

## IPMA manages to get a foothold in Algeria

First conference in Algeria on Education, Training and Certification in project management organised by International Institut of Management (INSIM) in co-operation with IPMA on 20. April in Algiers (Algeria)

After 8 months of efforts in order to move forward in Algeria, IPMA managed to get a foothold in Algeria, working together with Institut International de Management (INSIM), the largest Algerian management training organisation with over 12.000 students and executives being trained each year all over Algeria.

The institute is to become the first private university of Algeria.

The aim of the conference was to increase the visibility of both INSIM and IPMA in the country as providers for education, training and certification for project managers.

The conference (see programme on p2) sponsored by CEVITAL, the largest private Algerian company generating 3, 5bn US\$ of revenue per year was attended by around 130 decision makers from academia, public and private sector.

At the end of the conference, a memorandum of understanding was signed between Professor Lamiri, President of IPMA and Amin Saidoun, Executive Director of IPMA (see photo) in order to set the basis for the collaboration between IPMA and INSIM in the field of education, training and certification of project managers.

This is an additional evidence of the success of the conference, which is a first milestone in pursuing the development of IPMA in Algeria, the largest African country with 40 million inhabitants, 150 bn US\$ surplus of its national balance of payments, 6% annual economic growth and undergoing a profound infrastructural transformation process, with many investment projects in all economic sectors.

The presentations of Mr. Lamiri (President of INSIM), Mr. Lerari (expert on PM in the construction sector in Algeria), Mr. Jesus Martinez (IPMA) and Mr. Amin Saidoun (IPMA) were followed by a lively debate /round table moderated by a well-known Algerian journalist. The event was largely covered by the Algerian media.

Expectations after the signing of a memorandum of understanding between INSIM and IPMA are high on both sides. The next steps consist of supporting INSIM in becoming an examination center for IPMA level D certification, with the help of the French IPMA Association SMAP who will act as evaluators and who already gave their agreement on this

approach. The elaboration of a draft tripartite contract INSIM-IPMA-SMAP is in process.

### The Programme :

- Welcome of participants
- Opening by Mr. Farouk Moukah, Director of INSIM
- Welcome words of Mr. Lamiri, Président of INSIM
- Welcome words from Mr. Isaad Rebrab, CEO of CEVITAL Group
- « IPMA, more than certifying project managers », Amin Saidoun, Executive Director of IPMA
- Education and training based on competences, Jesus Martinez, VP Education and Training of IPMA
- Project Management in Algeria, Mehdi Larari, Consultant INSIM
- Debate plus sharing experiences moderated by Ahmed Lahri, journalist
- 16h : End of conference



Professor Lamiri, President INSIM, Amin Saidoun Executive Director IPMA.



(from left to right : Mr. Lahri, moderating journalist of the debate, Mr. Moukah (director INSIM, Mr. Lamiri, President INSIM, M. Saidoun, Executive Director of IPMA, M. Martinez-Almela, VP Education and Training of IPMA, Mr. Lerari, consultant of INSIM,

# pma celebrated: 40 years of turbulent times

Projekt Management Austria (pma) celebrated its 40th birthday with a big anniversary party in May. Motto of the evening: 40 years of turbulent times! About 250 project managers congratulated. Highlights of the evening – entirely in 70s style: The presentation of the new pma corporate film, the pma birthday-quiz on stage, a corner with Flower Power-Outfits and music from the 70s cult tribute band „The Bad Powells“.

Brigitte Schaden, Chairman of pma, stressed in her speech the success of the last ten years: „We have currently 800 pma members – 300 % more than 10 years ago. And we certify 1.000

project managers per year – 250 % more than 2003!“

Pictures from the pma anniversary party:  
<http://www.p-m-a.at/en/component/phocagallery/category/187-pma-geburtstagsparty-auswahl-23-05-2013.html>

The pma corporate film (language: German) : <http://www.youtube.com/watch?v=oJWLji0I8IA&feature=youtu.be>

pma Austria,  
Karin Kreutzer



## Promising IPMA development in the Middle East (ME) region

During 3 days, IPMA's ED and VP membership – Amin Saidoun and David Hudson – were in Dubai where they met several PM organizations and private companies contributing to the development of the region.

The overall impression after these meetings is that one association project managers at least could apply for IPMA in the near future.

From the meetings it became clear that many of the Dubai and Abu Dhabi economic sectors are growing fast and are in strong need of expertise in PM. In Dubai, out of the 100.000 inhabitants local inhabitants many are broadly educated and interested in top quality and international standards (their model of development is Singapore, pushed by Sheik Mohammed); expatriates project managers working locally come to stay and tend not to leave after a couple of years. A lot of trade and projects are developing in Djebel Ali and in the fast growing regions of Saudi-Arabia with a huge potential in

PM (28 million inhabitants). The UAE are opening up for modernization. One of the great advantages of Dubai is that the government takes decisions without a lot of bureaucracy which enables high speed development of many projects. A sound assessment of economy of Dubai and the ME is necessary to get a better understanding of the way business is done and to get an inside in the banking sector which is an important “locomotive” of the economy.

In this region IPMA faces also the presence of our competitor: one of the associations visited is a full convinced PMI organization. The General manager explained that the IPMA system was not really the approach they are pursuing, as it is seen as being too complex, too expensive and too elitist.

EPMA (a possible future Member Association) is to be launched on 30th of September 2013, with huge media effect (600 people expected in a new 7 stars hotel in Abu Dhabi). This

organization presented a high potential for applying to IPMA in September after its official launch. David Hudson is invited to attend this event. There will be a formal governance structure with 8 posts to be recruited in 2014 as lessons learned from the past showed that volunteer-based work does not work as expected. IPMA has encouraged EPMA to participate in the IPMA Congress both as attendees and as sponsor.

