Commemorative book
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The IPMA Project Excellence and Achievement Awards are yearly competitions that celebrate outstanding project management achievements on a global scale. There are several categories that we recognised in 2017. For the Project Excellence Awards these were medium-, big- and mega-sized projects. For the Achievement Awards there were the Young Project Manager of the Year, the Project Manager of the Year, Community Service and Development Projects. A wonderful group representing world class achievements.

The Project Excellence Award process is a rigorous process that focuses on assessing project management achievements in the areas of people & purpose, processes & resources and project results. These are the areas of the Project Excellence Model, part of the IPMA Project Excellence Baseline®. Achieving a balanced and high level result in all three areas is what characterises those teams that have managed to achieve results beyond what is expected. Finalists not only receive peer recognition from assessment teams and the jury but also a Feedback Report including strengths and areas for improvement on all criteria in the three project management areas. The Achievement Award process consists of an application and jury process.

Both awards processes in 2017 included assessing many applications. Since 2002, more than 137 Project Excellence Award applications from 27 countries have applied. The Achievement Awards were initiated in 2013 and have been receiving growing number of applications. It goes without saying that there is a huge community of volunteers involved in assessing these applications. Without them, the awards would not be possible. I would like to take this opportunity to thank all the assessors, lead assessors, trainers, Awards PMO, jury members and organising teams for all the work they put into making these awards a success.

This commemorative book showcases the 2017 finalists of the Project Excellence and Achievement Awards as well as IPMA Research Awards and provides an overview of the projects and people nominated and the wonderful celebrations that took place at the 31st IPMA World Congress in Astana.

Thank you again to all organisations and people involved this year and congratulations to all 2017 finalists and winners. I hope the experience of participating in these global competitions help you and your organisations move forward on the path of continuous improvement and look forward to meeting you again in the future.

Pau Lian Staal-Ong
2017 Awards Coordinator
This year 2017 the Jury consisted of six people from six different countries.

We, the Jury, have been particularly pleased for several concurrent reasons:

- Projects from different industries have competed in all three Award categories.
- Among these are included projects from sectors not frequently represented in the PE Award history, such as public and health sectors.
- The variety of projects have allowed to finetune and homogenise the application of the new Project Excellence Model (PEM), part of the IPMA Project Excellence Baseline® (PEB), which has so proven its strength and validity for all types of projects and industries.
- The general trend towards a continuous increase of the average excellence level reached by the assessed projects.
- The continuous increase of the number of projects from Organisations which had already participated in the past: this is the best confirmation that the PE Award is not just a final rewarding process but mainly a step along the route towards excellence.

The tuning of the Award process based on IPMA PEB has been possible thanks to the Applicants willing to experience the effectiveness of the IPMA PEM to assess the progress in their endless journey towards excellence. However nothing could have been achieved without the passionate, professional, proactive commitment of all the Assessors along with the Award Office Staff. The Jury wishes to thank them all, including the Assessors not active this year, for their invaluable contributions granted to make the overall PE Award process an unparalleled tool for continuous enhancement of the Applicants’ competitive edge.

For the above reasons the PE Award has definitely become a not-to-miss opportunity for those seeking to benchmark against both a comprehensive, effective, tested excellence model and challenging competitors in the market and society at large.

The Jury would most welcome even a substantial additional workload in future if this would avoid listening to possible complaints like “if we had tested ourselves against the excellence model when we were still on time…”

On behalf of the Jury, I wish all the best success to the perspective Applicants for the 2018 Award competition.

Mr. Roberto Mori
Chairman of the Jury

Jury of the Project Excellence Award 2017

Mr. Roberto Mori, Italy - Chairman of the Jury
Mrs. Constanta Bodea, Romania
Mrs. Mary Koutintcheva, Switzerland
Mrs. Mary McKinlay, UK
Mr. Ding Ronggui, China
Mr. Hans van Wieren, The Netherlands
Finalists of the IPMA PE Award 2017

Category Medium-sized Projects

Silver Winner
Civic Center – Municipal Library “Agorà” – Arese, Italy
by Sindaco di Arese, Italy

Bronze Winner
Fraud monitoring in remote retail banking channels,
Russia by Sberbank of Russia, Russia

Category Big-sized Projects

Gold Winner
Nazarbayev University School of Medicine, Kazakhstan
by PE Facility Construction Directorate Nazarbayev University, Kazakhstan

Silver Winner
Buzzard Power Generation Upgrade, UK
by Baker Hughes, a GE company, Italy

Bronze Winner
Chinchinada – Kakinada Pipeline (KG Basin Pipeline Replacement cum revival Projects Phase: 1), India
by Gail India Ltd., India

Category Mega-sized Projects

Gold Winner
The 2nd Power Plant of SDIC Meizhouwan 2x1000MW EPC Project, China by Shandong Electric Power Engineering Consulting Institute Corp., Ltd., China

Silver Winner
Construction of Unit 3 of Rostov Power Plant, Russia
by JSC ASE EC., Russia

Bronze Winner
Senoro Gas Development Project, Indonesia
by PT. Tripatra Engineers & Constructors, Indonesia

Finalist
Indonesia Banten 1X670MW Supercritical Coal-fired Thermal Power Plant Project, Indonesia
by Harbin Electric International Company Limited, China
Project Description

In the context of the sustainable redevelopment of the former Alfa Romeo car factory a public-private partnership had been established for the realisation of many projects of public interest aimed at improving the life quality for Arese citizens. Among those improvements it was envisaged a new cultural and aggregative center for the citizens, a place perceived as a “new downtown” for delivery of services fundamental both for cultural growth of the community and socialisation between and within generations. A place where everyone may find her/his own appropriate space, highly symbolic, inserted into a pleasant context; a building technologically advanced, ecological, with low environmental impact.

What made this project special?
The strategic goals of the project were:
• Establish an urban icon;
• Become a social catalyst;
• Build a new Civic Center;
• Provide areas for free time;
• Envisage 10 functions beyond the pure library scope. Therefore, the challenge for the project was not limited to a public infrastructure, which would have generally implied already known and experienced challenges, but successfully dealing with its many complexity factors:
• Re-define a “Library” profile in the Internet/Social Networks era.
• Identify innovative services useful for the community, priority given to those capable to promote creativity that represents a society’s vitality.
• Consequently, design the CC management based on competences and motivation of staff, with ongoing adaptation of competences following the observed results.
• Identify all the features and services jointly with many stakeholders aiming at as wide as possible consensus.
• Get the community satisfactorily involved in all project phases.
• Establish and foster an effective team spirit among the public and private mindsets.
• Investigate and select the best available sustainable solutions.
• Continuously align the remote pre-fabrication pace with the construction progress needs.
The project achieved its targets through a completely innovative process in all the phases of the realisation:

- Conception with the continuous stakeholders involvement to identify the features for the CC to become the Citizens Home.
- Comprehensive stakeholders management and communication.
- Design and construction inspired by sustainability principles.
- Effective public-private partnership successfully experienced.

