



IPMA[®] Certification Yearbook 2015

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IPMA Certification Validation Management Board

International Project Management Association

<http://www.ipma.world/certification>

IPMA® Certification Yearbook 2015

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1. Preface

The universal IPMA® Four Level Certification (4-L-C) system became operational in 1998 officially and world-wide, after several years of development in our national associations.

The certification of a Member Association (MA) starts with the nomination of the first assessors, the establishment of the certification body engaging important sectors of the economy, and the transfer of the IPMA Competence Baseline (IPMA ICB®) to the National Competence Baseline (NCB) or the direct usage of IPMA's ICB by the Certification Body (CB).

The own first assessors are assisted by an experienced assessor from an existing CB. The IPMA® approved first assessors are responsible for the validity of the system until the initial validation by IPMA®.

The IPMA® integrated services system consists now of the

- Four Level certification for PM professionals (ICR3.1 current operation)
- Four Level certification for Project Management professionals, two Level certification for Programme Management professionals, two Level certification for Portfolio Management professionals (ICR4)
- Two Level Certification for PM Consultants
- IPMA Project Excellence Award®
- IPMA Delta® Certification for Organisations.

In the year 2015:

- The certification bodies of 52 member associations were in operation. The great performance and the continuing high growth rates demonstrate how much potential is in the IPMA Certification System.
- Again a great quantitative growth in the project management certification was realised this year. Until the end of 2015 about 242'000 certificates were granted in total.
- Initial Validations, Intermediate Checks and Revalidations and their site visits by the IPMA Validators were operated for 14 CBs, under supervision and subsequent approval of the CVMB.
- 5 Global Organizations spread over more than 15 countries are using the IPMA 4LC
- IPMA®, IPMA ICB®, IPMA PPMC®, IPMA PMC®, IPMA Project Excellence Baseline®, IPMA OCB® and IPMA Delta® as well as the IPMA Logo mark are registered trademarks protected by law in most countries.
- The IPMA® Integrated Service Package and the IPMA® Registration of Education Programs and Training Courses are animating an excellent and sustainable professional development for the IPMA® Member Associations and their members.

More and more organisations and project, programme and portfolio managers prefer the ICB - extended by ICBC for project management consultancy and OCB for organisations - as the global standard. The IPMA Certification is the scale for their competence. The IPMA® integrated certification services fit the personal development and career of individuals as well as the excellence of projects and project teams and the competitiveness of the companies and the other organisations.

The Chairman of the IPMA Certification Validation Management Board

Werner Schmehr

Note

The information in this yearbook may contain errors or non-actual information due to an imperfect retrieval, transfer or interpretation of data from the national certification bodies.

IPMA endeavours to present correct data. However, IPMA does not accept any liability for the completeness and correctness of the information.

To be sure it is necessary to contact the national certification body for getting the latest information.

This yearbook and following or complimentary publications are distributed by all Member Associations and Certification Bodies that have the right to use the IPMA Trademarks which have been filed or are registered and used.

2. IPMA Certification System

2.1 Overview

The International Project Management Association (IPMA®) is a non-profit organisation, whose function is to be the prime promoter of project, programme and portfolio management (PM) internationally.

The membership of IPMA is primarily of **national project management associations**. More than 55 member associations serve the specific needs of the project management discipline in their own country in their own language. IPMA develops those needs at the international and global levels.

To achieve this aim IPMA has developed a number of **services** encompassing research and development, education and training, certification, standards, awards and young crew as well as conferences, seminars, workshops and publications.

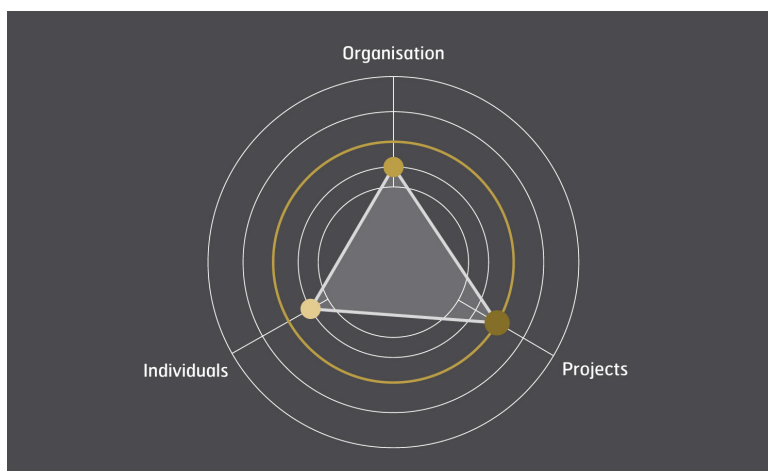
An **individual** or organisation automatically supports IPMA if they become a member of a national project management association which is a member of IPMA. If there is no Member Association in a country, membership is available with existing Member Associations and the certification can be done with an existing Certification Body.

