

Report on IPMA Excellence Awards 2013

Ewa Bednarczyk - Poland

IPMA recognizes excellence in project management

For the 12th year IPMA was seeking project excellence, organizing the International Project Excellence Award in three categories: medium, big, and mega sized. Results of the IPMA Project Excellence Awards 2013 were announced during the Award Gala at the 27th IPMA World Congress in Dubrovnik. This part of the ceremony was conducted by Mrs. Mary Koutintcheva, Chairman of the Award Management Board and Mr. Reinhard Wagner, IPMA VP Awards.

Project	Organization, Country	Award Status
Project Excellence in Medium-Sized Projects		
Educational process optimized in view of competences within a knowledge based society	Partnership of Management Unit for Projects with External Funding of the Ministry of Education in Romania, SIVECO Romania SA, The National Defense University "Carol I", Romania	Gold Winner
AeL eContent Kazakhstan	SIVECO Romania SA, Romania	Bronze Winner
Project Excellence in Big-Sized Projects		
BELLA Laser System	Thales Optronique S.A.S, France	Gold Winner
ASML NC 50	Cofely Zuid Nederland B.V., The Netherlands	Silver Winner
Biomass Power Plant Olevano di Lomellina	Tecnimont S.p.A, Italy	Bronze Winner
Gorgon GTG	GE Oil&Gas Turbomachinery, Italy	Bronze Winner
Horizon	Dienst Uitvoering Onderwijs (DUO), part of the Dutch Ministry of Education, Culture and Sciences, The Netherlands	Bronze Winner
Project Excellence in Mega-Sized Projects		
Adelaide Desalination Project	South Australian Water Corporation, Australia	Gold Winner
Guangxi Petrochemical Company 10 MMT Refinery Project	PetroChina Guangxi Petrochemical Company, China	Gold Winner
Shazand Imam Khomeini Refinery Expansion and Upgrading Project	National Iranian Oil Engineering and Construction Company(NIOEC), Iran	Silver Winner
Dobhol-Bangalore Pipeline Project (DBPL Phasee-I)	Gail (India) Limited, India	Bronze Winner
Govind Dhyo Dam	Sepasad Group, Iran	Bronze Winner
Guru Gobind Singh Refinery Project	HPCL-Mittal Energy Limited, India	Bronze Winner
Puttalam IX300MW Coal-fired Power Plant Project	China Machinery Engineering Corporation, China	Bronze Winner

* in order by category, award status and project name

From 14 projects submitted in 2014 the international Award Jury selected 2 Gold Winners in Mega-Sized Category, and one Gold Winner in Big and Medium Categories. Just after the Congress the Winners shared their impression on the assessment process and the IPMA World Congress:

GOLD WINNERS in Mega Sized-Category:**Adelaide Desalination Project by South Australian Water Corporation**

"SA Water is very humbled and honoured by the IPMA Project Excellence Gold Award, which is the "Oscars" of Project Management. It is a great recognition to receive this award on behalf of the entire Adelaide Desalination Project team, and I feel very blessed to have such a talented team who gave so much to make this project a success. Apart from identifying our strengths, the Award assessment process was most worthwhile as it provided huge opportunities reflective learning, insights and knowledge from experienced Assessors as well as a collegiate sharing of experiences from other Finalists – many of whom also openly shared their own project experiences and excellence attributes. I feel very privileged to be part of the IPMA Family, the event was organised in a way that allowed people to genuinely connect with each other and establish long term professional and personal relationships – which I will cherish forever... I want to particularly thank Erik Mansson, Lead Assessor and all of the IPMA people involved for making this the most memorable event for my team and I." said Mr. Milind Kumar, Project and Operations Director, South Australian Water Corporation Ltd. (center in photo above)

Guangxi Petrochemical Company 10 MMT Refinery Project by PetroChina

"The Trophy not only belongs to PetroChina Guangxi Petrochemical Company, but also is the proof of the comprehensive forwardness made in China's refining industry. The process of application to IPMA PE Award has further broadened the international perspectives of GXPC and comprehensively summarized and improved the project management which is the most valuable reference to the upgrading of China's refining project management level, and is of more precious achievement than the trophy." said Mr. Wu Enlai, the President of PetroChina Guangxi Petrochemical Company (GXPC)

Mrs. Zhang Yong'e, Translation Service & Foreign Affairs, PetroChina Guangxi Petrochemical Company added: “We were very excited and impressed to won the Gold Award. The affirmation of our project by IPMA at international level is the recognition of the hard work and wisdom from more than 20,000 personnel who participated in our project construction and is the encouragement to the management personnel.