In this last respect the project implementation has seen the efficiency typical of private sectors joined with the stringent procedures/rules imposed to the Public Administrations.

The success tribute by the community has been beyond expectations, since just after its opening the new Center was perceived as an important community hub.

What is the one thing the other organisations can learn from you?

Even with a multiplicity of different stakeholders with different interests, their continuous involvement and update since the very beginning, jointly with their direct contributions to many implementation choices, have proven to be very effective for achieving a high level of satisfaction for them all.

What have you learned through the award assessment process?

It has been a threefold rewarding experience considering this unprecedented Award participation of an Italian public project:

- The comparison of an already completed project with the IPMA PEM criteria has been a progressive discovery for all the project team members.
- The site visit has allowed fruitful exchanges with the Assessors, mainly with respect to the particular application of some criteria to the public context.
- The Feedback Report has provided in some instances different perspectives that would not have been possible without the Award participation.

How do you plan to promote excellence in your future projects?

First the suggestions deriving from the Feedback Report will be implemented as applicable. Then we will promote the application of the excellence model by all the stakeholders, both internal and external, of future projects.
Biggest project strengths identified by the PE Award Assessment Team

1. Comprehensive involvement of the community in crafting the requirements in the initial project development, and continuous updates during the project realisation, including significant usage of social media - overall excellent stakeholder management and communication.

2. High ambitious target set by the municipality to design a "world-class" public library and vivid community centre, including orientation on other European benchmark projects.

3. Strong focus on environmental factors.

4. Project delivered in time & budget, at an unusual speed for a public project.

5. The project changed the culture in the city, establishing a new city center, and bringing all age-groups together.
Fraud Monitoring in Remote Retail Banking Channels, Russia

Company: Sberbank of Russia, Russia
Award status: Bronze Winner in the category Medium-sized Projects
Project duration: 2.5 years; Budget: € 5.7 mio.

Project Description

Sberbank of Russia is one of the top-50 banks in Europe and 1st in Russia. The bank serves 110 active retail customers in Russia and 11 million in the world. Modern retail banking and bank services must be remote. Therefore new technology provides new challenges, for our Bank it was cybercrime and extreme fraud level. To protect our customers from fraud we started the project with the main goal to decrease fraud in remote channels to a minimal level. Fast changes in cybercrime take us to need a modern system with advanced analytical support.

After careful selection we looked for a RSA Adaptive Authentication, multi-channel fraud monitoring system. It will be a mistake to think that this system will work stand alone, so it was necessary for us to create a good operation (150 persons). When the project was finished, the result spoke for itself.

What made this project special?

The project addresses one of the most pressing international issues that is fighting cybercrime. We have introduced a cutting edge system of fraud prevention using mathematical modelling and elements of AI.

Efficiency of fraud prevention has exceeded the target KPIs and reached 95% which is significantly above benchmarks.

The solution implemented was complex both organisationally and technically, because we had to integrate with critically important core banking systems while maintaining stable client service levels.

The project carries major societal significance for the Bank, and, by extension, for the society at large. We protect our customers’ money from fraud in the modern cyberspace, which makes people more confident and generally happier.

What is the one thing the other organisations can learn from you?

The ability to rise up to challenges and find solutions to seemingly intractable situations.

We were able to build a team from scratch, develop its competencies, implement the project and preserve inside the bank the knowledge and experience gained.

What have you learned through the award assessment process?

The assessment procedure allowed us to look at our project management practices in perspective, and highlighted the issues that need additional work.
How do you plan to promote excellence in your future projects?

We set the bar very high for ourselves and for our colleagues in project management. Our goal now is to spread the best project management practices across the rest of our work, to spread the high project management culture to other teams and further improve our own competencies in project management based on the lessons learnt.

Biggest project strengths identified by the PE Award Assessment Team

1. The project set the base for future cybersecurity regulation in Russia. At the same time, the project became the market benchmark in regards to the cybersecurity (area) in Russia.

2. Social responsibility became the main driver of the whole project and the motivator of the project team (protection of elderly people). Taking into consideration the high number of state pensions (95%) that are using Sberbank services, the social impact of this project is very high.

3. The system is using new technologies (Machine Learning – Self Learning). This led to increase of fraud protected cases and reduced number of fraud call center operators (200).

4. Team members were extremely happy that they increased their knowledge and expertise in the Cyber Security area.

5. Internally the project team improved the image and importance of security and fraud detection. The project improved communication between the departments within the bank (especially business and technology).
Nazarbayev University School of Medicine, Kazakhstan

Company: PE Facility Construction Directorate Nazarbayev University, Kazakhstan
Award status: Gold Winner in the category Big-sized Projects
Project duration: 4 years; Budget: € 74 mio.

Project Description
The main goal was to create a world-class institution and to generate and sustain excellence in health education and biomedical research by creating a supportive and stimulating academic environment.

NUSOM has been established in conjunction with the University of Pittsburgh School of Medicine, one of the major academic medical centers in the U.S., to serve as the academic hub of the Republic of Kazakhstan’s first integrated academic health system.

The building was designed by US architecture firm Perkins&Will as a shape of closed hands of a person who prays to cure. Complex and symbolic design makes the building to stand out from surrounding architecture.

The NUSOM is equipped with state of the art medical equipment and simulation center, which makes it the most unique and modern medical school in the Central Asia.

Besides, best practices and tools of project management were applied during design and construction phases.

What made this project special?
Nazarbayev University School of Medicine is a unique project for Central Asia and Kazakhstan. From technical perspective it is a very modern building with a distinctive architectural view, equipped with state of the art medical equipment, and from the social perspective it is a so much needed foundation for the preparation of future medics for this region. Despite the fact that the project implementation was during the global financial crisis, when Kazakhstan experienced a devaluation of the national currency by more than 2 times, the project goals were successfully accomplished in accordance with the project scope and within the established budget, on time and with the required quality. We are particularly proud of high standards of HSE, adopted in the project, with excellent result of zero fatal accidents.
What is the one thing the other organisations can learn from you?

One of the most indicative examples for other organisations is the model of communication with the general contractor and other project participants for solving complex problems and avoiding risky cases that we implemented in this project. The project participants perceived the project goals as common to all, and tried to understand the problems of each party and make most beneficial decisions for all stakeholders. Joint meetings were held with the participation of all stakeholders, where various solutions and new ideas were discussed by brainstorming.

Open communication enabled us to go through all challenges and to avoid major risks during the project implementation.

What have you learned through the award assessment process?

During the preparation of a written report and documents, we found a lot of areas where we could set up our processes much better and with higher quality. We realised that we have lots of room for improvement in order to set new benchmarks in this industry. After the interview with the assessment team, we started to look at our work from the other perspective.

“This is an opportunity to gain international recognition of our project management approach and also with this achievement inspire our team.”
Some things we took for granted, but in the evaluation process we began to appreciate them for real.