Several companies expressed great interest in project management certification and particularly in becoming a member of this future association. From other contacts it became clear that PM education is offered at different levels of quality and that it is important to strive for the right partner to match IPMA high PM standards. The government could play a role in committing to projects for visibility and media. IPMA was also recommended to act in Qatar, where over 1500 project managers are acting to develop local infrastructure such as



7 stadiums, 20 hotels, transport in light of the world football championship 2014. All contact details were noted. Paul Gardiner, Head of Project and Programme Management of the British University of Dubai (BUiD) met all IPMA officers who attended the ICB4/ICRG4 consensus meeting in the BUiD). He explained the landscape of project management certification in Dubai underlying that PMI has strong local presence by marketing events and operating a trade office. They certified 400 PMPs with ETIHAD. Paul Gardiner focuses on PM training for Master students rather than executive training. He has contacts in the construction industry. Project managers are mainly expat-driven and therefore effort is being made by the government to train locals to become project managers.. The IPMA development in the Middle East (ME) region looks promising....

Amin Saidoun  
IPMA executive director



## IPMA-CHILE is progressing step by step but steadily!

IPMA started its certification rounds in Chile and we have now our first IPMA-D certified people:

- Felix Klein, Project Control Engineer of the PMO Management, at ENTEL S.A.
- Julio Delgado, Project Engineer at HEREDIA SANTANA Company.
- Mauricio Figueroa, Project Engineer at TÉCNICAS REUNIDAS Company.
- Miguel López Subiabre, Project Planning and Control Coordinator at ABENGOA Chile.

A ceremony was organized to celebrate these pioneers in IPMA certification in Chile and to give them their certificates as shown in the picture.

We would like to share our enthusiasm about this milestone of the CCDP-



IPMA path to its consolidation as one of the leading institutions in the development of the competences of project management in Chile. We know that it took time to get there, but we are committed to help Chilean and Latin-American professionals to develop their project management skills and to effectively participate in the management of projects of increasing complexity and challenges. As part of this continuous progress we are ready to form Young Crew Chile in which we are working with determination. In the

meantime, we will start with activities to diffuse project management and IPMA through seminars and courses promoting PM excellence and stimulating members to contribute to the sustainable development of PM in our country, with integrity and compromise.

For more information please visit: [www.ccdp-ipma.cl](http://www.ccdp-ipma.cl) or contact us at: [contacto@ccdp-ipma.cl](mailto:contacto@ccdp-ipma.cl)

CCDP  
Marcel Paraud Kattan

# APM Conference 2013: Adapt!

Conference chair Professor Darren Dalcher opened the seventh annual APM Project Management Conference



Darren Dalcher

by setting the scene, describing 2012 as the year project management came of age.

He told delegates at London's Kings Place: "Adapt is the next chapter in the conversation for the profession. It is about evolving, creating alternatives and finding ways of dealing with change."

Translating strategy into execution is the role of the project manager, he added, as he outlined the climate in which practitioners are operating. "We are under pressure to deliver much more with less, we have had to become change animals, not waiting until the crisis is over to deliver, but adapting and being ready at all times."

He outlined the theory behind each of the conference's three streams – flexibility, resilience and evolution – and challenged delegates to join a stream that they wouldn't normally visit and to make at least one new connection.

Before introducing the opening speaker of the day, Darren quoted physicist Professor Stephen Hawkins, saying, intelligence is the ability to adapt.

**"We want to be intelligent,"** he added.

An overriding theme of the day was collaboration. In each of the three streams, speakers and chairs and delegates discussed its importance in relation to all elements of a project.

"We are about people and diversity," said

Darren. "The need for different skills and perspectives is important so we don't get tunnel vision and get set in our ways.

"Conversations are very powerful and having different viewpoints prevents this tunnel vision."

Mary McKinlay, APM Board member and chair of the Resilience stream, agreed. She told delegates: "Project managers are resilient because they don't work on their own. The project manager doesn't do it all. They use their team.

"If we want to be resilient and get our projects through, we need to rely, depend on and use our support."

It was a sentiment echoed too by Bechtel principle vice president Bill Henry, who was presenting to



Bill Henry

delegates on delivering a breakthrough rail project. He asked: "The question is do we collaborate far and wide enough for our projects?"

"We need to encourage openness and trust and in order to do that, we have to cast the net wide even to consumers and media. Be as transparent and as collaborative as you can and you will be amazed at the results."

In the business of delivering amazing results was the opening speaker of the APM Conference, who set a very high bar in Hall One of Kings Place.

Professor Richard Wiseman, the magician-come-psychologist-come public speaker, had some interesting theories on the importance of psychology in project management. In an entertaining, enlightening and

informative presentation, he discussed the psychology of luck and the notion of how we make our own luck by our thinking and behaviour.



Richard Wiseman

For example, if you can see more opportunities in life and take them this will make you a luckier person and, in regards to projects, will make them more successful. He said: "Bad things happen in life, that is a fact, but it is about perception. If you can see something as lucky, even things that don't seem that way, you may be able to find an opportunity in it."

He added: "Even small changes can make a big impact. Navigate with your eyes wide open."

Tim Harford, the 'Undercover Economist', addressed delegates at the end of the day with a compelling history lesson which demonstrated the importance of embracing mistakes.

"Success inevitably means failure. Embrace failure to truly understand how success works," he said.

Through a number of historical examples he highlighted both unproductive and productive failures. He added: "Project managers need to have productive failure. Make mistakes in a good direction."

The APM Project Management Conference featured an exhibition of organisations at the forefront of the profession. If you would like your details passed on to the exhibitors so you can hear how their products or services can benefit you or your business please let APM know.

