

Building Bridges Worldwide Between People and Competences

IPMA, The International Network for Project Professionals,
Moving Forward to Achieve Business Results.

Moving INDIVIDUALS forward

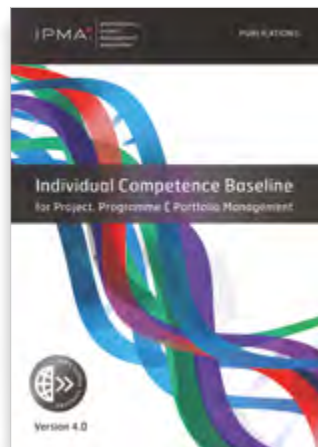
Competences of INDIVIDUALS engaged in projects are key factors for project success. That is why IPMA provides the global competence standards for individuals working in project, programme and portfolio management. Individual competence is based on, but not limited to knowledge. Competence includes the application of knowledge, skills and abilities in order to achieve the desired results.

The Individual Competence Baseline (IPMA ICB®) outlines the competences by describing 29 competence elements, organised in three competence areas ("Eye of Competence"): Perspective, People and Practice. All competence elements are detailed with the required knowledge and skills. Key Competence Indicators (KCIs) provide the definitive indicators for successful project, programme and portfolio management.

The IPMA ICB addresses a complete set of competences for all kind of individuals working in the field of project, programme and portfolio management, independent of their job title. Whether you are a project manager, a project

planner, a purchaser, a PMO, a sponsor, an agile coach, a scrum master, a squad coach or any other function, you need competences to achieve success in your specific project environment.

Practitioners utilise the IPMA ICB to acquire competences necessary in their field of responsibility and to prepare for a certification in the IPMA-4-Level Certification System. HR professionals, educators and trainers utilise the IPMA ICB for developing curricula and training programmes in order to develop the relevant competences. IPMA supports them through its IPMA Ecosystem for Education and Training with ready-to-use curricula and registered training programmes or training providers. Additional books, publications and the IPMA Blog complement the IPMA ICB and allow for further reading.





The main benefits for INDIVIDUALS include:

- » **Developing competence:** IPMA supports by providing its global standard for individual competences IPMA ICB includes a wide range of practitioner roles to enable moving beyond knowledge to become competent, and, ultimately achieve better project results.
- » **Certification of competent individuals:** IPMA provides a consistent system for the assessment and recognition of PM competence: This is known as The Four-Level-Certification System (4-L-C).
- » **Certifying competent PM consultants:** IPMA certifies the competences of PM consultants, helping organisations to better manage projects, programmes and portfolios, by providing global recognition of PM consultancy competence.
- » While PM training is provided by independent training providers, **IPMA registration** offers relevant organisations a way to provide visibility in the market by guaranteeing that their courses are aligned with the IPMA competence model and its certification system.
- » **IPMA recommends literature** as an opportunity for developing project, programme and portfolio management competences.

IPMA provides with its Young Crew programme the premier global network for young and emerging professionals, enthusiastic about project management – the leaders of tomorrow. IPMA Young Crew is a platform

for project management professionals and students up to the age of 35. IPMA thus offers the Young Crew programme to integrate members into an international network of young and emerging project managers, to establish direct contact with representatives from the industry and other sectors, to foster dialogue with experienced project managers, to get access to the Young Crew events at reduced prices, to support thesis of scientific research in the area of project management and much more.

The main benefits for INDIVIDUALS under the age of 35 include:

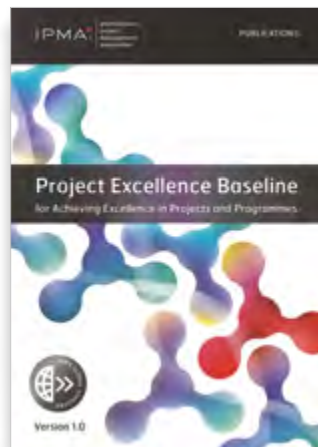
- » Developing individual competences in project, programme and portfolio management.
- » Providing global recognition for your accomplishment gained by working in projects, programmes and portfolios.
- » Provision of personal career advice in project, programme and portfolio management.
- » Providing an environment for networking and interaction with the global project management world.
- » Attending Global Young Crew Workshops, participating in the Young Project Manager Award, the Project Management Championship or the Global eCollaboration Competition – GeCCo.
- » Coaching and Mentoring Programme.
- » Many other international events and networks can be found at www.become.pm.

Moving PROJECTS and PROGRAMMES forward

Projects and programmes are unique. The way of working in PROJECTS and PROGRAMMES differs from performing routine tasks; the complexity as well as the dynamics of projects and programmes are sometimes overwhelming and require all individuals to learn ways to cope with these challenges.

