in planning methodologies
 - Differences in the utilisation of tools (such as GIS) – often related to problems concerning available data
 - Differences in terminology / concepts of terminology



Indicators and regulations for successful transnational projects and project management

Planning process management

- life-cycle approach
 - planning, implementing, using and maintenance
 - understanding of the meaning of decisions made during the process (each choice limits possibilities in the future)
- careful programming
 - phases, timetable
 - roles and duties of participants
 - trends and possible changes of starting points and overall development (flexibility)
 - taking into account the views of different stakeholders
 - definition of goals and the purpose of the project
- monitoring of results during the process
 - process development
 - interim decisions
- management of resources
 - personnell changes
 - needs arising during the process



Problems and limits of project management in transnational projects

- Lack of sufficient “presence”
 - Communication of participants needs to be active – personal relations must be developed
 - E-mail has its disadvantages – physical presence is better for cooperation
- Lack of resources
 - Professionals required in spatial planning – not usually a very big problem
 - Time resources – main problem, critical for the succession of the project
 - Travelling possibilities – in some cases a practical problem
- Poor interpreting and understanding of local legislation
 - Legislative steering – role of the guidance
 - Loopholes, development needs
- Differences in understanding the structure of the planning processes
 - Need for “harmonisation of processes” – participation, assessments