PetroChina Guangxi Petrochemical Company(GXPC) 10MMTA Refinery project has “3C” core value which is a soft science with Chinese oriental wisdom incorporated into the project management technology in IPMA Award model to further promote the competence of enterprise project management, and have made profitable exploring on adding Chinese element to IPMA management

The Gold Award won by GXPC in Award Category Project Excellence in Mega-sized projects has made great influence in China, especially it is more important to enhance the management competences for the mega-sized projects which are being widely constructed or will be constructed in China.

As the Gold Winner in Award Category Project Excellence in Mega-sized projects, it's our great honor to share project management experiences with other project management on this global, professional and open-mind project management platform.

It is just a good start for GXPC 10MMTA Refinery project to win the Gold Winner in Award Category Project Excellence in Mega-sized projects. According to the requirement of IPMA project management model, we have a long way to go to work harder to achieve the perfect PE and there is unlimited improving room. We will make great efforts to improve our project management continuously.

Thank all those who committed to the motivating project management, including IPMA Committee, Project Management Researchers, Assessors, Practitioners for project management. Thank you very much!”



GOLD WINNER in Big- Sized Category

BELLA Laser System by Thales Optronique S.A.S



"I attended for the first time the IPMA congress at Dubrovnik this year. This congress looks like a great family party where Project Managers from all over the world have the opportunity to exchange and share their experience in a really warm atmosphere."

This congress was also special to me since I had the great pride and honor to receive on behalf my team the IPMA Project Excellence Gold Award for the management of the BELLA

laser system project. This award is an international recognition for the project team and outlined the key factor of success for a project which is the team spirit based on transparency and trust between all the stake holders. The assessment of my project by IPMA assessors was also a great opportunity to identify and improve our strengths as well as our weakness." François Lureau, Project Manager, Thales Optronique S.A.S.

GOLD WINNER in Medium Sized-Category

Educational process optimized in view of competences within a knowledge-based society by SIVECO Romania



"I consider winning the IPMA award a milestone achievement – for my team, for my company and its partners, and for my country. Moreover, I was twice on a stage that is so important for all those who have something to say in project management, and this makes me extremely proud."

I fully enjoyed the competition and the Gala. In my opinion, all the finalist projects were excellent. That's why we really treasure the awards that we received. Most of all, my colleagues and I were impressed by the quote from one member of the jury regarding our projects – that they

are able to change minds. In fact, this is our goal and it's fantastic that it was expressed in this way and in these circumstances by an objective third party. We realize that we'll have difficulties to surpass our achievement of this year. However, as our main project is "progress", we'll do our best next" Prof. Radu Jugureanu, SIVECO Romania

Read more about each submission**Category: Mega-Sized Projects****GOLD WINNER****Company: South Australian Water Corporation, Australia****Project: Adelaide Desalination Project**

The Adelaide Desalination Project (ADP) is the largest water infrastructure project ever completed in South Australia. It is capable of delivering up to 50% of Adelaide's drinking water from a climate-independent source, and is the South Australia's insurance policy against future droughts.



The Adelaide Desalination plant (plant) delivers groundbreaking energy efficiency and uses renewable energy for 100% of the power consumed by the plant operations. ADP's construction showcases outstanding build quality, superb environmental features and collaborative delivery of project objectives and stakeholder engagement.

The plant is the most capital efficient in Australia – it has the lowest operating cost per megalitre of desalinated drinking water produced. The ADP delivers water for residents and businesses, supporting the future economic growth and development of South Australia. It also reduces Adelaide's reliance on the River Murray.

Duration: 4,5 years | Budget: €1,48bn | Number of Core Team Members: 150+

GOLD WINNER**Company: PetroChina Guangxi Petrochemical Company, China****Project: Guangxi Petrochemical Company 10 MMT Refinery Project**

PetroChina Guangxi Petrochemical Company's 10MMTA Project is the first gross-root, large-scale and environmental friendly refinery constructed by PetroChina in southern China. It consists of 13 process units, associated utilities, railway, truck loading and jetty facilities. The process units use state of the art technology (UOP, etc.) with joint domestic and foreign collaborative design of key units. An advanced Integrated Project Management Team (IPMT) utilized an advanced project management system which contributed to the success of this project.



Construction of the project was officially started on Dec. 30, 2006 and completed on Jun. 29, 2011. PetroChina Guangxi Petrochemical Company always adhered to its core values of "coordination, creation and contribution" while cooperating with various partners during planning and engineering, construction and operation of the project. No compromise was made to safety or quality while protecting the environment and stimulating the local economy and improving the quality of people's life.

