

ADAPTING GOVERNANCE FOR COMPLEX PROJECTS

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Introduction

By its nature, complexity is open ended. This paper points the reader towards areas where they can develop their own ideas about governance in complex projects. It cannot provide a settled set of rules or answers, but some useful principles are identified here.

Background

Since the term first appeared in the 1960s, project governance has been mentioned with increasing frequency every year, especially since 2000. The Figure 1 shows occurrences in English language books since 1960 (data from Google Ngram viewer). The absolute values on the vertical axis are not important. The subject was barely mentioned until the end of the twentieth century when its usage grew rapidly.

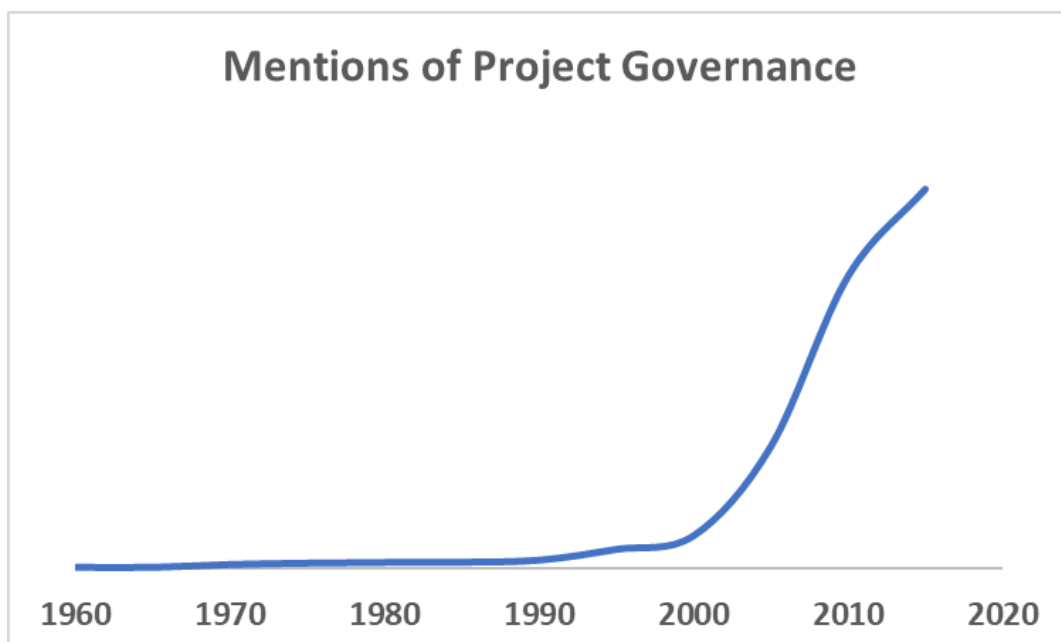


Figure 1. References to project governance