**How do you plan to promote excellence in your future projects?**

Based on the experience gained from the School of Medicine project, our company will improve the following areas in future projects:
- introduction of innovative technologies – the use of BIM technology in the design, construction and operation phases;
- improvement of the quality of planning (finances, execution time) with overlapping with BIM;
- improvement of reporting from the general contractor in terms of completed works and planned works;
- strengthen the competence level of the project participants, while giving more freedom in making decisions;
- to ensure the stakeholders’ information awareness of the project implementation problems – organisation of a joint meetings, discussion of design solutions and making common decisions.

**Biggest project strengths identified by the PE Award Assessment Team**

1. Realisation of results as defined in the project objectives and beyond, including impact on environment.
2. Care for project stakeholders.
3. Project management processes and resources.
4. Management of other key processes and resources.
5. Developing and realising project objectives.
Buzzard Power
Generation Upgrade, UK
Company: Baker Hughes, a GE company, Italy
Award status: Silver Winner in the category Big-sized Projects
Project duration: 1.5 years; Budget € 43 mio.

Project Description
Buzzard Power Upgrade is a successful project completed in December 2016 putting in production the third train of the platform in less than one year from the signature of the contract.

Customer need was to recover the original philosophy of the platform with two water injection pumps working with two out of three trains running at high availability, as the produced water rates increases it became necessary to run all three pumps simultaneously to maintain the production rates, something not sustainable for costs and maintenance needs.

GE proposed to increase the availability of the three pumps increasing the output power of the turbogenerators (2.7 MW for train) delivering engineering and supply for the new gas generator and power turbine, modification of the fuel gas line, modification of software logic, upgrade at higher efficiency of the Air Filter House; modification of the power management system, general revision of the electric generators, installation with supervision and manpower on time & material basis.

What made this project special?
Timing was essential for the project; sanctioned schedule was 15 months overall and 11 months to complete the second installation. We delivered the project in 11 months and the second unit was installed and commissioned in 6 months, five months in advance. This spectacular result was possible thanks to the full engagement of BHGE team, customer and key stakeholders.

In BHGE each person went beyond his/her own comfort zone taking risks and maintaining full rigor and compliance in every process. BHGE & Nexen worked like one team thanks to a very fruitful communication plan with general review on a weekly basis becoming a daily basis during the site activities, customer was not only informed promptly by BHGE of the progress, but was fully engaged in the planning of every aspect of the execution and in certain cases collaborated to keep the sub-supplier performances on track.

All started from the approach ITR (Inquiry to Remittance) decided by BHGE business for this deal, com-
Commercial and execution teams worked together from the FEED (front end engineering design) to build a proposal ambitious and double to capture the engagement of Nexen; planning in advance, slot booking, business decision to produce any equipment earlier than PO, effective risk management plan, containment actions started on time, all coming from the initial approach.

**What is the one thing the other organisations can learn from you?**

A brownfield project requires rigor in method, flexible attitude and team members well trained.

**Method:** we implement the ICP (Integrated Control Plan) Method to measure and track the project from the Kick off Meeting up to the start of the site activities. ICP has five milestone meetings during the life of the project with the participation of all the key functions involved (sourcing, service, engineering, manufacturing, planning) more project management to check the status of the project and to take actions or require escalation where necessary. Goal is to have the functions of our matrix organisation fully aware of the project status and committed to the success.

**Flexibility:** a flexible attitude in the Buzzard deal was key both in the commercial and execution phase, this coming from one of the five GE beliefs “Learn and Adapt to Win” that stimulates us to develop a team environment promoting the risk-taking culture and responsibility, evaluating every event/crisis like a good opportunity to improve, challenging our internal processes to get the results maintaining 100% integrity.

**Training:** BHGE invests a lot of time and money every year to develop competencies and soft skills for project managers, planners and project engineers.

The GPO (Global Project Organisation) across the many business and legal entities of BHGE is committed to develop a unique culture of project management also leveraging on external certification organisations like IPMA.

**What have you learned through the award assessment process?**

To prepare the application report and the site visit, to enjoy the interviews with the assessment team was a great chance for us to review our processes, our methods and our results from an external standpoint, all that has allowed us to understand better the strong and weak points of our way to work.

The IPMA PEA application path allowed us to know the IPMA Project Excellence Baseline and to compare it with our procedures and working instructions.

Site visit interviews allowed us to individuate any gap in our procedures and areas of improvement.

More it was great to see the Buzzard project that we dedicate so much time to, from an external standpoint allowing us to have a more complete idea of the entire picture.

**How do you plan to promote excellence in your future projects?**

For years BHGE has started a Continuous Improvement Path for its own projects with the participation at IPMA events and candidates for IPMA Awards following the experience of the Best In Class assessment internal to GE organisation, more with an extended process of certification for the key members of the project teams.
We are now developing a Project Close Out procedure for the upgrades projects, scope is to have a repository where project managers and project engineers can easily find lesson learned and best in class examples for the new projects from the past ones.

Successful projects experiences and lesson learned are more and more shared in BHGE through the channel media, this grants to reach a larger population and to be visible to senior executives for their thoughts on the future of the company.

**Biggest project strengths identified by the PE Award Assessment Team**

1. Involvement of/with the customer:
   - Involvement of the customer
   - Customer intimacy and customer satisfaction
   - Alignment with customer needs
   - Openness, transparency and collaboration within the team and customer.

2. Communication and alignment between the team, customer and the suppliers.

3. Project results, setting a new benchmark for this type of project:
   - Project efficiency / ‘hard’ results (crushing of the schedule), ‘new benchmark’. Early preparation of the work to perform onshore and offshore associated to co-located resources from customer/applicant and maintaining highly experienced team in place during the whole project duration was key point in the success of the critical and strategic GE project.

4. Flexibility and adaptability to change:
   - Adapting to change as far as customer requirements are concerned, they were changed significantly during the project in the area of schedule.
   - The commitment of the project team to the objectives and orientation, the dedication of the team to objectives being updated.

5. Strong planning
   - ...which ensured the speed on the execution, bridging together commercial and execution phases seamlessly through convertibility process.

"Interaction with the assessor’s team was really stimulating and definitely improved our project management skills."
Chinchinada – Kakinada Pipeline (KG Basin Pipeline Replacement cum revival Projects Phase: 1 (24” X 95.00 Kms))

Company: Gail India Ltd
Award status: Bronze Winner in the category Big-sized Projects
Project duration: 2.5 years; Budget: € 58.5 mio.

Project Description
The Chinchinada - Kakinada Pipeline Project also known as KG Basin Pipeline Replacement Projects Phase-1 (Oduru to KJ Point and Oduru to Tatipaka and Tatipaka to Chinchinada Pipeline). The high pressure Tatipaka Oduru-KJ Point and Tatipaka Chinchinada Natural Gas Pipeline is 95 km in length with a 24” diameter, designed to transport 4.60 MMSCMD of Natural Gas from various sources of Cairn Energy, Reliance, ONGCL and others marginals fields in KG Basin Areas. Project Cost: INR 419 Crore (€ 58.5 mio).

This pipeline was laid to revive the gas supplies to various critical consumers such as fertilizers, power plants and others in and around KG Basin Areas.