APM  
Amy Reid

# Apprentices have better career prospects

A new report from the Association of Accounting Technicians (AAT) has concluded that Apprenticeships must be seen on an equal footing with university degrees.

The release of the latest figures compiled by the Centre for Economics and Business Research (CEBR) came out in the run up to National Apprenticeship Week leading experts in the industry to urge the government to prioritise vocational training.

The report reveals that vocational qualifications can impact favourably on employability. It has been predicted that 44% of graduates from the class of 2012/13 will be unemployed six months after leaving full time education compared to only 4.5% with a Level 4 vocational qualification.

The report also found those with Higher Apprenticeships can achieve an extra £150,000 in their lifetime. Although this earning potential is equal to that of a graduate the Apprentice, however, is faced with much lower financial cost.

## 'Rapidly expanding'

Skills Minister Matthew Hancock said: "We are making sure Apprenticeships are an effective path into highly paid jobs and higher level learning.

"We are rapidly expanding the number of Higher Apprenticeships. But we must do more, and later this year we plan to amend regulations to allow Apprentices to study up to post-graduate level for the first time."

These findings demonstrate a shift in opinion amongst employers and the value they are placing on Apprentices. APM has been working closely with employers in creating over 150 Higher Apprenticeship in Project Management places. This now offers school leavers a route into the profession making project management a career of first choice allowing employers to train Apprentices to their specific business needs.

British Airways was one of the first employers to commit to the scheme along with BAE Systems and built asset consultancy EC Harris.

## 'Amazing opportunity'

Since the scheme was launched at the APM Conference last June Apprentices have been provided with an 'amazing opportunity' to become the next generation of project professionals.

Rolls Royce took on five Apprentices in January and have committed to hiring a further 10 to 15 in September 2013.

This scheme is proving to be a cost-effective way of developing project management talent within an organisation as over £7,000 of funding is



available to go towards training costs. An additional grant of £1,500 is also available to SMEs. The National Apprenticeship Service will provide up to 40,000 grants to employers with up to 1,000 employees recruiting 16 to 24 year olds.

## Career of first choice

APM worked in conjunction with Skills CFA to develop the Higher Apprenticeship in Project Management, which is equivalent to the first year of a degree course.

A Higher Apprenticeship in Project Management will provide aspiring young professionals with the opportunity to develop competence, skill and knowledge-sets and make project management a career of first choice.

The aim of the programme is to create new pathways into the project management profession, improve the management of projects and embed vital project skills in organisations throughout England.

If your organisation is interested in learning more about employing Apprentices please contact APM: [apm.org.uk/contact-us](http://apm.org.uk/contact-us)

Alternatively, for more information about the scheme please visit the Higher Apprenticeship in Project Management webpage: [apm.org.uk/apprenticeship](http://apm.org.uk/apprenticeship).



# EC Harris and BAE Systems advocate higher apprenticeship scheme

Leading built asset consultancy EC Harris sees those individuals on their Higher Apprenticeship in Project Management scheme as the organisation's 'future leaders'.

Richard Bonner, partner at EC Harris, told APM how the Higher Apprenticeship in Project Management scheme has allowed them to train excellent young talent to the specific needs of their business: "We work with young people to mould them to both the needs of our professional requirements defined by APM's Five Dimensions of Professionalism, but also equally to the needs of our clients," said Richard.

EC Harris was among one of the first employers to commit to the Higher Apprenticeship in Project Management scheme developed by APM and Skills CFA by offering places across all business disciplines last September.

Even over such a short period EC Harris is already reaping the rewards and recognising the value Apprentices bring to their business. Richard said: "We see a multitude of benefits. First and foremost we are seeing a reduced turnover of our staff. We're bringing in really bright and enthusiastic, highly motivated young people and we see that they really want to strive to develop their careers very quickly.

**"We see these individuals as future leaders in our organisation."**

James Richardson undertook an Apprenticeship at the organisation as he believed he would benefit more from having the learning and practical experience at EC Harris as opposed to going to university. It is the visible investment EC Harris are committing in James' development and training that is encouraging him to repay his employer back: "It's been a really steep learning curve since I started," said James. "I've been working on different aspects such as planning, prioritising, managing people within a team.

"I aim to use these skills that they've taught me in the best way I can to then contribute some value back to EC Harris."

Richard believes that the Higher Apprenticeship in Project Management scheme is a really cost-effective way of recruiting great talent, as over £7,000 can be allocated towards their training costs. This money would be paid directly to the organisation providing the training, in most cases this would be the employer or an EAL approved centre.

"We work both with training providers and the colleges to secure the government funding, it's not just large organisations like EC Harris, but it's smaller SMEs who equally get access to funding," added Richard.

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"We definitely see great benefits in Higher Apprenticeships," concluded Richard.

"It is a professional pathway allowing people to come in at a much earlier stage, which reaps real dividends for our organisation."

If your organisation is interested in learning more about employing Apprentices please contact APM.

The Higher Apprenticeship in Project Management is a "key means to bringing new talent" into BAE Systems.

Ken Groves, director of project management for military air and

information at BAE Systems, fully advocates the scheme in a video produced by APM called Higher Apprenticeship in Project Management: the Professionals' Perspective.

The Higher Apprenticeship in Project Management scheme, which is embedded in a five year Project Control Foundation Scheme at the organisation, provides very capable people who help to deliver projects and programmes for BAE Systems. Ken said: "They understand the business and the competencies required of a good project manager. They are then capable of delivering against those competencies."

It is this nurturing of talent to the specific needs of BAE Systems that allows the organisation to move the Apprentices around the business so they can gain the vital experience and develop into the next generation of very sought-after and skilled project managers. Ken added: "They can slot into a multiple of programmes and projects around the business. For that reason they are in demand when they come out of the process."