Duration: 4 years | Budget: €2bn | Number of Core Team

Members: 23

SILVER WINNER

Company: National Iranian Oil Engineering and Construction Company(NIOEC), Iran

Project: Shazand Imam Khomeini Refinery Expansion and Upgrading Project



The Shazand Imam Khomeini refinery expansion and upgrading project aimed at planning, building and starting a new refinery beside the existing Imam Khomeini Refinery. The project carried out the required changes in the existing Imam Khomeini Refinery to increase the production capacity of gasoline for internal and external markets, to react to changing consumer patterns, to change feed composition from 100% light to 55% light plus 45% heavy crude oil and to bring quality improvement of oil products to meet Euro IV standards.

The program has been national PE Award winner in Iran in 2011.

Duration: 10 years | Budget: €2,5bn | Number of Core Team Members: 30



BRONZE WINNER

Company: GAIL (India) Limited, India

Project: DABHOL–BANGALORE PIPELINE PROJECT (DBPL PHASEe-I)



The high pressure Dabhol-Bengalure Natural Gas Pipeline is 1000 kms long and of various diameter, designed to transport gas from Dabhol LNG Terminal. The project savings of (257 Million Euro) were achieved due to innovative bidding methodology such as reverse auction for line pipes, clear technical specifications for laying work, state-wise spreads, tight control and speedy award of compensation to farmers/land owners and coordination with State Administration for smooth laying work without idling of equipment.

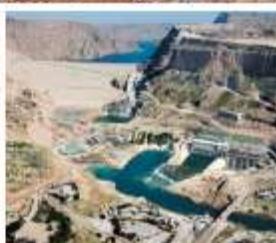
The Pipeline was laid through the highly undulated terrain - vertical slopes of about 60 degrees. Another aspects was resistance from farmers/land owners faced in over 600 kms, which were resolved amicably with involvement of State Administration.

Duration: 3 years | Budget: € 639,4 m | Number of Core Team Members: 62

BRONZE WINNER

Company: **Sepasad Group, Iran**

Project: **Gotvand Olya Dam**



The Gotvand Olya Dam project is the most complex embankment dam constructed in Iran. This is as 48 million m³ of earthworks, 23 million m³ of excavation works, 1.7 million m³ of concreting, 950.000m of sealing and consolidation grouting, deepest cutoff wall in the word (137m), highest embankment dam in the country, hydropower electricity generation in 2000Mw and reservoir 4.5Bm³. The latest technology has been used to reduction in time.

The brilliant point of the project is in the executive management portion, where 15 major contractors and suppliers (local and foreign) and more than 160 minor contractors during period of project's peak have been controlled and monitored. Sepasad Group could manage well and pass the lack of financial resources by it's funding and complete the project successfully. It has also generated 190 documentary films of construction works, 25 articles, 10 manuals, 930 method statements and 9.500 as-built drawing sheets, which prove project team's active role in knowledge generation and record.

Duration: 11,5 years | Budget: € 896m | Number of Core Team Members: 151

BRONZE WINNER

Company: **HPCL-Mittal Energy Limited, India**

Project: **Guru Gobind Singh Refinery Project**



The HPCL-Mittal Energy Limited's Guru Gobind Singh Refinery project is the largest Foreign Direct Investment in the Oil Refining Sector in the state of Punjab, India, under a unique public private partnership model.

The project boasts of the following facilities: Single Point Mooring system, Crude Oil Terminal with capacity of 8, 40,000 KL of Crude storage, 1017 km Oil Pipeline, refinery with 13 Process units along with Utilities and Offsites, Captive Power Plant of 165 MW capacity and a Township consisting of 200 apartment flats and 119 villas.

The Refinery holds unique distinction of being 'Zero Bottoms Green Refinery' with one of the highest Nelson Complexity Indices (12.6) in the region, where there is no wastage and all statutory guidelines related to liquid and solid waste management.

Duration: 4 years | Budget: €2,58bn | Number of Core Team Members: 125



BRONZE WINNER

Company: **China Machinery Engineering**

Project: **Puttalam 1X300MW Coal-fired Power Plant**



Puttalam 1X300MW Coal-fired Power Plant Project is so far the most important economic and trade cooperation project between Sri Lanka and China. The total plant capacity is 300MW, including three parts: 1X300MW plant and auxiliary facilities, 5000t coal jetty and auxiliary facilities, 117kM 220kV transmission line and substations. The project fund is USD\$ 300,000,000 preferential buyer's credit loan and USD\$ 155,000,000 export buyer's credit loan. Initiated in March 15th, 2006, the project was completed and handed over to the customer on July 24th, 2011, which is six months ahead of the contract scheduled completion time. This project took EPC mode, with CMEC as the contractor and CEB (Ceylon Electricity Board) as the customer. Nearly 300 equipment suppliers, 2000 Chinese construction workers and 500 local staff were involved in the construction team.