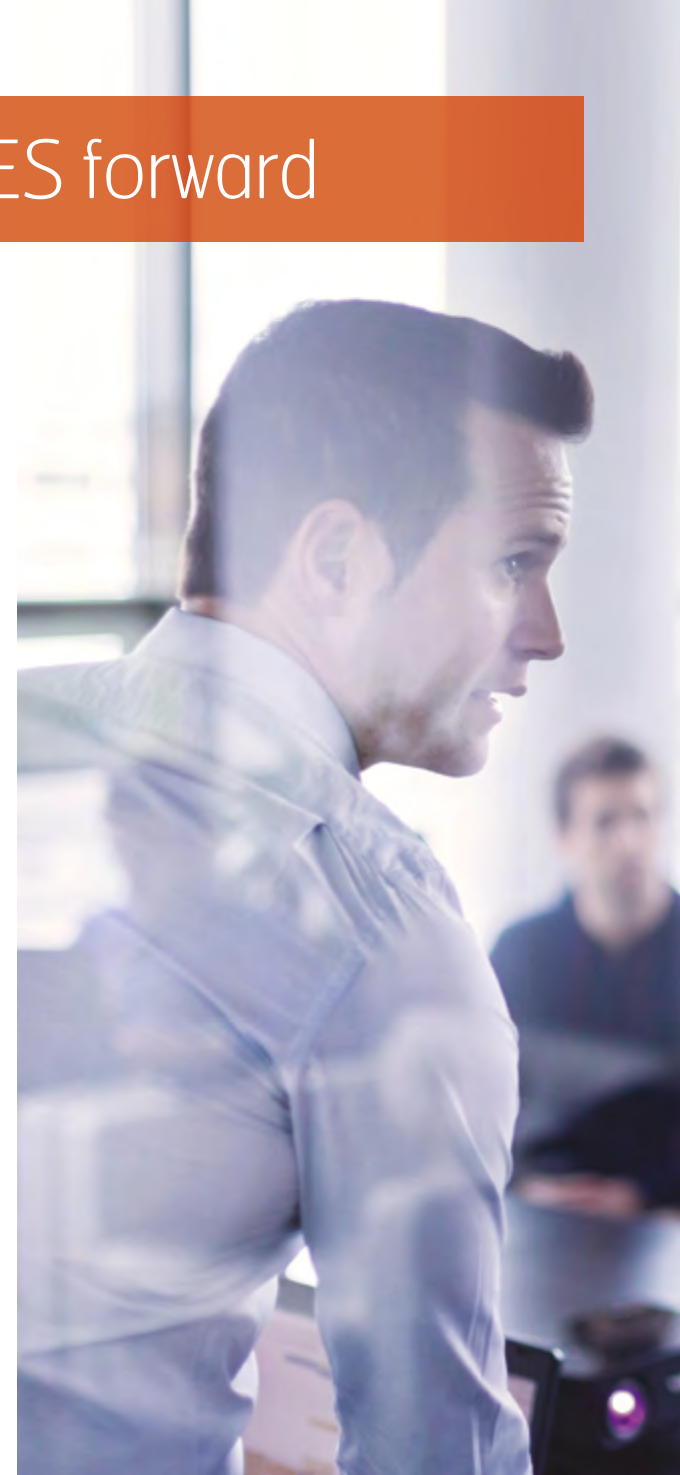
The Project Excellence Baseline (IPMA PEB®) outlines the concept of excellence in managing projects and programmes. It also serves as a guide to organisations and practitioners in assessing the ability of their projects and programmes to achieve project excellence. The IPMA PEB is designed to be of use in any context and regardless of the specific industry, sector or project management approach.

Based on the IPMA PEB, IPMA annually recognizes the most successful project teams in the world, through the International Project Excellence Awards. The assessment process is based on the IPMA Project Excellence Model, a core element of the IPMA PEB.



Excellent project management achievements are identified in various IPMA Award categories:

- » **Project Excellence Awards:** medium-sized, big and mega-sized projects representing all major business sectors.
- » **Achievement Awards:** Internationally Funded Humanitarian Aid Project, Community/Service Development Project, Project Manager of the Year and Young Project Manager of the Year.
- » **National Awards:** several IPMA Member Associations have launched national project excellence award schemes.





The main benefits for PROJECTS and PROGRAMMES include:

- » **Developing team competence:** In today's competitive society, improved results from projects and programmes are demanded. IPMA helps teams to explore beyond knowledge, to define improvements and achieve better project results.
- » **The Project Excellence award** serves as a benchmark for improving project work. All award applicants receive an individual, extensive feedback report from a team of qualified and experienced project assessors.
- » **Individual Awards recognise one fact:** Successful project management requires successful leadership. In support of this assertion, in addition to honouring an outstanding group of Project Excellence candidates, IPMA honours individuals in several key categories.
- » **Success Stories:** IPMA Awards have many stories to tell, but some are only shared between the winners and their suppliers' vendors and partners, because the factors that IPMA recognises are viewed as competitive advantage.

