### Basic Project Information

<table>
<thead>
<tr>
<th>Project Title</th>
<th>The High-Speed Project in Portugal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Portugal</td>
</tr>
</tbody>
</table>
| Purpose               | Building and operation of the High Speed Rail network for Portugal consist of 5 links:  
                         • **Lisbon/Madrid:** to strengthen the connection between the two capitals and increase multimodality in the international connections  
                         • **Lisbon/Oporto:** to create a new rail connection between the two main cities of Portugal, and serve the intermediate region (+- 70% of GDP and +-61% population)  
                         • **Aveiro/Salamanca:** to link Aveiro, Viseu and Mangualde by rail to Guarda and Spain. They are included in Priority Project no.3 (“Southwest European High-speed Railway Line”)  
                         • **Oporto/Vigo:** to strengthen the connections and multimodality between Oporto and Galiza (Spanish)  
                         Included in Priority Project no.19 (“High-speed Railway Interoperability in the Iberian Peninsula”).  
                         • **Évora/Faro-Huelva:** the latter depending on subsequent studies to be carried out |
| Scope                 | Integrated with Trans-European Transport Network (TEN-T) |
# MEGAPROJECT Case Study

## Basic Project Information

<table>
<thead>
<tr>
<th>Project Title</th>
<th>The High-Speed Project in Portugal</th>
</tr>
</thead>
</table>
| **Total Project Value** | About 8.3 billions €  
(1.4 B€ Oporto/Vigo, 4.5 B€ Lisbon/Oporto, 2.2 B€ Lisbon/Madrid) |
| **Project Status** (i.e., initiation, planning, construction, operation, dismantling) | Project suspended |
| **Contractual Framework** (e.g. fixed price, cost-plus etc.) | Public Private Partnership (PPP)  
- Designing, construction, financing and maintenance of the rail sub and superstructures (40 years)  
- Designing, installation, financing and maintenance of the signals and telecom. (20 years).  
- Lisbon station to be developed by REFER and Caia International Station to be developed jointly by Portugal and Spain. Other rail stations are developed by PPP.  
Operation: not yet totally defined  
- The strategic role of regulation and network management resides with the State/REFER. |
| **Relevant Physical Dimensions** (e.g. height, width, volume, length) | Lisbon/Madrid 640 km (203 km in Portugal), Oporto/Vigo 125 km (100 km in Portugal), Lisbon/Oporto 290 km  
Aveiro/Salamanca 170 km in Portugal, Évora/Faro-Huelva 200 km: Under study (probably postponed) |
MEGAPROJECT Case Study

Basic Project Information

Socio-Economic Impact

High-speed network coverage
56% of municipalities
81% of the population
87% of the GDP

Development in railway market share
In 2003: 4%
In 2025: 26%

Socio-economic impact during construction
On GDP: 1.7%
On employment: 1.4% or a maximum of 92,000 jobs

Socio-economic impact during operation
On GDP: ~1.025%

Annual environmental savings
In 2010: EUR 69 million
In 2025: EUR 184 million

Source: Annual report and accounts from RAVE (2004)
# MEGAPROJECT Internal Stakeholder Identification

(Stakeholders with a direct legally sanctioned relationship with the project)