Challenges faced:
1. The pipeline was laid through restricted areas consisting of ground with a high water table and sticky black cotton soil with paddy.
2. Utmost safety & care was taken while working in the 18 mtr. restricted RoU with the two existing operative pipelines.
3. Effectively handled the farmers resistance in RoU by doing CSR activities, speedy distribution of compensation & close co-ordination with state administration.
4. Involved large no. of obstacles crossings (NH, major river, railways, state highways, other roads, other pipeline, canal & MDR).

Innovations: Cost & Time saving of INR 66 Crore (€ 9282 K) was achieved by use of:
1. Innovative bidding methodology such as Reverse Auction in major packages.
2. Effective utilisation of inventory of linepipe & other materials from other projects to achieve schedule completion & optimum utilisation.
3. The entire length of laying works was divided into smaller sections for parallel working & effective control.

Monitoring & Control: the project was monitored regularly by MoP&NG Government of India and States of Andra Pradesh. Regular reviews of projects were carried out by Govt. of India, State Govt. of A.P. & GAIL’s management.

What made this project special?
1. The project taken in the midst of disruption of gas supply and taken up as mission to restore gas supplies with strict time schedule of 30 months. The project was completed within 24 months.
2. Executed through pro active management of adverse terrain, slashy / marshy RoU, harsh working conditions.
3. Stiff resistance from land owners and farmers
are managed through enhanced compensation, expeditious restoration of RoU and community development activities. Public awareness were spread through community learning, localised folk dance and drama, information campaign etc.

4. The project overcame a major technological challenge to lay pipeline underneath two very large rivers of 1.7 km each, amidst Sandy Clay and very difficult marshy land approach. This was achieved through a horizontal directional drilling method.

5. Customers (gas consumers) were constantly informed and engaged during the execution of the project.

**What is the one thing the other organisations can learn from you?**

One of the project’s ESP was taking up a host of local development programmes through CSR programme of the company. In a very short time, public perception was changed from hostile to one of cooperation and involving. One of the major milestones in this context was the setting up of a skill development center in Balaram village. Focused endeavor was done for usage of local content in supplies and services. This can be used in other projects.

**What have you learned through the award assessment process?**

The Award assessment process approaches the project evaluation as a holistic approach. The process puts emphasis not only on the results, but also on the purpose, objectives, strategies, leaderships and aptly on stakeholder management. Result is important, but the processes are equally important. The assessment process evaluates project results and satisfaction of identified stakeholders including customers, project team and environment.

**How do you plan to promote excellence in your future projects?**

GAIL has taken up the ambitious Jagdishpur Haldia pipeline project, where the challenge is large scale of the project and complexity. We are adopting and promoting the IPMA project excellence model to achieve results in the Project Management processes. GAIL PMO is promoting organisation wide uniform project practices in all our projects.

**Biggest project strengths identified by the PE Award Assessment Team**

1. The project sponsor and project manager are seen as role models by their employees due to their accessibility and because they really care about their employees and the project. Both of them show authentic behaviour and are respected for this.

2. Appreciation and recognition from the Government of India/ Ministry of P&NG, main sponsor of the project is a good sign of a well executed project.

3. Due to the accident that destroyed the old pipeline and resulted in loss of life and damaging of property, the project was under high scrutiny from the Government and other stakeholders. Project execution procedures were reviewed and possibly tailored to cope with these additional demands.

4. For the project members from the GAIL Rajahmundry office it was a great opportunity to develop competences and for being noticed and promoted.

5. The project team did everything necessary to finish the project within the planned schedule. Necessary actions were taken to overcome challenges. Cost level was within the baseline plan, the project was finished before the planned end-date, and safety incidents were prevented.
The 2nd Power Plant of SDIC Meizhouwan 2×1000MW EPC Project, China

Company: Shandong Electric Power Engineering Consulting Institute Corp., Ltd, China
Award status: Gold Winner in the category Mega-sized Projects
Project duration: 4 years; Budget: € 702 mio.

Project Description

The 2nd Power Plant of SDIC Meizhouwan 2×1000MW EPC Project is located in the North Shore Economic Development District of Putian, Fujian Province, China. This project is one of the biggest coal-fired power plants in China. This project was managed following the EPC model, the owner is the State Development & Investment Corp. (SDIC) Power Holding Corp., and the EPC contractor is Shandong Electric Power Engineering Consulting Institute Corp., Ltd (SDEPCI). The power plant equipped 2 1000MW class ultra-supercritical thermal generator sets that consisted of a thermal system, ash disposal system, feeding coal system, water supply system, water treatment system, electrical system, 500 kV transmission line and plant front area affiliate auxiliary production engineering, etc.

The construction engineering of this project started on February 6, 2015. This project has won the National PE Award issued by Project Management Research Committee, China (PMRC) in 2016.

What made this project special?

Due to our comprehensive innovation and constant pursuit of excellence, this conventional project was transformed into an extraordinary one in terms of management, technology and outcome and finally became a leading and exemplar project.

1. A real design-led EPC model was creatively established in Meizhouwan Project, which revolutionised the conventional domestic fossil power project construction model and led the change of project management in electric power industry. Meizhouwan Project has the units of largest single capacity in China. More than 60 units of this capacity had been put into operation domestically, and the project management had been relatively mature. Based on this, SDEPCI gave the full play to innovation and kept seeking for excellence during the project execution.

- A four-party-involved management model was established through comprehensive management innovation, which integrated all the involved parties, made their respective advantages to the full potentials and achieved win-win cooperation.

- The conventional construction organisation idea was transformed. The leading role and the management dominance of the EPC contractor were brought into full play. Design, procurement, construction and commissioning were highly integrated while the construction and design sequences were optimised against the conventional practices. The layered construction mode was invented and applied, effectively reducing the construction costs and improving the intrinsic safety. Meanwhile, it also helped to realise the optimal allocation of construction resources, improve production efficiency and reduce the construction costs.

- The advanced information system was developed and the project management data center, construction management information system and the smart construction site system were established, which realised the quick, efficient and scientific information acquirement and project decision making.

2. Remarkable results were made by means of innovative management. Meizhouwan Project has been constructed at a lower cost into a modern power
plant with the performance indicators superior to the similar units in China. A high cost-performance product has been presented to the owner.

What is the one thing the other organisations can learn from you?

The overally innovative management which is systematic with effective process control and runs through from the beginning to end.

In order to provide an institutional guarantee for innovation, an innovative management system was set up at the beginning of the project when the innovation objectives were defined and the detailed work plan and implementation plan were developed. The innovation ran throughout the whole process of project management and a series of innovative achievements were made. A set of innovation management approaches were formed accordingly that could effectively promote project management.

What have you learned through the award assessment process?

We have learned a lot from the award assessment.

1. High standards shall be set when identifying the project objectives and making the planning to realise the excellent management. We should not only aim at the highest domestic standards of project management, but also follow the highest international standards such as the IPMA Project Excellence Benchmark. In this case, all the management work would be governed under the high standard.

2. Great importance shall be attached to the project process management. Excellent project management processes lead to excellent outcomes.
Comprehensive innovative process control and effective management means are the guarantees of project success.