BAE Systems have created 18 places on the Higher Apprenticeship in Project Management scheme – 11 within the military air and information (MAI) business and seven in the maritime submarines business. These two key areas for BAE Systems are at the leading edge of defence technology and offer an unrivalled track record and expertise in the design, development, delivery and support of military aircraft and submarine programmes such as Typhoon, Astute, F-35 Lightning II along with their emerging unmanned technologies.

**'Loyalty and dedication'**

Daniel Barron who joined BAE Systems as a project control Apprentice as part of the original intake believes



## Higher Apprenticeship in **Project Management**

the scheme offers a route in to the profession post A-Level giving him access to the skills competent professionals need in project management. It is this investment by an employer that an Apprentice really values encouraging them to be motivated and committed. Daniel said: "As an Apprentice I bring enthusiasm, youthfulness and fresh thinking to the business.

"I believe if a company is nice to its Apprentices, its Apprentices will be nice

to the company and repay them in terms of loyalty, dedication and drive in the future."

These sentiments are echoed by Ken: "One of the key benefits to BAE Systems at the end of this process is we have a loyal community of individuals."

Ken, who has recommended the scheme to other organisations, summarises perfectly by saying the scheme is a "win for the students themselves and it's a

huge win for BAE Systems in delivering capability in to the organisation."

If your organisation is interested in learning more about employing Apprentices please contact APM. Alternatively, for more information about the scheme please visit the Higher Apprenticeship in Project Management webpage.

APM  
Amy Reid

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## PMAN – Focusing on member services



Project Management Association of Nepal on April 24, 2013 started its "Project Perspectives", a professional discussion and interaction series for members of the association, free of charge, to be headed by Mr. Prasad Gyawali, PMP, Life Member, PMAN



### PROJECT PERSPECTIVES

A professional discussion and interaction event

The first speaker was Markus Hällgren, an associate professor at Umeå School of Business & Economics at Umeå University in Sweden also currently a visiting researcher at Stanford University at the department of Sociology, USA, and visiting researcher at Department of Engineering Sciences, Industrial Engineering & Management, Uppsala University, Sweden. Markus's interests are studying organizing processes in extreme environments. He just arrived in Kathmandu from the Everest Base Camp. Climbing Everest is one of the empirical settings in the research environment TripleED, an international inter-disciplinary group of researchers with different interests and expertise where a common denominator is an interest for less traditional environments and organizational issues therein. They are currently researching the everyday decision making in environments such as high altitude mountaineering and emergency rooms.

He shared his study on managing this kind of project-like endeavors with other systematically managed projects on topics such as leadership, team dynamics, decision-making processes, experience, and competencies. The venue was provided by Nepal College of Travel and Tourism Management.

"Project Perspectives" is intended to feature project professionals on a regular basis for sharing and networking as well as providing a chance for members to meet in person and share personal as well as professional updates.

Another session was organized on June 27, 2013 at Total Management Services where IPMA Certified Senior Project Manager, Pawan Karki, shared his experience of leading a team on TEN-T Road Network Rehabilitation Project in Malta. Mr. Karki has 26 years of experience in design and construction supervision of roads and bridges in 13 counties as contractor, client's representative with various international consultants and firms.





The Nepalese Young Crew took the initiative to organize this and Mr. Tikajit Rai, President of Project Management Association of Nepal, chaired the session. Mr. Subas Subedi, President of Nepal Young Crew opened the session with a welcome message and introduction of the invited speaker.

Mr. Karki opened his discourse by stating that “We are applying project management in every aspect of our lives and in every minute”. He then focused on the specifics of the TEN-T Road Network Rehabilitation project in Malta, where he is currently the team leader, on process, time, cost, health and safety, quality, risk management, and other critical aspects of the project. He compared several cultural aspects of managing projects here at home in Nepal and abroad. He highlighted that planning is the crux of managing a project well. He further stated that, in developed countries, 90% of the time is spent on planning and discussion which he thought should be improved in countries like ours - having fine ideas for projects is one thing; managing them to successful outcomes is another!



He further elaborated on the narrow mindset of the people, their personal egos, social and cultural practices such as discrimination on caste, ethnicity and gender should be replaced with a ‘let’s go and finish the job’ mentality. He suggested the project managers present to focus on thorough planning, leadership, team work, and adopt a systematic approach to managing projects.

Mr. Tikajit Rai, during the conclusion, reiterated that there is a lot to be done in Nepal to promote the profession of project management for sound development of the country through developing the competences of the project managers and teams and that this was the reason for the establishment of the association. He highlighted that the association is working in many fields - with students and professors of different faculties at universities, senior officials of the government, managers and directors in the corporate sector and NGOs, as well as representatives of the multilateral development partners and donors. He emphasized that each and every one of us has a responsibility to start with knowledge and skills we already have to serve as the change agents in our respective sectors to change the way we work, live, and manage projects.

PMAN  
Suraj Dahal, General Secretary



# PMO – The Key to Project Success

Another successful IPMA Young Crew Serbia workshop was held from 8-9 June 2013 in mountain Zlatibor, Serbia. Topic of this workshop was **PMO(Project Management Office)-The Key to Project Success**.

This event brought together young entrepreneurs, people from the manufacturing and oil industry, hospitality industry, academia and students. It was a great opportunity to exchange experience and have a brainstorming about the role of PMO in the company and its functioning within the existing organization. Presentation of a real problem provoked a discussion about the strategic role of PMO in the company and one of main conclusions was that PMO processes aligned with companies' goals and strategy can provide the necessary support for the successful achievement of project results. This two days event has been followed by team building activities and special section during XVII International Symposium on Project Management – YUPMA, where Young Crew member's academic and industrial papers were presented.