<table>
<thead>
<tr>
<th>Stakeholder Category</th>
<th>Case-Study</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Supply-Side</strong></td>
<td></td>
</tr>
<tr>
<td>Client</td>
<td>REFER E.P.E (Formerly RAVE a subsidiary of REFER created specifically for the implementation of the HSR project)</td>
</tr>
<tr>
<td>Financiers</td>
<td>European Union: Structural Funds (Cohesion Fund, Trans-European Transport Networks) and the European Investment Bank (EIB). Private investment and Portuguese State funding. DG TREN (Directorate-General of Transports and Energy). Operational Cash Flow (Total investment: 8.3 Billions €)</td>
</tr>
<tr>
<td>Sponsors</td>
<td>Portuguese State, EU Grants: TEN, Cohesion Fund (QREN), EU Priority Project nº16 (Sines/Madrid/Paris)</td>
</tr>
<tr>
<td>Client’s Customers</td>
<td>General public (passengers), freight operators</td>
</tr>
<tr>
<td>Client’s Owners</td>
<td>Portuguese State</td>
</tr>
<tr>
<td>Other internal supply-side categories</td>
<td>Category</td>
</tr>
<tr>
<td><strong>Demand Side</strong></td>
<td></td>
</tr>
<tr>
<td>Principal Contractor</td>
<td>Concessionaire ELOS – Ligações de Alta Velocidade consortium (Caia-Poceirão; part of the link Lisbon-Madrid) The project (PPP1) is suspended due to the credit crisis</td>
</tr>
<tr>
<td>First Tier Contractors</td>
<td>LGV-Engenharia e Construção de Linhas de Alta Velocidade, ACE Contracted by ELOS</td>
</tr>
<tr>
<td>Second Tier Contractors</td>
<td></td>
</tr>
<tr>
<td>Professional Services Providers</td>
<td>KPMG II – Consultores de Negócios S.A. (financial services) and legal support from several companies, Epypsa, Sener and Ferconsult, IN OUT GLOBAL, Steer Davies Gleave and VTM, Deloitte, CEEETA, EUROESTUDIOS-COBA, TIS.pt, Biodesign, GLOBALVIA, GRID, CONSULGAL, TYPSA, SENER, MUNICÍPIA, Terraforma, SOCINOVA, CISED, A.T.KEARNEY, CEA/UCP, FERBRITAS, GESTE Engineering, LNEC (National Laboratory of Civil Engineering), … Consultants of RAVE / REFER</td>
</tr>
<tr>
<td>Other internal supply-side categories</td>
<td>Category</td>
</tr>
</tbody>
</table>

**Comments**

(e.g. maturity, previous experiences of stakeholders, skills, influence on project)
## MEGAPROJECT External Stakeholder Identification

(Stakeholders with a direct interest in the project but with no legal contract)

<table>
<thead>
<tr>
<th>Stakeholder Category</th>
<th>Case-Study</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public</strong></td>
<td></td>
</tr>
<tr>
<td>Regulatory Agencies</td>
<td>IMTT (institute charged with the regulation and coordination of inland transport)</td>
</tr>
<tr>
<td>Local Government</td>
<td>Municipal authorities/town councils and the Committees for Coordination and regional Development (CCDR)</td>
</tr>
<tr>
<td>National Government</td>
<td>MOPTC (Ministry of Transport), MF (Ministry of Finance and the Public Administration) and MA (Ministry for Environment)</td>
</tr>
<tr>
<td>Other internal supply-side categories (please specify)</td>
<td>APA (Portuguese Environmental Agency), INAG I.P. (Institute of Water), IGESPAR I.P. (The Management Institute of Architectural and Archaeological Heritage) Estradas de Portugal EP (Portuguese Roads Authority), APL (Lisbon Port Authority), REN S.A. (National Transmission Network), CP E.P.E (Portuguese Railways), IGF (General Inspectorate of Finance), …</td>
</tr>
<tr>
<td><strong>Private</strong></td>
<td></td>
</tr>
<tr>
<td>Local residents</td>
<td>Local Associations, residents associations</td>
</tr>
<tr>
<td>Local Landowners</td>
<td></td>
</tr>
<tr>
<td>Environmentalists</td>
<td>non-governmental organizations for environment (ENGOs) like Quercus, LPN and Urbe, etc</td>
</tr>
<tr>
<td>Conservationists</td>
<td></td>
</tr>
<tr>
<td>Archaeologists</td>
<td></td>
</tr>
<tr>
<td>Other External Private stakeholders (please specify)</td>
<td>Universities and Technological Centres Professional associations: ADFER (Portuguese Association for the Development of Railway Transport), OE (board of engineers), CIP (Confederation of Portuguese Industry), AEP (Portuguese Business Association), Press &amp; Media Opinion makers, placement of news and opinion articles by companies interested in the project Political Opinion</td>
</tr>
</tbody>
</table>

**Comments**
(e.g. maturity, previous experiences of stakeholders, skills, influence on project)
MEGAPROJECT Stakeholder Relationship Maps

