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## IPMA Global Research Award Awards Winners 2020



**YOUNG RESEARCHER  
AWARD WINNER 2020**

**Dr. Roya Derakhshan,  
Iran**

**Project: Opening the Black Box of  
Local Communities; Exploring their  
Perception and Judgment**

Organization: Politecnico di Milano and  
Universidad Politecnica da Madrid

This research aims at addressing the increasing global challenge of project organizations in satisfying local communities. It departs from the organization centric approach of stakeholder literature, and adopts a novel approach in studying local communities instead. In doing so, this research conceptually and empirically examines local communities' perceptions from project and organization's behavior and analyses how this perception is influenced by other stakeholders of the network (media, NGOs and local governments), as well as the ways organizations interact with local communities.

This research suggests that while the strategic decisions at the organizational level conceive formal contracts, codes of ethics and mission statements, the demands and concerns of local communities must be recognized at the local level where organization's personnel are authorized to decide about exploring and addressing these demands. While other stakeholders may hamper or foster addressing these demands, organization's strategic decisions and project level's tactic ones can mediate these influences.



**YOUNG RESEARCHER  
AWARD WINNER 2020**

**Dr. Diletta Invernizzi  
Italy**

**Project: Benchmarking  
Nuclear Decommissioning**

Organization: Research done while  
at the University of Leeds (UK)

Decommissioning and end-of-life infrastructure projects are a class of projects that for size and complexity can be often regarded as megaprojects. Their management involves an extremely large number of internal and external stakeholders, their technical and socio-economic challenges are unprecedented, their cost can reach billions and inexorably keep increasing. Nevertheless, the reasons for their poor cost performances are still under-investigated.

In this research, I analysed the applicability and extendibility of project theory to decommissioning and end-of-life projects, by developing and applying a methodology based on benchmarking suitable to investigate small sample sizes.

Outputs of this research include the application of this methodology on Nuclear Decommissioning Projects (NDPs), primarily due to the relevance of the nuclear sector. However, this methodology could be applied to other industrial sectors too. The contribution of this thesis is both methodological and practical, and it lays the path for future studies on infrastructure end-of life.