3. We should develop the idea and approach for excellence pursuit. We have summarised our models of excellence during the process, and formed a complete set of concepts and methods to guide us to build outstanding projects.

4. Successful project management requires great attention to the role of people. People are the most important resource of project management, and the project leaders are especially the key factor of a project’s success. We gave full play to model role of project leadership, guiding the formation of project value and culture on excellence pursuit. We empowered the team members fully and set up the broad platform based on the project, making all the involved parties reach their full potentials and achieving the common development of the project big team, the project and the enterprise.

5. An excellent project requires the great attention to the satisfaction of project related parties. We comprehensively identified the stakeholders of the project and obtained high customer satisfaction through outstanding project management and excellent technical ability, which has become a model of cooperation in electric power construction industry. We emphasized the needs and the work safety of the team members, creating a good working environment and home-like living environment, and a very high team satisfaction was finally achieved. We balanced the needs of all the stakeholders and attached importance to social responsibilities performance, providing good internal and external conditions for the smooth implementation of the project. These are all the key factors that led this project to be excellent.

How do you plan to promote excellence in your future projects?

Meizhouwan project management experience has been widely introduced in the industry. The whole project construction process saw more than 920 visitors in over 120 teams from the industry in total. The project management staff were invited to the forums to share successful experience within or outside the industry. We participated in the preparation of industrial code and established new construction method of electric power construction industry. The good practice of the project has been applied and promoted domestically.

SDEPCI has upgraded the good practice of Meizhouwan project into the system documents of the whole company. The model wheel of pursuing excellence, in particular, has general applicability and has been used in various projects, helping each of them seek excellence.

Meanwhile, a group of senior management staff who grew up in Meizhouwan Project have started working in other EPC projects of SDEPCI so that the good practice could be widely spread and borrowed. Hence, the continuous improvement of the implementation capacity and the competitiveness will help the enterprise to deliver more excellent and quality projects for the owners both at home and abroad.
Biggest project strengths identified by the PE Award Assessment Team

1. Four level management planning system; innovation.
2. Mindset & process to pursuing excellence; IPMA Certificates for all project managers.
3. Process and culture to invite innovation.
4. Creation of a new innovative management approach for EPC projects.
5. Customer awards, strong customer satisfaction, and winning the Chinese award.
7. Most advanced energy conservation and emission reduction techniques are employed.
Project Description

Rostov Nuclear Power Plant is one of the largest power engineering enterprises in the South of Russia. It generates 40% of electric power of this region.

The project met the serious challenge: initially it was planned to use the reactor vessel, which had been manufactured earlier. But later for a variety of reasons, major of which was safety, it was decided to manufacture and install a new reactor vessel. For this reason, Unit 3 commissioning was expected to be delayed for 18 months.

But by implementation of advanced Project Management and development and piloting of modern Multi-D engineering technology, the installation order of the reactor plant was changed; an optimal construction schedule was elaborated; etc. It became possible to delay commissioning of Unit 3 only for 12 months instead of 18 months from preliminary plans.

The result of the project was commissioning of Unit 3 which met all the technological, environmental and social requirements of IAEA. The project was completed 6 months before the target date. The budget was not exceeded.

What made this project special?

The Rostov NPP Unit 3 was the first Nuclear Power Plant (NPP) project in Russia that became an excellent opportunity to rebuild Russian capacity in that field after a more than 20 years long break. The project is considered not only as a typical NPP project that realises the strategic objectives of the sponsor organisation but was also a strategic pilot for the Russian nuclear power plant (NPP) industry that introduces a dedicated corporate project management system and a lean approach as project excellence accelerator.

It brings changes in the corporate culture and ‘organisational architecture’ where the main objectives were to develop efficient matrix structures and efficient problem solving approaches, as well as develop advanced IT tools supporting the work in different phases of the project lifecycle. The analysis of the People &
by the design, development and implementation of specialised, advanced IT tools which are based on extensive data integration and advanced 3D modelling realized in strategic alliances with world leading IT companies. Some of these tools became not only standard tools used to support management of further projects in the company but have also been offered on the market as a separate innovative product for different branches. The lean approach used as a project excellence accelerator was integrated with motivational system for employees, stakeholders and subcontractors. The pro-efficient adjustments in ‘organizational architecture’ including forward were accompanied by adequate changes in managerial staff. A dedicated process including the assessment of work results was established as a basis for developing customer and stakeholders orientation.

Thanks to the newly developed innovative Multi-D system it was possible to monitor the project (e.g. costs, progress of work, stock level) in real time. This resulted in an enhanced responsiveness to changes in project environment and strengthened adaptability. Taking into consideration that the process of changing organisational culture is by its very nature a long process, especially in such a large organisation, the results achieved in the first period of the Rostov Unit 3 project are considered as spectacular.

The excellent Project Results allowed Rosatom to formulate an industry-wide goal to reduce the time for the commissioning of a nuclear power unit. The project was completed with a small delay (diligent planning was put immediately in place), exceeding quality requirements and within the budget - the total cost of the project was almost equal to the projections made at the initiation stage of the project.

What is the one thing the other organisations can learn from you?

Constant improvement of approaches to the creation of an effective project management structure to effectively solve problems, development of modern IT tools supporting the work of various stages of the project life cycle.

What have you learned through the award assessment process?

There is always space to improve and a meticulous examination of pertinent procedures, processes/practices would eventually succeed in suggesting ways to improve. Nevertheless linking the applied practices with project results it could be stated that the project, with reference to this particular criterion, achieved a level close to excellence.

How do you plan to promote excellence in your future projects?

To implement the strategic goals of the State Corporation Rosatom, all improvements in the project will be used for the implementation of the following projects, with continuous improvement of instruments to achieve the targets.
Biggest project strengths identified by the PE Award Assessment Team

1. The Rostov Unit 3 project served as a pilot for the development of the new project management system. It supported the transformation of the company from a functional one to a project oriented one and was the basis for deep change in the organisational culture. All these efforts with strong focus on project excellence became a crucial driver to gain the market position as a world leader in its branch.

2. Outstanding project results both with regard to project objectives and performance. The successful completion of the project resulted in spectacular rebuilding of the strategic position of ASE/NIAEP and Rosatom in the world arena and led them as a group to achieve 31% world market share. Nowadays the ASE/NIAEP portfolio consist of 29 NPP unit projects realised around the world. The solutions, IT tools and new benchmarks worked out during the Rostov Unit 3 Project now serve there as basis instruments.

3. Very high level of customer satisfaction in comparison to other similar projects. The “integrated project team” (one team) approach was broadly visible during different project phases and highly appreciated by the customer.

4. A well thought-out project management strategy that integrated different approaches to suit the specific phases of the project. Their efficient implementation was accompanied by deep organisational changes supported by top level managers.