In General

- **Portuguese State**
  - Owns 60%
  -regulatory

- **REFER**
  - Owns 40%

- **RAVE**
  - Try to Influence
  - Cooperates with

- **IMTT**
  - Try to Influence

- **Numerous external stakeholders**
  - Try to Influence

- **Municipal authorities**
  - Cooperates with

- **ELOS consortium**
  - Financial services

- **KPMG II (business model)**

- **CP and Private Operators**

- **ELOS consortium**

- **Legal Consultants**

- **THR consortium**

- **AEIE-AVEP**
  - Contracts with

- **ADIF (Spain)**
  - Contracts with

- **Consultants (Technical services)**
  - business model

**Key:**
- **Name of Actor**
- **Description of relationship**
  - Project relationship with a contractual basis
  - Non-contractual project relationship
MEGAPROJECT Stakeholder Relationship Maps

Step 1 – Studies

RAVE

Consultancy

- Preliminary Studies
- Environmental Impact Studies
- Technical Viability Studies
- Cost-Benefit Studies
- Market Studies
- Socio-economic Studies
- Financial Studies
- Technical Studies
(...)

Licensor (APA)

Minister makes decision (Approve)

Public Consultation
- ONG’s
- Municipal authorities
- APL
- Local organizations
- Local population
(...)

Environmental Evaluation Process

Evaluation and Assessment

Review of EA / Technical assessment

Environmental Evaluation

Key:
- Name of Actor
- Description of relationship
- Project Actor
- Project relationship with a contractual basis
- Non-contractual project relationship

(2002 – 2008)
MEGAPROJECT Stakeholder Relationship Maps

Step 2 – Tendering

Portuguese State

Monitoring Committee

JURI Committee

Support by

Departments of the Ministry

RAVE

Technical support

launch of the tender

Proposal Evaluation

PPP1 by
1. ELOS consortium
2. Altavia-Alentejo
3. Eurolinhas
4. Cintra Ferrovial

Final decision (select a PPP)

ELOS consortium

RAVE / REFER

ELOS consortium

First tier subcontractors

LGV - ACE

Contracts with

2nd tier subcontractors

MOPTC (Transport)
MF (Finance)
MA (Environment)
(...)

Technical support

Name of Actor
- Project Actor

Description of relationship
- Project relationship with a contractual basis
- Non-contractual project relationship

Key:
MEGAPROJECT Stakeholder Relationship Maps

Step 2 – Tendering (cont.)

Financial Consultancy

**RAVE / REFER**

Financial services (business model) (2007)

- **KPMG II Consultores de Negócios, S.A.**

Financial services (2005)

- **Consortium FINANTIA Bank, DEPFA Bank and GOLDMAN SACHS.**

Other submitted bids in the tender procedure:
1. Deloitte
2. Efisa Bank

**Key:**
- **Name of Actor**
- **Description of relationship**
- **- Project Actor**
- **- Project relationship with a contractual basis**
- **- Non-contractual project relationship**
MEGAPROJECT Stakeholder Relationship Maps

Step 2 – Tendering (cont.)

Legal Consultancy

**RAVE / REFER**

- **Law Firm**
  - BARROCAS SARMENTO ROCHA
  - Advisory services
  - (2003)

- **Law Firm**
  - Jardim Sampaio, Caldas & Associados
  - (2007 - 2008)

- **PPP1**
  - Lisbon/Madrid
  - +
  - PPP 5
  - Oporto/Vigo
  - +
  - PPP 6
  - Signalling and Telecommunications Systems

- **Law Firm**
  - Flamínio Roza, Pinto Duarte, Côrte Real & Associados
  - (2007)

- **Law Firm**
  - Miranda, Correia, Amendoeira e Associados
  - PPP Acquisition of Rolling Stock
  - (2007)

- **Law Firm**
  - Tavares e Sousa, Duarte A., Campos e Carvalhinho
  - PPP Preventive measures
  - (2003-2010)

- **Law Firm**
  - Miranda, Correia, Amendoeira e Associados
  - Law Firm
  - Flamínio Roza, Pinto Duarte, Côrte Real & Associados
  - Law Firm
  - Jardim Sampaio, Caldas & Associados

Key:
- **Name of Actor**
- **Description of relationship**
- **Project Actor**
- **Project relationship with a contractual basis**
- **Non-contractual project relationship**
### MEGAPROJECT Stakeholder Relationship Maps

#### Section 2 - Project Stakeholders

### Step 3 – Operation

#### Key:
- **Name of Actor**
- **Description of relationship**
- **Project Actor**
- **Project relationship with a contractual basis**
- **Non-contractual project relationship**