Special benefits for award finalists

- » **Prestige:** The IPMA International Project Excellence Award offers considerable prestige by providing an international platform in which the applicant organisation is showcased. The names of Award Finalists, Prize Winners and Award Winners are published in various media and the logo of the IPMA International Project Excellence Award is available for company documents and publications.
- » **Exchange experience:** All Award Finalists are invited to exchange their project and programme excellence experience at regular IPMA Congresses. They are also invited to join the IPMA Award Winners Club, an exclusive group for Award Finalists, the IPMA Award Team and Lead Assessors.
- » **Leading project teams:** exchanging professional experiences with other winners and finalists often leads to better project results in the future.
- » **IPMA World Congress:** The IPMA World Congress documents and other publications provide further opportunities to demonstrate the excellent project achievement of the team and the responsible organisation.

Moving ORGANISATIONS forward

The increasing importance and number of projects require ORGANISATIONS to change the way they are organised. Structures, processes and cultures need to be more project-oriented and better synchronised with the line activities. Projects are executed to achieve the organisation's overall strategic goals and expected benefits. For that reason, top management and senior executives are required to be actively engaged in the governance, decision making and support of project, programme and portfolio management.

The IPMA Organisational Competence Baseline (IPMA OCB®) outlines eighteen competences for organisations in order to deliver the organisation's vision, mission and strategic objectives in a sustainable manner. Furthermore, it describes how the governance and management of projects, programmes and portfolios should be continuously analysed, assessed and improved. IPMA helps organisations to consistently achieve their goals to the benefits of their stakeholders!



Executives utilise the IPMA OCB to understand the role of projects, programmes and portfolios in implementing the organisation's overall vision, mission and strategy and to shape their organisations accordingly. In addition, an IPMA Delta® Assessment and Certification of organisations help them to understand the actual state of competence against international good practice, and to set measures necessary for developing their organisational competences even further. Trainers, coaches and consultants utilise the IPMA OCB for supporting organisations in improving their competences, e.g. through developing a tailored career path and training programmes for project managers. Furthermore, organisations join IPMA through our member associations and enjoy peer-to-peer exchange of experiences during the various IPMA events, in a special interest groups (SIG) or as a global organisation in certification.





The main benefits for ORGANISATIONS include:

- » **Developing organisational competence:** To improve projects results, organisational need to adopt to the specific needs of a project oriented organisation. IPMA helps by providing its global standard for organisational competence IPMA OCB organisations to explore beyond knowledge, to finally achieve better project results.
- » **Certifying organisations:** IPMA assesses the organisational project and programme maturity and performance. IPMA Delta is an organisational maturity certification, while identifying actions needed to achieve better business results.
- » IPMA Delta is the most comprehensive project management assessment for the entire organisation: 360 ° PERSPECTIVE – 100% INDEPENDENT – ONE STEP FURTHER.
- » IPMA Delta offers organisations a decisive advantage. This Delta Effect opens up a new dimension through which organisations increase their competitive edge. It adds measurable value and positive change.
- » Uniquely only through IPMA, your entire organisation (O) – including individuals (I) and projects (P) – can be certified for organisational project management competence.
- » The model used for IPMA Delta assessments consists of three modules based on three leading project management standards: IPMA Individual Competence Baseline (IPMA ICB), IPMA Project Excellence Baseline (IPMA PEB) and ISO 21500.



Moving SOCIETY forward

Already in 1697, the famous author Daniel Defoe explained in “An Essay upon Projects” the critical role projects play for SOCIETY, which is even more important nowadays. Every economy requires highly competent individuals as well as high-performing organisations in order to be competitive in global markets. Publicly funded projects require high standard of competence of both: individuals and organisations in order to utilise public funds in an optimal way. The development of a society on all levels: starting from individuals, through local communities and business enterprises to government bodies, requires competences in project management, because the transition is typically performed through projects!

IPMA is an international association of national project management associations. Through IPMA, your society learns from other societies how to improve the profession and to develop necessary competences!



The main benefits for the SOCIETY include:

- » IPMA's “Code of Ethical and Professional Conduct” describes attitude expected from every individual working in the field of project, programme and portfolio management.
- » IPMA events (world congress, regional congresses, special subject conferences) cross borders to facilitate peer-to-peer exchange of good practise from every corner of the world and explore special topics to discover solutions to existing PM dilemmas.
- » IPMA supports the development of national project management associations and hereby creates unique knowledge and network platforms in almost 70 countries all around the globe.
- » IPMA “Training Aid Programme” delivers PM know-how in these parts of the world where the art of project management is still being developed.
- » “Coaching4Development” is IPMA's ongoing project to equip managers of social projects with the same competences as private sector project managers.
- » The IPMA Academy supports trainers in further building their competence to become professional PM trainers.