5. A systemic approach to constant improvement of the project management strategy, consisted of regular lessons learnt workshops for project and line managers and was followed by specific trainings for other employees. Thanks to newly developed dedicated IT tools, both suppliers and subcontractors actively participated in this process. That way, with great determination, it was possible during the 5-year long project life cycle to improve the project management methodology significantly setting a model for further projects in the branch. The Rostov Unit 3 project is the winner of the Russian National Project Excellence Contest “The Best Project of the Year 2016” in the nomination of “Megaprojects” in 2016.
Project Description
Integrated gas-LNG project development. It has an objective to the commercialisation development of gas reserve from Senoro field located in the Senoro-Toili Block, Central Sulawesi, Indonesia.
It is a grass-roots project on a green-field site. It initially develops fourteen (14) wells. The well fluids contain approximately 5% volume of CO2 and 1000 ppmv of H2S. The facilities are required for gathering, flowing, processing, delivering sales gas and stabilised the condensation.
It consists of:
- Well site facilities
- Flowline
- Central Processing Plant (CPP) including associated utilities
- 23.2 KM of 30” Sales Gas Pipelines
- Gas Receiving and Metering Station at Gas buyer inlet area
- Condensate Storage and Loading Facility
- Buildings.
The Central Processing Plant includes two identical processing trains. Each train is designed to produce 155 MMscfd of net sales gas, for total Capacity 310 MMscfd. It produces also 13500 BPD stabilized condensate and 11 USGPM of H2SO4 with 98% purity.

What made this project special?
The Senoro Gas Development Project was very challenging in terms of the schedule, complexity of the scope and socio-economic aspect. The project was executed with the nature of a green field project in a remote location where the infrastructure and resources availability are limited.
During its execution, the project team experienced a difficult situation and the project was exposed to unforeseen project risks which threatened the project delivery. Right decision making, clear direction and the team’s ability to recover from that situation made that
the project was delivered with remarkable outcome and satisfying all stakeholders.

In socio-economic aspects, the project contributed an economic benefit to the local community by their direct involvement in the project. Tripatra committed in developing the competencies of local resources and local businesses which created added values to local subcontractors & vendors in industrial construction projects.

What is the one thing the other organisations can learn from you?

The success of this project was strongly influenced by excellence commitments and execution strategies which were implemented in all aspects of the project.

1. “No gap interaction” among team member is fundamental. The core values which underlie this process in order to build a solid team are:
   - No Superman, teamwork will deliver
   - Integrity and Professionally Honest
   - “Walk the talk” and trust colleagues
   - Never give-up attitude
   - Commit to excellence and high agility.

2. The collaboration with the client is an important factor in delivering the project.

3. Adaptability to a change and fast response determined the proper strategies to be implemented and modified as necessary in the right momentum.

What have you learned through the award assessment process?

- The assessors are coming from different backgrounds, experiences & different countries which enables us to exchange views on excellence of the project management good practices.
- Independence of the assessors is upheld in order to get the true facts.
- The Feedback Report is important and it shall align with all proof / evidence.
- The involvement of various stakeholders in the assessment processes is the key to ensure the excellence practice implemented across the project are valid and verified.
- The assessment & the feedback enable us to see in a crystal clear way what good and potential improvements in terms of excellence are.

How do you plan to promote excellence in your future projects?

The project excellence baseline which underlies the assessment process is one of the project management models to be implemented across the project life cycle. Sharing the assessment feedback with the organisation as input for the continuous improvement plan for future projects through a procedure improvement and/or system enhancement which will endeavor the excellence of future projects.

Biggest project strengths identified by the PE Award Assessment Team

1. The on time delivery of the project on a schedule which everyone, including the customer, thought was unachievable with a better performance than contractually required.
2. There was clear demonstration of (very) strong leadership and role models for excellence.
3. The socio-economic issues were also dealt with by attitude rather than requirement only and went beyond contractual agreements.
4. Increased benefits and profits for all identified and interviewed stakeholders including Indonesian people.
5. Tripatra has proven to be able to compete on an international level and has the ability to successfully manage mega sized projects in difficult environments under time pressure.
Project Description

Indonesia Banten 1X670MW Supercritical Coal-fired Thermal Power Plant Project is located in Desa Argawana, Kecamatan Pulo Ampel, Kabupaten Serang, West Java, Indonesia, which is a private investment project owned by PT.LESTARI BANTEN ENERGI (sub company of Genting group).

The project was financed by the Bank group (Maybank, EXIM bank, RHB Bank Berhad). It is the first biggest power plant which is invested privately in Indonesia. The EPC contract was signed on November 8 2012 between LBE (the client) and HEI (the EPC Contractor) with a contract value of US$ 622.5 million. The NTP date is December 10, 2013. The work scope includes the power plant and the coal unloading jetty. The EPC contractor is responsible for engineering, procurement, construction and commissioning. In view of its excellent performance on financing, the project was awarded with the 2013 Asia Pacific electric power project financing Award, which is organised by Euromoney Institutional Investor PLC.

Biggest project strengths identified by the PE Award Assessment Team

1. Drive towards excellence - The leadership of HEI and the project itself are fully committed to bringing the organisation to the international level in the field of EPC power plant contracts. It was evident that they built a successful team that was strongly oriented to follow the experienced investors advice on the potential improvement in the way the project was managed.

2. Strong leadership - It was evident that the HEI and project leadership approach had greatly contributed to the success of the project. They have created a positive environment that allowed all the team members and key suppliers to grow and fully use their potential.

3. Relationships - The project team has ensured that all the relationships with key stakeholders are built the way that all parties could fully use their potential. The evident values behind these relationships are: mutual respect, focus on achieving the goals together, care for recognising each others interests, mutual support and drive for improving each others businesses.

4. Collaboration and communication - The project team has ensured that there is a proper collaborative environment in place.
It was built on the grounds of strong relations, regular on-site meetings, open communication, readiness to mediate conflicts to achieve win-win situations.

5. Results - The project has achieved outstanding results when benchmarked with other privately financed EPC contracts in Indonesia. Not only the quality delivered was above expectations, but also the project was delivered ahead of time and below the budget.
IPMA Project Excellence Award Assessment Teams 2017

From the left: Jerzy Stawicki, Hakan Westman, Rolf Neuhaus, Peter Coesmans (TLA)*, Michaela Thoma.

From the left: Marco Buijsters (TLA), Jagdish Bhattacharai, Peter Wyss, Julia von Bomdorff, Timo Lehtimäki.

From the left: Michał Rączka (TLA), Jelena Mrvelj, Olena Sharovara, Graham Woodward.

From the left: Snezana Subotic, Mathias W. Vaagt (TLA), Arzhand Bugubayev.

From the left: Fahri Akdemir, Minna Saneri, Przemek Domarłski (TLA), Simone Gehr, Gilles Beuzelin.

From the left: Prakash Regmi, Artur Marsy, Claudia Bretzke, Alex Jalalian, Paul Hesselman (TLA).

*TLA = Team Lead Assessor
I applied to be an assessor in order to learn the Project Excellence model inside out and to get to share my thinking on the subject with colleagues from different industries and different countries. Working as an assessor has given me excellent understanding on how to apply the Project Excellence model into practice and also lots of examples of good practices. Working as an assessor has improved the theoretical background for my consulting work and given me new insights into project management in practice. The discussions with top experts especially on the Leadership area have been quite thorough and instructive.