<table>
<thead>
<tr>
<th>Name of Actor</th>
<th>Description of relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portuguese State</td>
<td></td>
</tr>
<tr>
<td>Operators</td>
<td></td>
</tr>
<tr>
<td>General public (passengers)</td>
<td>provide service</td>
</tr>
<tr>
<td>Freight Operators</td>
<td></td>
</tr>
<tr>
<td>RAVE / REFER</td>
<td></td>
</tr>
</tbody>
</table>

(without timeline)
<table>
<thead>
<tr>
<th>External Stakeholder</th>
<th>External Stakeholder’s Attitude to this Project</th>
<th>External Stakeholder’s Influence on project</th>
<th>Impact of Project on External Stakeholder</th>
<th>Phase of Project of Greatest Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADFER (Portuguese Association for the Development of Railway Transport)</td>
<td>In general there are positive opinions, even if in some cases the opinions are negative - related with project viability and corridor delimitation</td>
<td>When unfavorably opinion, may cause delays in issuing the studies.</td>
<td></td>
<td>Conception, Planning and design</td>
</tr>
<tr>
<td>Environmental organizations (ex. LPN and Quercus)</td>
<td>Highly unfavourable: For example: with the road component, the Tagus river bridge will have more cars entering into the city and it will increase environmental impacts. However, there are a few positive opinions about the project, once it may bring development.</td>
<td>Can limit the development of the process (when presenting successive complaints about negative impacts that the project brings)</td>
<td></td>
<td>Conception, Planning, designing and construction</td>
</tr>
<tr>
<td>CIP (Business Confederation)</td>
<td>See this as a commercial opportunity to provide industrial, technical and logistical support. Can provide the grow up of the commercial/economic areas, but on other hand there isn’t the same development for the freight. They were important public stakeholders in the decision processes leading to the location for the new airport and TTT bridge.</td>
<td>Has provided support to advocates of different project configurations. They presented an alternative proposal to replace the Iberian gauge by a European gauge on the conventional rail network to provide better interoperability for freight. They had influenced the alternatives of the corridor delimitation.</td>
<td>Slight to moderate. Possible business opportunities for some CIP Members</td>
<td>Conception and Planning</td>
</tr>
<tr>
<td>OE (board of engineers), APA (Portuguese Environmental Agency)</td>
<td>A little controversy among board members.</td>
<td>It is extremely appropriate to hold a debate on this project.</td>
<td>Slight</td>
<td>All Phases</td>
</tr>
<tr>
<td>Municipal authorities</td>
<td>Some municipalities: favourable opinion and interested in the project. Others: unfavourable opinion regarding the corridor definition, which can produce physic constrains within the territory</td>
<td>Important to support the development of the process</td>
<td>Moderate. To promote the economic, social and cultural aspects of the cities</td>
<td>Planning, construction and operation</td>
</tr>
</tbody>
</table>
MEGAPROJECT Project Management

Project Organisation (until 2007)

<table>
<thead>
<tr>
<th>Client Project Team Size &amp; Structure</th>
<th>2004: REFER E.P. (RAVE 10, REFER 22, other 8) + THR (Project Manager 44) Specialists in design companies (300 workers aprox.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractor Project Team Size and Structure</td>
<td>ELOS – Ligações de Alta Velocidade consortium (PPP1, Caia-Poceirão)</td>
</tr>
<tr>
<td>Sub-Contractor Project Team Involvement</td>
<td>LGV-Engenharia e Construção de Linhas de Alta Velocidade, ACE (Project and construction: 1.4 billions €)</td>
</tr>
</tbody>
</table>

Project Tools and Techniques

<table>
<thead>
<tr>
<th>Life-Cycle Costing Approaches ✓</th>
<th>Project Management Software ✓</th>
<th>Lessons Learned Transfers ✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder Involvement ✓</td>
<td>Relationship Management Tools ✓</td>
<td>Team Building Tools ✓</td>
</tr>
<tr>
<td>Building Information Modelling (BIM) ✓</td>
<td>Project Knowledge Management Tools ✓</td>
<td>Competency framework ✓</td>
</tr>
</tbody>
</table>

Other Tools and Techniques or More Information

Trimble QUANTM Alignment Planning Solution simultaneously manages all environmental, cultural and community issues involved in planning the corridors for the high speed rail project.