*Written by Marija Todorović, President of Young Crew Serbia*



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## ECHOES FROM LATIN AMERICAN & CARIBBEAN PROGRAMME and new LATNET®

5 years passed since the beginning in Istanbul (CoD March 2008) of TAP- Training Aid Project which successively turned into IPMA's Programme for Latin America and Caribbean Countries; known as our IPMA LACC Programme. In five years, 8 new Associations (IPMA® MA's-Member Associations) and its respective CB's have been created, admitted and validated CB's: Mexico, Guatemala, Costa Rica, Panama, Colombia, Peru, Chile and Brazil. In May 2013, 8 other countries are in process of becoming future MA's: Dominican, Honduras, Nicaragua, Bolivia, Ecuador, Uruguay, Paraguay and Argentina.

These countries represent a market of over 500 million persons with the same language and NCB in Spanish and another 200 million persons with a language and similar NCB: the Portuguese. A 700 million people market that nowadays and in spite of the world context of turbulences, instability and crisis, continues growing in absolute terms, executing projects and demanding more and better PPP competent managers.

The final objective of the programme is to consolidate the sustainability of the growth of IPMA's MA's in the whole LACC area, reaching in 2015, 15 MA's, more than 3.500 members and more than 4.000 certificates, consolidating IPMA's presence in the American continent.

For that reason latest March on the occasion of Warsaw Council of Delegates two new milestones were reached: the launch of the Latin American network of IPMA's National Associations: IPMA LATNET® and the voting to realize the IPMA's first World Congress in the America's in Panama in 2015 coinciding with 50 Anniversary of IPMA's Foundation and the Centenary of the opening the Panama Canal.

LATNET supports LACC Programme activities across so called "Missions" (4-5 per annum). each mission being a set of journeys lasting 4 to 5 weeks each, across 6 to 8 countries per trip. During these trips we undertake intense activities of promotion, visibility, support and train the existing MA's and others in phase of creation. The

most representative events for IPMA® worldwide are summarized below for period April-November 2013.

- **LATNET network starts working - May 2013**

In Panama City, Panamá, representatives of the eighth-8 IPMA MA's in LATNET including the Spanish Association officially set up "IPMA LATNET®."

During plenary meetings the lead participants represented their MA/ CB formally for discussion, validations, and voting on key decisions for action, business and Strategic Plan FY2013-2015.

During the first meeting day the LATNET delegation was invited to attend a meeting with the board of directors of the Panamanian Association of Business Executives (APEDE). More information available through <http://apede.org/lo-ultimo/noticias/item/1208> Day 2 started with an extra plenary



**launch of the network IPMA LATNET, from left to right:**  
**Fredy Vanegas ( Chairman IPMA Colombia), Yuri Kogan (LATNET Central Area Manager, former Chairman IPMA Costa Rica), Berni Haidacher (Chairman, IPMA Guatemala), Javier Pajares (Board member IPMA Spain), Erik Manson (IPMA AMBO officer), Adriana Lizano (Chairman IPMA Costa Rica), Adolfo López (Board member IPMA Spain), Jorge Peart ( IPMA México Board Member and LATNET Northern Area Manager ), Jesús Martínez-Almela, IPMA VP and LATNET Sponsor, José E. Reyes (IPMA Panama, LATNET Director and Deputy LACC Programme Manager), Julian Rivera (IPMA Panama Board member) and German Gallardo (IPMA Peru Chairman and LATNET Southern Area Manager).**

meeting on the discussion of LATNET Strategic initiative during which the group shared the key attention points they had encountered while discussing each of the topics.

On Day 3 the closing plenary started with a workshop facilitated by Erik Mansson from AMBO, in order to consolidate in an orderly manner the results of the two-day discussion, looking for training and introducing the IPMA Awards® and IPMA DELTA®. The results of this workshop served as a working platform to initiate the respective project charter. The proper project documentation of those initiatives validated by participants will initiate immediately with the expectation to provide IPMA ExBo with a status report at the next LATNET meeting planned to be held at Lima, Peru on July 19 and 20th .

Outside the plenary meetings participants worked by themselves in assessing issues and preparing feedback for the final workshop. During workshops participants represented themselves and aimed to reach consensus on topics by inspiring and informing each other by exchanging thoughts respectfully.

LATNET as network and PPMO whose

sponsor is Jesus Martinez Almela as IPMA VP, covers a huge region with more than 20 countries and is directed by Jose E. Reyes (Panama) as LATNET Director and by LACC deputy Programme Manager, Northern Area: Jorge Peart (Mexico), Central Area: Yuri Kogan (Costa Rica), Southern Area: German Gallardo (Peru) and Iberian Area: Salvador Capuz (Spain). Each Area manager is the mentor for progress and results from the assigned MA's and potential new MA's. The results will be part of the projects and whole programme documentation and will be prepared and properly followed up by the LATNET area board of directors in regular manner. Also, each project will finalize schedules and work packages for the deliverables to the three annual LATNET meetings and follow-up workshops established or the period 2013-2015 since next IPMA WC in Panama.