Moving PROFESSION forward

The PROFESSION comprises of professional occupation, research activities, establishment of specific education, training and certification offerings, university degrees and a national association as well as the introduction of a Code of Ethics and Professional Conduct. IPMA provides these offerings through the established national project management associations in their geographical region, including but not limited to education, training and certification.

IPMA facilitates research activities in the field of project management and provides an IPMA Code of Ethics and Professional Conduct for its members to be adopted in their region. In support of the younger generation, IPMA encourages the establishment of a national Young Crew and facilitates international collaboration. An IPMA Awards Programme aims at promoting Project Excellence. IPMA also honours excellence in research through its annual Research Awards. IPMA organises annual Research Conferences to bring together researchers, experts, scholars and practitioners to discuss and exchange research achievement and ideas on the topics of research and practice in project management.



The main benefits for the PROFESSION include:

- » IPMA advances the project management discipline, certifies a range of practitioner roles, celebrates Project Excellence with the Awards programme, and provides information about industry trends. Representing a wide variety of application areas, our Member Associations play a crucial role in the development of our profession.
- » **Research Awards:** IPMA recognises excellence in project management research by young researchers (under 35 years of age), established researchers, and teams. We also award outstanding researchers of international repute for life-time achievement.
- » **IPMA Family Social Network:** The IPMA Family is distributed around the world, so we collaborate with a distributed network. We capture viable community practices and experiments, and improve collaboration and co-creation. The site serves as a map to valuable knowledge in social and business networks wherever they are found.

Moving YOU forward

Projects are getting increasingly important – for individuals, teams, organisations and our society. In many developed countries, up to 40% of the National Gross Domestic Product is performed through projects, and trends indicate further growth. Thus, the successful management of projects is becoming the focus of attention for all players in the ecosystem of a project-oriented society. The vision of IPMA, together with its Member Associations, is promoting competence throughout society to enable a world in which all projects succeed. We are moving YOU forward!

Who benefits from IPMA?

- » Practitioners and teams engaged in the field of projects, programmes and portfolios.
- » Top Managers and Senior Executives of private, public and not-for-profit organisations.
- » Managers responsible for project management or project management offices (PMO).
- » HR professionals engaged in recruitment, competence development and evaluation.
- » Educators, trainers, coaches and consultants working in the field of projects, programmes and portfolios.
- » Students and all candidates for certification in the field of projects, programmes and portfolios.
- » ... and YOU!

The main benefits for YOU include:

- » Networking within the community of the project management.
- » Publications in the field of project management:
 - Books, newsletter, journals and publications in media including electronic books, webinars, podcasts, and publications.
 - News and press releases about achievements, success stories, and other information that is of greatest interest to IPMA members.
 - Social media articles and stories in website, blogs, Facebook and LinkedIn platforms.
- » Experience sharing through the success stories and from the leaders of our Member Associations.
- » New insights and the world benchmarking practices in the events provided by IPMA.
- » Worldwide recognition of the individual or organisation through IPMA certification.



Moving IPMA forward

IPMA is the world's first international project management association, founded in 1965 by some very passionate project management experts. Today as a federation of seventy national member associations it serves individuals, projects, organisations and societies all around the world. The member associations of IPMA develop project management competencies in their geographic areas of influence, interacting with stakeholders and developing relationships with government agencies, corporations, universities and colleges, as well as training organisations and consulting companies.

IPMA has spread from Europe to Asia, Africa, Middle East, Australia and the Americas. The demand for IPMA's products and services as well as membership numbers are steadily growing. Through IPMA, individuals and organisations from various cultures and parts of the world network, share ideas, develop relevant competences and improve the profession through mutually beneficial cooperation.

IPMA is aspiring to achieve its vision: "Promoting competence throughout society to enable a world in which all projects succeed."



The mission of IPMA includes:

- » Facilitating the co-creation and leveraging the diversity of our global network into benefits for the profession, economy, society and environment.
- » Providing an offer of know-how, products and services through our global network to the benefit of individuals, projects and organisations across public, private and community sectors.
- » Maximising the synergies in our global network to help all member associations develop according to their needs.
- » Promote the recognition of project management and engage stakeholders around the world in advancing the discipline.

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IPMA[»]

IPMA World Map

ALGERIA
ARGENTINA
AUSTRALIA
AUSTRIA
AZERBAIJAN
BOLIVIA
BOSNIA AND HERZEGOVINA
BRAZIL
BULGARIA
CANADA
CHILE
CHINA
COLOMBIA
COSTA RICA
CROATIA
CYPRUS
CZECH REPUBLIC
DENMARK
DOMINICAN REPUBLIC
ECUADOR
EGYPT
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