Duration: 4 years | Budget: €330m | Number of Core Team

Members: Starting with 3, peak 12

Category: Big-Sized Projects

GOLD WINNER

Company: **Thales Optronique S.A.S, France**

Project: **BELLA Laser System**



Thales was selected by Berkeley Laboratory in 2009 to develop, realize and deliver the first laser system worldwide with a peak power over 1 PetaWatt (1015 Watt) operating at 1 Hz. The system was entirely developed and integrated within Thales facilities in France, involving a team with skills and competencies in different domains (mechanics, optics, electronics and laser engineering).

Then the laser system has been completely dismantled and shipped to the customer site where a team has performed the installation and optimization of the system for 4 months. The BELLA laser system achieved a new world record in July 2012 by delivering a peak power above one PetaWatt at a pulse rate of one Hertz.

Duration: 3 years | Budget: €11m | Number of Core Team

Members: 20



SILVER WINNER

Company: **CofelyZuid Nederland B.V., The Netherlands**

Project: **ASML NC 5D**



ASML NC 5D involves designing and construction of a cleanroom with Central Utility Building for ASML Veldhoven, Netherlands. This Cleanroom will be used for the newest generation lithographic machines used for the production of IC's. This is a "design and construct team" with only one constructing partner for civil constructions. Cofely is responsible for the detail engineering of the basic design, the actual construction and validation and "ready to operate" turn over of the Cleanroom.

The biggest project challenge has the simultaneous engineering and installing, while the new EUV machines were not developed for final production. Therefore, specifications were changing even a month with the main aim to complete the project on time. At the same time the sustained pressure of schedule and budget has been very high. In the end, turning over the project within time, budget and tangible specifications, has been accomplished successfully

Duration: 2 years | Budget: €95m | Number of Core Team Members: 64

BRONZE WINNER

Company: **Tecnimont S.p.A, Italy**

Project: **Biomass Power Plant Olevano di Lomellina**



Olevano project includes all the activities for the development, permitting, design, construction and management of a new biomass power plant (Plant), powered with virgin wood biomass, and located in the Municipality of Olevano di Lomellina, in Pavia Province. Biomasse Olevano S.r.l. is the owner of the Plant. The development and permitting activities were assigned to Maire Engineering S.p.A.on a reimboursable contract scheme, the design and construction of the Plant were assigned to Tecnimont S.p.A. with an EPC-LSTK contract, Operational and Maintenance activities have been assigned to Manutenzione e Servizi Tecnici S.r.l. with an O&M contract lasting 15 years.

Biomasse Olevano S.r.l. , Maire Engineering S.p.A, Tecnimont S.p.A and Manutenzione e Servizi Tecnici S.r.l. are companies belonging to the MaireTecnimont Group. The Plant can benefit from incentive schemes for production from renewable sources (short supply chain biomass) for a period of 15 years. The Plant allows to satisfy the annual electricity needs of over 50,000 residential units with "zero impact", preventing CO₂ emission of about 100,000 tons per year compared to a modern coal power plant.

Duration: 3,5 years | Budget: €80m

Number of Core Team Members: 30

BRONZE WINNERCompany: **PGE Oil&Gas Turbomachinery, Italy**Project: **GORGON GTG**

Gorgon is one of the world's largest natural gas projects, and the largest single-resource investment in Australia's history. With an estimated economic life of over 40 years, the natural gas fields of the Gorgon Project will play a key role in helping Chevron meet growing energy needs in Asia and Australia.



The project includes the construction of a three-train 15.6 million-tonne-per annum liquefied natural gas plant (LNG) on Barrow Island – and a domestic gas plant with the capacity to supply 275 million standard cubic feet per day of natural gas to the Western Australian market. When the project is complete, about three LNG shipments a week are expected to be loaded via a 1.3 –mile-long LNG jetty to transport to Asian markets.