Relationship Management Tools: Intranet

Management Wage: GESVEN software

Several studies incorporated specifically life cycle cost approaches, and they are incorporated in the Business Model.

The project leadership was internalized by RAVE (2007).

The implementation of the SAP-ERP business management system, of which a functional analysis of the system already in place at REFER had already been carried out and lead to the decision to roll it out to RAVE, and the implementation of a modern GIS (Geographic Information System) application, which will serve to organise all the project’s technical components.
MEGAPROJECT Project Management

Project Organisation (after 2007)

<table>
<thead>
<tr>
<th>Client Project Team Size &amp; Structure</th>
<th>REFER EP.E (RAVE 51, 19 from REFER)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractor Project Team Size and Structure</td>
<td>ELOS – Ligações de Alta Velocidade consortium (PPP1, Caia-Poceirão)</td>
</tr>
<tr>
<td>Sub-Contractor Project Team Involvement</td>
<td>LGV-Engenharia e Construção de Linhas de Alta Velocidade, ACE (Project and construction: 1.4 billions €)</td>
</tr>
</tbody>
</table>

Project Tools and Techniques
Please ✓ if present, x if absent , leave blank if unknown

- Life-Cycle Costing Approaches ✓
- Stakeholder Involvement ✓
- Building Information Modelling (BIM) ✓
- Relationship Management Tools ✓
- Project Management Software ✓
- Project Knowledge Management Tools ✓
- Lessons Learned Transfers ✓
- Team Building Tools ✓
- Competency framework ✓

Other Tools and Techniques or More Information

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Relationship Management Tools: Intranet
Management Wage: GESVEN software

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## Project Processes

### Risk Management Processes

Present (describe below) ✅  Not Present □  No Information □

A database to record technical, financial and planning risks at the development, construction and validation phases of the project. It was developed first by THR (TYCO Consortium, currently BRISA / HOLLAND RAILCONSUL) that used TYMS (management software). After 2007 a different risk management business model was defined (PPP) and developed by RAVE/REFER.

### HR Management Processes

Present (describe below) ✅  Not Present □  No Information □

The execution of the project’s various specialities has been effected by means of external contracting in each technical area in order to incorporate the latest technologies and benefit from the know-how acquired by contractors on similar projects.

### Procurement Management Processes

Present (describe below) ✅  Not Present □  No Information □

Collaborative Platform to manage procurement processes and tenders. The relation with the consultants was made in a project point of view optic and not in client/supplier perspective.

### Integration Management Processes

Present (describe below) ✅  Not Present □  No Information □

“Global Integrated Management”. i.e. The global management and co-ordination of the work carried out during all the phases and for all the links, is performed by a permanent team from THR 2004-2007. After 2007 managed internally by RAVE.

### Scope Management Processes

Present (describe below) ✅  Not Present □  No Information □

RAVE publishes all relationships with third party organizations (service providers within the scope of the HSN project), in the Company Report and Accounts.

### Time Management Processes

Present (describe below) ✅  Not Present □  No Information □

Planning and Control Department (PCD) which cumulatively monitored project with project managers, and periodically reported to top management. Tasks - critical task identification, analysis of delays and their mitigation, risk assessment

### Cost Management Processes

Present (describe below) ✅  Not Present □  No Information □

Database of unitary prices to allow uniformity of cost estimates. The database was built using benchmarks and incorporating price variation and actualization.

### Quality Management Processes

Present (describe below) ✅  Not Present □  No Information □

Various activities was developed and implemented by RAVE/REFER with a view to ensuring, continuously, the effective implementation of each supplier’s Quality Management System in the preparation of the studies. The criteria used for monitoring and measuring this effectiveness were the requirements contractually defined for the purpose and the applicable standards in force.