- **LATNET meets EXBo in Lima around the 1st International IPMA day for project excellence in Latin America (July 19 and 20th )**

Following the LATNET annual plan for FY2013, and after the official launching

early May in Panama City, taking advantage of the presence of ExBo meetings in Lima (July 15 to 18th) in cooperation with IPMA-Peru (APDP) our institutional partner (Udep) an international event has been planned to assemble 150 decision makers representing the Peruvian Government, representatives of Charters, Entrepreneurships and Professionals Associations and Universities and Research Bodies. The event will take place on Friday 19th for a full day and will continue on Saturday 20th with a joint meeting between LATNET board of directors and IPMA ExBo. More information available on <http://www.apdp.pe/encuentro-mundial/>

- **LATNET with ICAP in Costa Rica (July 29 and 30th )**

The ICAP (Central American Institute of Public Administration) agglutinates the Economy Departments of 6 Mesoamerica's Republics: Guatemala, Nicaragua, Honduras, Salvador, Costa Rica, Panama plus Dominican Republic in the frame of regional integration SICA of the UN. ICAP has the oldest Program Master in Project Management of the Region, which started 1963 and recently became the Verification of the IPMA Registration System. The City of San Jose will be the place of two intensive days of diffusion of the Master Program under IPMA Registration; the presentation of a new bibliography in Spanish on PM based on competences and promotion of the ICB and other IPMA standards, including the new IPMA Awards and IPMA DELTA. Certainly there will be room to promote the IPMA WC 2015 as well!

- **IPMA LACC IV Symposium in LACC with ITESM México (November 12-14th )**

Following the tradition initiated in 2010 with the celebration of a first symposium in Mexico DF, next November 12 to 14 the IPMA-LACC Symposium 2013 will take place with the topic: "Project Management: the engine to drive transformation". The symposium will be facilitated by ITESM: Instituto Tecnológico y de Estudios Superiores de Monterrey which is the biggest Mexican private university, founded in 1943, with more than 80 campuses across Mexican States.

More than 600 participants are expected for national projects, programme and portfolio managers, directors and project managers, officers as well from many industrial sectors across Mexico. Recently a medium course of Project Management Competences has been verified achieving the IPMA Registration System as RTC.

#### Other relevant facts in the Region

- **Mexico and Perú**

The processes of validation were successfully carried out according to the

plans of the CVMB in last 2012 quarters. Both MA's will defend their application for full-membership in the CoD of next September 2013.

- **Guatemala, Costa Rica and Panamá:**

After the adaptation QMS-CB and officers and NFA training of the respective CB's, carrying out those cycles of certification with good results all those facing the Validation process since end of this year.

- **Chile and Colombia:**

They have started with QMS-CB adaptation and certification cycles and

looking for the Validation during 2014. Other IPMA services that are having echo in the whole area are the new IPMA Awards and the YC start-up's. The first regional IPMA Awards they will be delivered in the event of Lima next July 19th 2013.

Jesus Martinez-Almela,  
IPMA LACC and LATNET Sponsor

## NEWS FROM IPMA REGISTRATION SYSTEM

Important improvements happened in important Worldwide Regions during the first semester of 2013 for IPMA Registration System in Educational Programs in Project Management.

- GPM-Green Project Management , Fort Wayne, IN, USA, PrisM Course based in Sustainability in Projects was Verified and Registered as RTC (short course) by the Spanish Association IPMA Registration System on last February.
- ICAP- The Instituto Centroamericano de Administración Pública, located in San José, Costa Rica, whose Program Master in Project Management the most ancient of the Latin American Region, initiated in 1963, with a duration of more than 1200 hours, was registered likewise by the Spanish IPMA Registration last April.
- ITESM- Instituto Tecnológico y de Estudios Superiores de Monterrey (Mexico), institution founded in 1943, with more than 80 campus and „ projects nurserings centers “ (Aegis-Tech) It overcame the Verification for its course RTC as middle size duration (300 hours) and Registered as well by the Spanish IPMA Registration System on latest May.
- UdeP-Universidad de Piura, founded in 1971, as Private University for Excellence in Piura (northern Peru) and Lima (central Peru), reach the Verification for its RTC as short course with 200 hours duration and recently registered on June by the Spanish

IPMA Registration System. On going is the Verification of the Programme Master in Project Management with more than 1.200 hours duration.

- Other applications run in different countries for IPMA National Registration Systems which indicate an encouraging future for the IPMA



Registration System in Educational Programs in Project Management. To the date 11 IPMA MA they have the Registration System active with more than 40 registered programs, 20 of them of long duration and other 20 short and/or medium duration. More



**IPMA Registration through CTC-AEIPRO-Spanish Association for Direction and Projects Engineering. ITC. San José, Costa Rica, April 26th**

**Handover of Registration Certificate for Programme in Project management**

**Left to right:**

- Dr. Jesus Martinez-Almela, IPMA Vice President Education and Training
- Mag. Rethelny Figueroa de Jain, ICAP Deputy General Manager
- Prof. Dr. Ramón Rosales Posas, ICAP General Coordinator for Project Management Area

information available through <http://www.ipma.ch/E&T/Registration>

- The British University in Dubai-BUId, founded in 2003, BUId in 10 years has arrived as a leading research-based University, working with both Public and Private Sector. BUId's contribution to the community is also growing with particular involvement in initiatives will improve the quality of education. The Project Management Master Programme Verified by Swiss IPMA Registration System is the first IPMA Registered Programme in Project Management in the United Arab Emirates end in the whole Region as well.



IPMA Registration through spm. Swiss Project Management Association. British University in Dubai. Handover of Registration Certificate for MSc and PG Diploma 23rd June 2013

Left to right:

- Dr. Jesus Martinez-Almela, IPMA Vice President Education and Training
- Dr. Hans Knoepfel, Representative of spm, IPMA Registration Supplier
- Prof. Dr. Abdullah Mohammed Alshamsi, BUId Vice Chancellor
- Dr. Paul Gardiner BUId, Head of Project Management Programme
- Mary Mayall, BUId Head of Professional Development



## IPMA Goes Big In Dubai!

Nearly 50 participants gathered in Dubai, U.A.E. on June 20-23, 2013 to continue the development of the ICB version 4 and ICRG version 4 content. Working at the British University in Dubai (BUId), the project teams worked on a variety of project deliverables. Nineteen countries were represented, with many countries sending multiple representatives.