Timo Lehtimäki

I’m an assessor to exchange best practices with other project management professionals and passionates around the world. Such experiences are hard to overestimate. They have had a tremendous impact both on my work as a manager, a consultant and a lecturer, and on what I do in my private life. Thanks to this accumulated experience we are more efficient and effective in achieving our goals. There are really many things that I have learned and practices that I have improved by being an active assessor. Most of all, I have learned to continually improve the way I am doing projects.

Grzegorz Dzwonnik

Why did you become IPMA PE Assessor?
Thinking in project management terms is my personal management discipline. I’m curious to understand how other countries and other cultures manage projects based upon the same methodology I use.

How beneficial was it for you?
I love working across cultures which happens if you act as an international project excellence assessor. It’s fascinating to dive into big projects. It’s definitely a major highlight of my work year. Since my work with the IPMA PE award sharpens my perspective regarding how to solve problems, people working with me are learning how to solve complex situations based upon a methodological approach.

What did you learn/improve?
Looking in many different directions that may influence the outcome of what I’m trying to achieve professionally, I explored projects in remote places that I would never been able to see otherwise.

Mathias W. Vaagt
I would like to take the opportunity to thank every applicant who submitted an entry into any of the IPMA Achievement Awards categories in 2017.

The very fact that you and/or your organisation considered your entry to be worthy of submission, makes you a winner and this should be celebrated throughout your organisation even before you submit your application. It takes courage to excel in project management and it is the same courage that draws applicants to review their performance in detail and benchmark themselves against the best in the world. All of them will tell you that they are a more competent project manager as a result.

The Achievement Awards provide IPMA with unique and exciting opportunities to recognise excellence in project management. The individual awards recognise the innovation and leadership of young project managers and project managers. The Community Service and Development and Internationally Funded Humanitarian Aid project categories recognise the dedicated project teams who bring hope to regional areas through projects that strive to make the world a better place by reducing poverty, disease and inequality, to ensure inclusive economic growth and empowerment of the underprivileged in a safe, clean and healthy environment.

Commencing this year, the IPMA Executive Board have funded an ongoing improvement project that will drive a significant uplift in the awards with the project team and Awards PMO assisting MAs to conduct national competitions with their category winners progressing to the IPMA Achievement Awards. I encourage all project managers and projects to collaborate with us and make 2018 the best celebration of excellence in project management yet!!

Mark Patch
2017 Achievement Award Coordinator
Jury of the Achievement Awards 2017

Jury of the IPMA Social Projects Achievement Awards
Mrs. Sabine Wallstein, Germany
Mr. Tika Rai, Nepal
Mr. Raphael Albergarias, Brasil

Jury of the IPMA Project Manager of the Year Award
Ms. Ewa Zawadzka, Poland
Mr. Peter Coesmans, The Netherlands
Mr. Kamil Mróz, Belgium
Mr. Jon Riddett, Australia

Jury of the IPMA Young Project Manager of the Year Award
Mr. Mark Patch, Australia – Head of the Jury
Ms. Iris Hauck-Rameis, Austria
Ms. Eleni Tsechelidou, Greece
Ms. Elena Zagorenko, Australia
Mr. Margulan Zhumagali, Kazakhstan
Human Development and Community Services (HDCS), Nepal
Company: Maternal and Child Health Promotion Project, Nepal
Award status: Gold Winner in the category Community Service / Development Project

Project Description
The project has filled severe healthcare needs of mothers and children in the Rukum district and contributed to the socio-economic wellbeing of the entire area. It is an integrated healthcare promotion project with multiple stakeholders.

It has strengthened delivery of healthcare services at healthcare centers by training medical professionals and equipping centers. It worked with beneficiary and influential groups in communities to mobilise knowledge and resources for the delivery and sustenance of achievements on improved health of mothers and children, mainstreamed adoption of family planning practices, and strengthened referral mechanisms by overcoming traditional beliefs and practices through awareness-raising and health camps.
Project Description
The establishment of Nazarbayev University (NU) in Astana was proposed by the President of Kazakhstan as a major investment in education for the development of human capital.

NU represents an integration of higher education, research, and innovation/production. The government has been financing the project; annually almost all students receive state scholarships.

The level of complexity is high; there are 8 schools, several research centers, innovation and medical clusters, 371 academic and 1,212 administrative and research staff, and almost 4,000 student population. The campus is located on almost 100 hectares with teaching, research, and administrative facilities, including accommodation for students and faculty (491,747 sq. meter property).
Project Description
The Rural Village Water Resources Management Project in Nepal is a successful example of Finnish-Nepali bilateral development cooperation. With a total budget of 26 million Euro, it supported residents of the most remote parts of far west Nepal. We achieved access to water and sanitation, with a particular focus on disadvantaged castes, ethnic minorities and women.

Water is the basis for developing home gardens, irrigation schemes, and micro hydropower generation.

Systems have been constantly developed – including Project Implementation Guidelines, Water Use Master Plans, and the Gender Equality and Social Inclusion Strategy – giving tools to work in this challenging environment.

"It was a good experience for me as I was able to attend the IPMA conference. I met a lot of other entrants and discussed project management issues in many countries. It was also great to be able to use the award for advertising purposes. And it was definitely a boost for our Project Team, including me, to get an international pat on the back for the work we are doing. Moreover I learned about the IPMA competencies, and about the skills project managers are using to improve their outcomes. It also left me inspired to constantly improve."

Pamela White, FCG International Ltd
Project Manager of the Year 2017

Gong Junting
China
SDEPCI
Gold Winner

David Banks
Australia
Telstra
Silver Winner

Jacques Dunselman
The Netherlands
PMx
Bronze Winner
Winning the IPMA Silver Young Project Manager of the Year Award 2017 is an amazing recognition of the successful efforts of the complete project team responsible for delivering the brand new Fokker assembly facility in Mexico. We are very proud of our achievements, because this facility was of key importance to Fokker’s strategy and the factory is now in full operation delivering aircraft assemblies to our customers in the North American market, enlarging our global footprint and bringing us closer to our customers. For me personally this award exemplifies the result of the trust that my company had in me, and the mentoring and support that was available for me to perform at this level. As a manager I have developed tremendously in recent years, and I am very grateful for the chances that have been given to me. This prize shows that I’m going into the right direction and I can’t wait to continue this journey and keep delivering amazing results.

I would recommend any young project manager to apply for the award. Prize winning is extremely rewarding. Getting feedback from experts in the field and sparring with international PM colleagues will greatly develop your skills and experience and will make you develop as a project manager.

An added benefit of participating in the awards is the effective growth of your network, as IPMA is able to assemble an impressive array of candidates, speakers and experts for you to connect with.

Sebastiaan van Hese
The IPMA Research Awards promotes excellent research to enhance project management.