### Communications Management Processes

Present (describe below) ✅  Not Present □  No Information □

Various initiatives were undertaken that have already resulted in a significant increase in awareness of environmental. Public presentations of the project by members of the board of directors and senior staff took place throughout the process in different seminars, forums and conferences in City Council and Parish Councils. Therefore, there was a continue engagement with local populations. Relations with the media have also been enhanced, and daily monitoring of media coverage of the high-speed project has been undertaken.
MEGAPROJECT Project Performance

Aspects of Performance Concerned with Doing the Project Right

<table>
<thead>
<tr>
<th>Performance relating to</th>
<th>Original Targets and changes to targets</th>
<th>Actual Achievements Against Targets</th>
</tr>
</thead>
</table>
2010/2011: Project being reframed new calendar to be defined  
2012: Project suspended | 2008: Tender for PPP1  
2009: PPP1 Awarded  
2011: PPP1 Reframed  
2012: PPP1 Suspended |

| Performance relating to | 2003: Lisbon/Madrid: 1.6 billions €; Lisbon/Oporto: 3.6 billions €; Oporto/Vigo: 1.3 billions €  
2008: Lisbon/Madrid: 2.6 billions €; Lisbon/Oporto: 4.5 billions €; Oporto/Vigo: 850 millions € (1st. step)  
2010: Lisbon/Madrid: 2.3 billions €; Lisbon/Oporto: 4.65 billions €; Oporto/Vigo: 1.3 billions € | 2009: PPP1 Awarded price (1,359 millions €) |
| cost                    | 2003: Lisbon/Madrid: 5.3 M passengers ; Lisbon/Oporto: 13.5 M passengers; Oporto/Vigo: 2.1 M passengers  (forecasts for 2025)  
2008/2010: Lisbon/Madrid: 9.4 M passengers; Lisbon/Oporto: 12.2 M passengers; Oporto/Vigo: 3.7 M passengers  (forecasts for 2030)  
Type of traffic  
Oporto/Vigo (1h) and Lisbon/Madrid (2h45m): Passengers and freight  
Lisbon/Oporto (1h15m): passengers | |

Source: Annual report and accounts from RAVE
## Aspects of Performance Concerned with Doing the Right Project

<table>
<thead>
<tr>
<th>Stakeholder or Stakeholder Grouping</th>
<th>Original Aims of Project Involvement and Changes to these Aims</th>
<th>Achievement of these Aims</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portuguese State</td>
<td>The location of the airport changed from Ota to Alcochete and HS also changed the routes</td>
<td>Find the best way to access High Speed to the new airport of Lisbon, independently of its location</td>
</tr>
<tr>
<td>CIP (Business Confederation)</td>
<td>Change from a rail bridge (TTT) to a road + rail bridge (TTT).</td>
<td></td>
</tr>
<tr>
<td>ADFER (Association for the Development of Railway Transport)</td>
<td>Influence of the corridor delimitation and the configuration of the alternative routes</td>
<td>Timeline anticipation</td>
</tr>
<tr>
<td>City council of Lisbon</td>
<td>Influence of the corridor delimitation and the configuration of the alternative routes</td>
<td></td>
</tr>
<tr>
<td>Organizations from the north / Galiza (Atlantic axis)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>APL (Lisbon Port Authority)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>APA (Portuguese Environmental Agency)</td>
<td>Influence of the corridor delimitation and the configuration of the alternative routes</td>
<td></td>
</tr>
</tbody>
</table>

**SECTION 4 - PROJECT PERFORMANCE**
# MEGAPROJECT Project Environment

## Legal and Regulatory Environment

| Legal and Regulatory Project Environment (regionally, nationally and Europe wide) | 2000: RAVE was created  
2001: AVEP (Alta Velocidade Espanha-Portugal) is a European Economic Interest Group created by Spain and Portugal to study the “linking of Spain and Portugal by a High-speed Rail Network”. AVEP was owned by RAVE and ADIF.  
Throughout process: Standards and rules from REFER and IMTT  
2003 - 2010: Different laws applied to Public Private Partnerships (PPP’s).  
2007 - 2010: several pieces of legislation where put forward to implement preventive measures (reservation of corridors from incompatible land uses).  