During this session, the ICB project focused on refining the set of competency elements across multiple roles and levels. A draft model was built that will enable the mixing of these various components. The ICRG project team focused on the assessment process and other related elements. "We had four very productive days" said Gilles Caupin, project manager of the ICRG 4 project. "The teams are

in the midst of developing the components for ICRG and ICB and there are many interlocking parts that must be considered" Martin Sedlmayer, project manager for ICB said. "They are all doing a great job" the

two project managers added. "We are pleased that our sponsors, Nuno and Reinhard, were in attendance and could understand some of the challenges first hand."

Also on hand were Amin Saidoun, Executive Director of IPMA and David Hudson, ExBo member. They participated in the plenaries and also were in Dubai to continue their membership recruitment efforts. The next ICB/ICRG meeting takes place on December 6-8, 2013 in Brno, Czech Republic. For inquiries, please contact Oxana Klimenko ([okian@mail.ru](mailto:okian@mail.ru)), project secretary for ICRG4 or Tim Jaques ([tjaques@line-of-sight.com](mailto:tjaques@line-of-sight.com)) project secretary for ICB4.

ICB4/ICRG4 team,  
Tim Jaques

# PMA-India NEWS



**March 22, 2013**

## PMA New Chapter opening at Kolkata (East India)

The 14th Chapter of PMA, India at Kolkata, was inaugurated on 22nd March 2013. Mr. Adesh Jain, National President, PMA, India gave the Inaugural Address, wherein he laid heavy emphasis on strengthening the National Project Management Association.

The Office Bearers of Kolkata chapter are:

1. Ram K Agrawal, Managing Partner, Ernst & Young - Honorary President
2. R Mohan Das, Director (P&IR), Coal India Ltd - Honorary Vice President
3. S C Sethi, Chairman, SPML Infra Ltd – Honorary Treasurer



**April 9-11, 2013**

## PMA – AIMA Three Days workshop on Totality of Project Management

PMA India has tied up with the prestigious All India Management Association (AIMA), which is an autonomous body promoting management education in India. It plays a proactive role in pooling management thoughts within the country. AIMA has over 3000 institutions and 30,000 individual members. AIMA is a part of a number of policy making committees of the Government of India.

PMA and AIMA conducted joint Three Days workshop on Totality of Project Management which was attended by 50 middle and top management executives.



**April 23, 2013**

## Lecture on Project Management at prestigious University

University of Petroleum and Energy Studies (UPES) is India's and Pan Asia's first Energy and Core sector University offering 50 graduate and post graduate programs to more than 5000 students in the high growth sectors of Oil & Gas, Power, Aviation, Shipping, Automobile, Infrastructure, Electronics, IT and Logistics & Supply Chain. Mr. Adesh Jain, Honorary National President, PMA, was invited to address the students of the prestigious institute to sensitize them on the need to become project oriented.

## PMA Knowledge Sharing Platform

PMA, India has initiated a monthly Public seminar where special dignitaries are invited from the industry to talk on Management Subjects. It is a gathering of 30-40 carefully selected group. These seminars received great appreciations and contributed towards building the PMA brand in India. .



# PMA-India NEWS



**April 26, 2013**

PMA organized the 3rd KSP talk on 'Challenges in Managing Construction Projects'

By Mr. Yogesh Kumar Tyagi, Managing Director, DLF Hotel Holdings Ltd. DLF is among the top business groups in India. Mr. Tyagi has a vast domestic & international experience. He traveled to over 70 countries. He advised the Bangladesh Government to change its policies to support Light Engineering sector. He assisted Maldives Government to formulate its Tourism Master Plan and its regulatory policies. He was part of a high level World Bank team to assess 16 State - owned enterprises in Iraq, and his report was highly appreciated and implemented by the US Ambassador (Head of Post-war Iraq).

Mr. Tyagi is also the Honorary Vice President of PMA NCR Chapter and he is committed to strengthening project management movement in India.



**May 30-31, 2013**

Two Days workshop on Advance Project Management

Afcons Infrastructure Limited, a leading construction company. Afcons Infrastructure Limited is part of the Shapoorji Pallonji Group, the third-largest construction group in India. Afcons is majorly involved in doing the Metro rail work in India, in addition to other prestigious projects. Mr. Adesh Jain personally conducted the two days workshop on Advance Project Management.



**June 10, 2013**

Project Management – the key to economy

Aurangabad Management Association (AMA), invited Mr. Adesh Jain to deliver a talk on 'Project Management - the Key to Economy' This was attended by 500 plus industry representatives. This was the first program of its kind in this state of India and received a lot of appreciation.



**June 24, 2013**

PMA organized the 4th KSP talk on "Global Endeavor: Opportunities and Challenges in overseas E&P acquisitions"

By Mr. Nripendra Kumar Bharali, Director (Human Resources and Business Development), Oil India Ltd.

Oil India Ltd is a leading public sector company into excavation and production of Oil and Gas, in India and overseas. It is an investor favorite company, has been making consistent profits and is on an aggressive expansion route through international acquisitions.

# PMA-India NEWS

June 26-28, 2013

PMA – NAREDCO Three Days workshop on  
Totality of Project Management

**National Real Estate Development Council (NAREDCO)**, formed in 1998 under the aegis of Ministry of Housing and Urban Poverty Alleviation, Government of India is the apex national organization representing all stakeholders of real estate.

PMA tied up with the prestigious NAREDCO to conduct the first ever Three Days Project Management workshop with focus on the Real Estate and Construction companies. Close to 40 participants representing middle and top managements executives, including couple of entrepreneur participated in the workshop.