Gorgon GTG includes the supply of 5 turbo-generators trains driven by a gas turbine which will provide the power for the demand of the whole LNG plant in Borrow Island. The peculiarity of the Project consists in the fact that the 5 trains are built in a modularized solution with dimension of 50mtx21x27mt (high). Duration: 3 years | Budget: €60m | # of Core Team Members: 15

BRONZE WINNERCompany: **Dienst Uitvoering Onderwijs (DUO), part of the Dutch Ministry of Education, Culture and Sciences, The Netherlands;**Project: **Horizon**

In 2004, the Dutch Government Building Department, the IB-Groep (DUO's predecessor) and the Dutch tax authorities decided to develop a new building for the IB-Groep and the northern division of the tax authorities. The old office buildings no longer conform to modern standards. Furthermore, renovation turns out to be more expensive than demolition and a new construction. The IB-Groep/DUO covers the organization of workstations for its employees. The result is known as flexible workstations. In 2007, the project Horizon has been started. It covered the complete ICT infrastructure: the organization of workstations, the computer centre and its external recovery centre, the new data networks, the telephone system, the printing centre, and the dismantlement of the old infrastructure. There is one essential condition: the 'shop' remains open, employees and customers alike do not encounter any problems whatsoever. After the research and design phase, the new equipment is installed in 2010 and 2011, and delivered in March 2011. The moving takes place smoothly, without any disruptions. DUO's customers did not notice a thing.



Duration: 3 years | Budget: €60m | # of Core Team Members: 15

Category: Mega-Sized Projects

GOLD WINNER

Company: Partnership of Management Unit for Projects with External Funding of the Ministry of Education in Romania, SIVECO Romania SA, The National Defense University

“Carol I”, Romania

Project: Educational process optimized in view of competences within a knowledge based society



The project aimed to improve the national high school curriculum through the development of a modern and flexible transdisciplinary course and to enhance the educational process in high school institutions through the introduction of the multitouch technology.



The results have been achieved in three steps: development of the general framework (educational tools, practical scenarios, methodologies, procedures, software and hardware specifications, digital collaborative applications based on multitouch technology etc.), practical exploitation of the framework through pilot groups including the deployment of 8 modern ICT laboratories and evaluation of impact.

Duration: 3 years | Budget: €3m | # of Core Team Members: 43

SILVER WINNER

Company: SIVECO Romania, Romania

Project: AeL eContent Kazakhstan



The eLearning solution implemented by SIVECO aimed at the development and implementation of highly interactive digital content for secondary and vocational education, according to the Kazakh curricula.

The solution included more than 4,200 interactive multimedia resources in Russian and Kazakh for more than 20 school subjects, including physics, mathematics and vocational subjects. The content is currently being used by students in more than 530 schools in Kazakhstan.

The long-term benefits offered by our solution include:

- Coverage of a wide range of school subjects, in both Russian and Kazakh languages
- Engaging students in using the eLearning solution – the attractive and intuitive virtual lessons increase the level of interest for school subjects
- Performance evaluation – the educational resources provide students and teachers with tools for assessment their level of

knowledge through summative and formative evaluation activities, creating an excellent possibility for students to make the necessary steps to develop further.

Duration: 9 months | Budget: €3,7m | Number of Core Team Members: 35

We congratulate all finalist and award winners! For more information about IPMA Awards, please visit: <http://ipma.ch/awards> or contact the IPMA Award Office Manager Ms. Ewa Bednarczyk award@ipma.ch.

About IPMA



Founded in 1965 and registered in Switzerland, the **International Project Management Association** (IPMA) was the world's first project management professional organization. IPMA is an international federation of more than 50 national PM societies in Africa, Asia, Australia, Europe and the Americas. IPMA offers an International Competence Baseline standard, a four-level project manager certification, expert seminars and global knowledge. IPMA's annual world congress is one of the most important meetings of the world's project management experts and leaders each year. The president of IPMA for 2013-2014 is **Mr. Mladen Radujkovic**. Chair of the IPMA Executive Board is **Mr. Roberto Mori**. Additional information about IPMA is available at www.ipma.ch.

Thanks to IPMA Photographer Jouko Vaskimo for the photographs on pages 2-4.

About the Author



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Ewa Bednarczyk currently works for the International Project Management Association (IPMA) where she has administered the IPMA International Project Excellence Award Office since 2007. She is responsible for the coordination of the projects' assessment process, including organization of the assessors training, assessors' team composition, preparation of the Jury and final reports. She is the first contact person for the current and potential applicants and those who are interested in the Project Excellence Model. Moreover she supports the establishment of national Project Excellence Awards among IPMA member associations around the world. Ewa is also a partner in a company pm2pm sp. z o.o. which offers project management training in Poland. Pm2pm mainly trains candidates for the IPMA certification.

In year 2010-2012 Ewa served as the IPMA-PI Vice President responsible for the Polish Project Excellence Award. Ewa graduated from the Kraków University of Economics and Avans Hogeschool in Breda. She is an IPMA Level-D certificate holder. In her free time she regularly plays squash and treks. Her favorite destination is Nepal. Ewa is also an occasional International Correspondent for PM World in Kraków, Poland. She can be contacted at: award@ipma.ch.