## Political Environment

| Political Project Environment | Since 2007/2008 the main opposition party (presently in Government) opposed strongly to the project. The only awarded PPP was reframed (possible reductions in the project configuration, eg. single track, stations postponed, project speed reduction) and now is suspended. |

| Specific Political Events impacting on the project | 2003: The Iberian Summit defines the 4 cross-border HSR connections  
2004: The links Lisbon/Oporto, Lisbon/Madrid, Aveiro/Salamanca e Oporto/Vigo were included in the 30 priority projects of TEN-T  
2006: The Strategic Guidelines for the Railway Sector were presented  
2007: change of location for the new Lisbon Airport  
2004 and 2009: years of elections  
2011: elections change of Government |
# MEGAPROJECT Project Environment

## Economic Environment

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
</table>
| 2007 | The project final business model is defined  
• 5 PPPs for the design, construction, financing and maintenance of the rail sub and superstructures  
• a PPP for design, promotion, financing and maintenance of the signaling and telecommunications systems  
• Lisbon station to be developed directly by REFER and Caia International Station to be developed jointly by Portugal and Spain  
• Strategic functions concerning capacity allocation and circulation management will be handled by REFER  
• On an operational level, the Portuguese state will go ahead with the acquisition of the rolling stock |
| 2008 | Availability of the Portuguese banks and EU Grants |
| 2009 | The TEN-T approved new financial support for TTT Oriente Station (5.4 million €) |
| 2010/2011 | Crisis and Troika |

## Specific Economic Events impacting on the project

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2001-2006</td>
<td>European funding associated with the priority projects within the TEN-T (Trans European Networks for Transport) created by the European Commission and co-financed by DG TREN (EC Directorate-General for Energy and Transport) through the MIP (Multi-Annual Indicative Programme)</td>
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<td>2007</td>
<td>a regulation was published regarding the community support to be granted to the TEN-T project (2007-2013 multi-year program), with an overall value of approximately 5.3 billion €.</td>
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</tbody>
</table>

Community financial support: **1,338 million €** distributed in the following manner:

• 955 million € from the Portuguese State through the National Strategic Reference Framework (QREN) for the 2007-2013 timeframe (Cohesion Fund)  
• 383 M€ from the European Commission’s support framework for TEN-T project:  
  • 191 M€ for the Évora/Mérida cross-border stretch.  
  • 141 M€ for the Lima/Vigo Bridge cross-border tretch  
  • 51 M€ for the Third Tagus Crossing. |

Sovereign debt credit crisis of **2010**
MEGAPROJECT Project Key Events and Activities Timeline

<table>
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<tr>
<th>Events and activities relating to project stakeholders</th>
<th>Creation of RAVE</th>
<th>Creation of the EEIG-AVEP</th>
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<td>Events and activities relating to project environment</td>
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**Studies (preliminary studies and environmental impact studies, technical viability studies, cost-benefit, market studies and socio-economic, financial, and technical,...)**

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**MEGAPROJECT Project Key Events and Activities Timeline**

**SECTION 6 - PROJECT TIMELINE**

- **2000**: Creation of RAVE
- **2001**: Creation of the EEIG-AVEP
- **2002**: Inclusion of HSR axes in the list of the 30 TEN-T Priority Projects
- **2003**: Location of the Porto HS Station (Campanhã)
- **2004**: Start of the Environmental Impact Assessment
- **2005**: Granting of 383 million € of community support to the TEN-T HSN Project
- **2006**: Beginning of the Procurement Process (PPP1 Poceirão/Caia)
- **2007**: Portuguese / Spanish Summit: Location of the Elvas/Badajoz Station
- **2008**: The TEN-T approved new financial support for TTT-Oriente Station: 5.4 million €
- **2009**: Portugal, Spain and France was signed an agreement to finish the HS Axis in Southwest Europe (P3)
- **2010**: Project refurbishment
- **2011**: Sovereign debt credit crisis

**Events and activities relating to project stakeholders**

- **2000**: Start of feasibility studies
- **2001**: Portuguese / Spanish Summit: Cross border HSR axes; Run time objectives
- **2002**: Portuguese / Spanish Summit: Lisbon/Madrid axis - Type of mixed traffic and Completion date (2013)
- **2003**: Portuguese / Spanish Summit: International station on the Elvas/Badajoz border
- **2004**: Location of the Lisbon HS Station (Oriente)
- **2005**: Presentation of the Business Model
- **2006**: New Lisbon airport change of location
- **2007**: Crisis
- **2008**: Sovereign debt credit crisis
- **2009**: Change of government
- **2010**: Sovereign debt credit crisis
- **2011**: Sovereign debt credit crisis
MEGAPROJECT References

Main references


- Annual report and accounts from RAVE (2004 – 2010)

- Meetings with RAVE / REFER

- News collected in different newspapers on the Internet


