



Daniel Ortiz







Colombia: HidroItuango

What is HidroItuango?

Hydroelectric Power Generation Plant

Dam Height: 225m (740 ft)

Vol: 20 million m³ of water (700 million cu ft)

Capacity: **2.4 GW** (about 17% of Colombia's installed capacity)







Colombia: HidroItuango

Project Objectives:

Estimated **operation start**: Dec. 2018

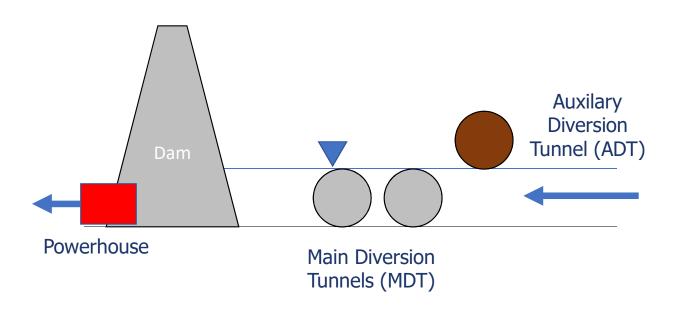
Contract began in 2010

Construction began in Sept. 2011

Initial Estimated **Cost**: Close to USD 4 billion







Colombia: HidroItuango

Project Objectives:

Estimated **operation start**: Dec. 2018

Contract began in 2010

Construction began in Sept. 2011

Initial Estimated **Cost**: Close to USD 4 billion











Current Situation:

NEW Estimated **operation start**: uncertain

NEW Estimated **Cost**: more than USD 5.5 billion + loss of profit

Colombia: HidroItuango

Photos: SKAVA CONSULTING, Informe de estudio de causa raiz física", Proyecto hidroeléctrico ituango https://www.epm.com.co/site/estudio-causa-raiz-hidroituango

6th Asset Leadership Week - 2019







Colombia: HidroItuango

What about failure in Decision Making

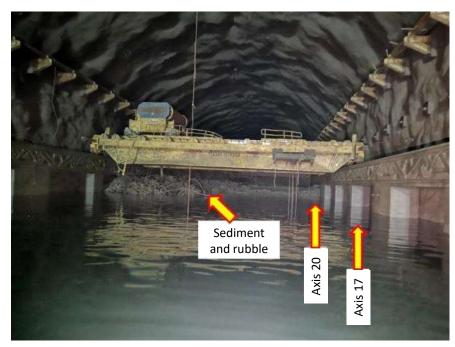
- (1) Revista Semana. Hidroituango una cadena de decisiones cuestionables.

 https://sostenibilidad.semana.com/impacto/articulo/hidroituango-una-cadena-de-decisiones-cuestionables/43121
- (2) Portafolio. Hidroituango http://blogs.portafolio.co/pensamientoemprendedor/2018/06/01/hidroituango-proyectossostenibles/
- (3) El Espectador. Responsabilidades y dudas que deja la crisis de hidroituango. https://www.elespectador.com/noticias/investigacion/responsabilidades-y-dudas-que-deja-la-crisis-de-hidroituango-articulo-789448









Colombia: HidroItuango

https://www.eltiempo.com/colombia/medellin/lo-que-revelan-las-nuevas-fotos-de-la-casa-de-maquinas-de-hidroituango-334196





"Delays have been a constant in the construction of Hidroituango. On December 28th, 2015, at which point the project had delays of 20 months [...]"
Revista Semana (1)

Why did Hidroituango not wait to have operational spillways to start the filling process? Portafolio (2)

"[...] hydroelectric Power Plants experts have questioned the procedures performed in these works, meanwhile other experts argue that because of the rush to deliver works, the risk was not measured and a plan B was never considered [...]"

"What happened to the diversion tunnels in Hidroituango?"
El Espectador (3)

Was there cost savings? Was there rushing due to the delays and the need to make the most of the summer to advance the project?

El Espectador (3)

Asset Leadership Network



Final thoughts:

Are we working in Asset Management from the early stages of asset life cycle?

"Cause and effect are not closely related in time and space"







Thank you

Daniel Ortiz