We had a number of very good entries in 2017 and it was not easy to select the best candidates for the Young Researcher Awards and the Research Award. But our winners were Maude Brunet (Young Researcher Award) and Dr. Ika Lavangnon (Research Awards). In addition, the winner of the IPMA Research Achievement Award was Dr. Jeffrey Pinto.

We are thankful to our jury members for their effort and the excellent job they did, and we look forward to this year's round for the IPMA research awards.

Helgi Þór Ingason
Research Awards Coordinator

Jury of the IPMA Research Awards

Prof. Dr Martina Huemann, Austria
Mr. Miles Shepherd, UK
Prof., Ph.D. Yvonne Schopper, Germany
Assist. Prof., Ph.D Mladen Vukomanović, Croatia
Mr. Michael Young, Australia
Prof. Dr. Anbang Qi, China
Dr. Maria do Rosario Bernardo, Portugal
Prof. Ph.D. Lynn Crawford, Australia
Prof. Ph.D. Haukur Ingi Jonasson, Iceland
Prof. Ph.D. Janice Thomas, Canada
Ph.D. Jouko Vaskimo, Finland
Ph.D. Maxim Miterev, Sweden
Ph.D. Beverly Pasian, Netherlands
Prof. Dr. Constanta Bodea, Romania
Project title: Ignorance, Hirschman’s principle of the Hiding Hand, project success and success conditions.

Ignorance can be beneficial to project success. Hirschman (1967)’s Hiding Hand, the principle that we tend to be overoptimistic, overstating project benefits and the likelihood of success, and underestimating costs and our own creativity, attests to that fact. Contra Hirschman, Flyvbjerg (2016) contends that ignorance is rather detrimental to project success and puts forth Kahneman’s Planning Fallacy, the principle that costs and challenges but also creativity and benefits are unrealistically close to best-case scenarios (Lovallo & Kahneman, 2003). Thus, we ask: Is ignorance beneficial or detrimental to project success or does the Hiding Hand prevail over the Planning Fallacy? How does Hirschman’s principle of the Hiding Hand connect to project success? Under what circumstances do projects work?

The research specifically focuses on the previous three questions. First, we review and analyse Hirschman’s landmark book Development Projects Observed (1967) and a set of core ideas such as the Hiding Hand, the power of context and success conditions. We also carefully and thoroughly review the work of Bent Flyvbjerg who recently offered a validity test for the Hiding Hand against a sample of 2,062 infrastructure projects.

Second, we take a project management lens rather than the cost-benefit lens of Flyvbjerg’s test and offer a more nuanced framework to assess project performance, i.e., a two-by-two matrix that relates project management performance to project performance. We thereby connect the Hiding Hand with project performance and test the former with a sample of 161 World Bank projects of different types, to check whether it prevails over the Planning Fallacy.

Third, we look into four international development capacity building projects in Ghana, Indonesia, Sri Lanka and Vietnam, conduct a case study and a qualitative analysis of 20 interviews with project practitioners.

We draw out their success conditions, whether they occur before or after the project starts.

Overall, we shed light on Hirschman, a father of project management scholarship, whose work is rather relatively unknown and cast him as an early “rethinker” of project management.

We provide evidence that the Hiding Hand is found among projects that are project management failures but project successes and that the Hiding Hand prevails over the Planning Fallacy. We suggest that the Hiding Hand is more likely to occur in some projects, say the “soft” ones (e.g., capacity building) more than others, say the “hard” ones (e.g., infrastructure).

Finally, we draw out structural, institutional and managerial success conditions for capacity building projects, some of which occur “in advance of the project” and others “in the wake of the project”, such that practitioners can benefit from the use of “diagnostic conditions” to gauge the state of their projects and adjust their practice accordingly. We also proffer that such projects thrive when high levels of multi-stakeholder commitment, collaboration, alignment, and adaptation exist.

The research findings have been published in top project management journals and will soon appear in a flagship journal in the field of international development. The research insights along with other work of Professor Ika on international development projects led to a professional development workshop at the annual congress of the Academy of Management in August 2017. This workshop will be followed by an upcoming special issue in the International Journal of Project Management on the topic “When project management meets international development, what can we learn?” In 2017, Professor Ika was awarded the Teller School of Management’s Innovative Researcher Award and the Emerald Best Project Management Paper Award in recognition of his research.
Project title: The Governance of Major Public Infrastructure Projects

Maude Brunet was awarded the IPMA Young Researcher Award 2017 for her doctoral research “The Governance of Major Public Infrastructure Projects”. The governance of major infrastructure projects is a subject of importance in project management, as it has been studied for many decades. Yet, many of those projects still have poor performance records. At the theoretical level, project governance has been studied mostly from rational, economic perspectives. Yet, a missing link was to study how actors translate and apply governance frameworks in practice. The aim of the research was to investigate how a governance framework for major public infrastructure projects is translated into practice.

The research strategy was a multiple-case study within the Quebec government. Four major infrastructure projects in the front-end phase have been studied, which had to comply with the Quebec governance framework for public infrastructure projects. Using a set of approaches including non-participant observation during project meetings, semi-structured interviews and a documentation analysis, the main analysis strategy consisted of using grounded theory.

The results of her doctoral thesis are structured around three articles. The first article, published in the International Journal of Project Management, is conceptual and investigates the relevance of a governance framework for major public projects using phronetic and abductive theory building. The second article, forthcoming in the International Journal of Managing Projects in Business, investigates the process of translation of an institutionalized governance framework to its implementation in practice, based on a case study of one public infrastructure project in the health sector in Quebec, Canada. The third article advances a conceptualization for governance-as-practice based on current developing streams of process and practice studies, including strategy-as-practice and project-as-practice.

Maude is a PhD Candidate in management, with a specialization in project management, at the School of Business and Management, Université du Québec à Montréal (UQAM). Her doctoral research has benefited from funding by the Social Sciences and Humanities Research Council of Canada and the ESG UQAM Chair in Project Management.

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Maude Brunet

IPMA YOUNG RESEARCHER AWARD WINNER 2017

I am very honored to receive this prestigious award from IPMA. I value the dialogue between practitioners and researchers, I believe that this exchange brings much potential for positive, practical change to organizations and project managers around the world. Having graduated from a master’s program in project management and having worked for a few years in this field before undertaking my PhD, I can assess the crucial importance of research to advance our knowledge. I am pursuing my career in research, striving for cutting-edge, interdisciplinary research with a strong commitment to practical contributions.

Maude Brunet
It is with a profound sense of gratitude and appreciation that I have been honoured with the IPMA Research Achievement Award for 2017. The list of past conferees reads like a Hall of Fame in project management research and to be able to join this distinguished line is a humbling experience. I am truly grateful to IPMA and those who were part of the award process, for recognizing my scholarly contributions in project management over the past three decades. I can think of no higher praise than receiving this recognition from a truly international body.

Professor Jeffrey K. Pinto, Ph.D.
IPMA organises the **IPMA Project Excellence Award** as well as the **IPMA Research Award** and the **IPMA Achievement Awards**.

Further information: [www.ipma.world/awards](http://www.ipma.world/awards)

Contact:
award@ipma.world

Join us in 2018 and apply in 2018!