## Find balance and move forward!

The 27th IPMA World Congress, under the title “Finding Balance and Moving Forward” will be held from 30 September to 03 October 2013 in Dubrovnik, Croatia, in the Valamar Resort Babin Kuk. When you find yourselves in Dubrovnik and promenade along its narrow streets and squares you will come across a large number of sights. To make a shortlist of many different places worth seeing is a real challenge, so let’s take it.

You want to ‘Work smarter and not harder’ just like our host Peter Taylor, join us at the IPMA World Congress in Dubrovnik. «How to be twice as productive and still leave the office early» and much more..

One more reason to join us at the Congress is to listen to these speakers who confirmed:

1. Dr Prajapati Trivedi (India), the Consultant of Indian Government for Performance Management,
2. Mike Brown (UK), Head of Center for Project Management in Rolls-Royce,
3. Ed Logan (USA), Vice President of Envolver Incorporated (Envolver),
4. Colin Carlile (SWE), special Advisor to the Director General of ESSS, lately ESSS Director General,
5. dr. Ricaurte (Catin) Vasquez (PN), CEO in General Electric Panama.

There are two types of submission; academic and professional papers. Until now we have received more than 270 abstract submissions from 50 countries over the World, and their arrival at the congress confirmed the world’s experts in various business segments (Europe, Asia, Africa, North America, South America, Australia). Until now we have 7 confirmed workshops, which be held before the congress, 30 September during the morning, registrations for the workshops started: stay tuned.

For the Global Young Crew we have over 60 participants confirmed, still a few places left, so hurry up with your registration.

Take a little time beside your work to fill the registration form in, so your room is safe and can welcome you warmly when you arrive.

Find balance to join, and move forward and come join the project management event of the year, because the organization team went in sight inspection and they came back with a big smile and were very satisfied with the beautiful location for all of the social events, let’s go and check it ourselves.

Gordana Blažević mag.ing. aedif  
president Young Crew Croatia



# Corporate Members' Leadership Group sets new direction



"In a world where organisations increasingly recognise the extent to which professional project, programme and portfolio management supports business objectives, then their engagement with APM's vision becomes all the more important. I believe the Corporate Members' Leadership Group is the ideal way to leverage that engagement." So says the recently appointed chairman of APM's Corporate Members' Leadership Group (CMLG), Paul Goodge.

Formed some six years ago, the Corporate Members Advisory Group (CMAG), as it was originally titled, has had a significant role in shaping the APM we know today. Its first task was to influence the design of APM's future chartered professional standard – APM Registered Project Professional (RPP). When APM launched corporate accreditation, the standard was quickly adopted by forward thinking CMAG members who were amongst the first to recognise the benefits of APM's

recognition of their P&PM development programmes. Leaders soon attract followers and the number of accredited organisations has now reached 37.

Under the chairmanship of Mike Brown HonFAPM, head of programme management centre at Rolls Royce, membership of the group grew to encompass new sector representatives, reflecting the pan-sector growth of the profession and the membership of APM. Today the group has a target membership of 40 organisations.

When Mike stepped down in September 2012, the group elected Paul Goodge RPP FAPM, former APM Board member and a well-known senior professional in the association. The change coincided with the implementation of APM's new strategy and vision for the profession. So it provided an opportunity to review the CMAG remit and the aspirations of its members.

## From advising to leading

A significant change in the remit of the group has now been agreed. The most significant aspect of this change is the move from an advisory role to one of active support and engagement with the strategic development of the profession and the association. Acting now as critical friends and co-producers with APM, the role of the members of CMLG is also more outward looking – both in terms of influencing others to share the vision for the profession and supporting the creation of new resources which will directly help with the improvement of project outcomes and delivery.

## Hot topics on the agenda

The members of the group have identified several topic areas where they believe that the association can work to improve knowledge, understanding and practice. These include: improving the organisational context around projects, better professional development for the next generation of project professionals and understanding the impact of team capability on successful project outcomes. With a mix of presentations and interactive sessions, the meetings also provide opportunities to network with a small group of like-minded professionals – all with a passion to see projects succeed.

## What next?

"The APM community can expect a more visible and influential corporate leadership group in the future" according to Paul Goodge. "We are currently working on a number of topics and starting to shape the outputs that will require engagement with the wider corporate community and the influence and expertise we know exists out there."

For more information about the Corporate Members' Leadership Group (CMLG) please contact APM, selecting Accreditation as the nature of enquiry.

APM  
Amy Reid



# Radio 4's Fi Glover to host APM Awards

Former host of Saturday Live to host APM Awards on Monday 4th November.

The APM Project Management Awards ceremony on Monday 4th November 2013 will be hosted by Radio 4 presenter Fi Glover.

The former host of Saturday Live has been ranked amongst the top ten British voices in a poll conducted by Radio Times. Over the weekend breakfast table millions tuned in to hear Fi Glover invite her guests to own up to peculiar habits, share 'inheritance tracks' and sometimes confess dark secrets – often becoming the subject of on-the-spot poetry. Fi herself admits to being reduced to tears by Lord Archer.

Fi presents Generations Apart, a landmark series for Radio 4, which will track the fortunes of two generations over three years.

Described by The Guardian as 'velvet-voiced', Fi made her name with Radio 4 listeners on the Sunday morning show, Broadcasting House. She has worked across the spectrum of network output, with presenting credits from How to Survive in the 21st Century to The Travel Show. It was this that sparked her first book I am an Oil Tanker: Travels with my Radio.

Fi will follow Chris Hollins, Angela Rippon, Bill Turnbull, Adrian Chiles and Andrew Castle in hosting the most prestigious event in the profession's calendar. The spectacular setting of London Hilton on Park Lane makes for an entertaining evening of celebration, so ensure you are a part of the best night of the year by booking your place today.

APM  
Amy Reid