The **benefits** of membership include:

- Extensive networking opportunities
- Promotion and support for conferences
- Panels and workshops for exchange of experience
- **Globally recognised certification of individuals and organisations**
- Project Excellence Award
- Young Crew innovative activities
- Participation in international research and development of standards
- Registration of education programmes and training courses
- Bi-monthly International Journal and Quarterly Newsletter
- Reduced entry fee for events



The customers can use the IPMA Certification as an **integrated services system** addressing the project, programme and project portfolio management competence of individuals, project teams and organisations:



Individuals can use the IPMA Four Level Certification since the year 1998 for demonstrating and developing their competence; since a few years, the PM Consultants can use the Two Level Certification for the same purpose.

Project teams can measure their performance with the IPMA Excellence Award model and can be recognized since the year 2002 with national and international awards.

Organisations can evaluate and benchmark their competence since the year 2010, also through an independent third party assessment with IPMA Delta.

The usage of the IPMA certification system is the subject of **Agreements** between IPMA and a member association with its Certification Body.

The content addressed by the competence certification of the Certification Bodies is published in the **IPMA Competence Baselines**

- the IPMA Competence Baseline for Project Management (IPMA ICB®), Version 3.0 (June 2006),
- the IPMA Competence Baseline for PM Consultants (IPMA ICBC), Version 1.0 (June 2011)
- the IPMA Organisational Competence Baseline for Developing Competence in Managing by Projects (IPMA OCB®), Version 1.1 (2016)
- the IPMA Project Excellence Baseline® for Achieving Excellence in Projects and Programmes (IPMA PEB), Version 1.0 (2016)
- and IPMA's new Individual Competence Baseline for Project, Programme & Portfolio Management ICB4, Version 4.0 (2015)



The Competence Baselines are the **detailed framework** for the fundamental terms, tasks, practices, skills, roles, attitudes, management processes, methods, techniques and tools that are commonly used in project, programme and portfolio management. They also refer to advanced knowledge and innovative and advanced practices used, where appropriate. Competence Baselines are not textbooks and not cookbooks. They offer a detailed access to the knowledge and experience in project, programme and portfolio management. They are the reference for observing and evaluating the professional behaviour in real and simulated situations as well as for developing and analysing theoretical models.

The common regulations and guidelines in IPMA as well as the conditions for the validation of the Certification Bodies by IPMA are described in **the IPMA certification system documentation**. The organisation, the procedures and the forms are described in the national documentation of the **Certification Body**. Both shall fulfil the requirements of the standard **ISO / IEC 17024 and ISO / IEC 17021**. It is recommended that each certification body is accredited by the national governmental institute which ideally should be a member of the International Accreditation Forum (IAF) or the European Accreditation (EA).

2.2 IPMA Four Level Certification (ICRG3.10 version)

On June 14, 1998 in Ljubljana, Slovenia, the **IPMA Council of Delegates** confirmed the establishment of IPMA's universal four level system (4-L-C) which was approved on February 28, 1998 in Bled. The certification in project, programme and portfolio management was then realised by the certification bodies of the Member Associations.

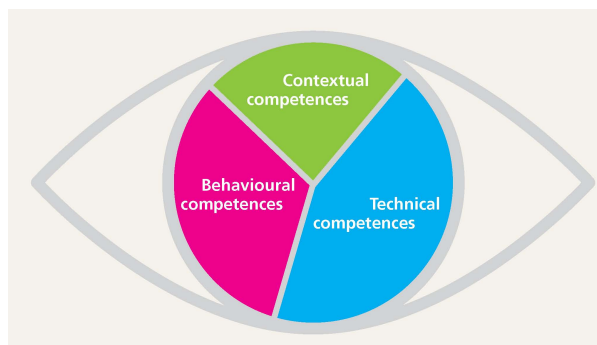
The **certification schemes and systems** of the certification bodies (as defined in the ISO/IEC standard 17024) shall be a great **incentive** for the project, programme and project portfolio managers and the members of the project management teams (i.e. the project management personnel) to

- expand and improve their technical, behavioural and contextual PM competence
- continue their education and experience in PM
- improve the quality of PM
- last but not least – achieve the project, programme and portfolio objectives better.

The **benefits** of this certification are

- for the project management personnel:
an internationally acknowledged certificate of their PM competence
- for the suppliers of project management services:
a demonstration of their employees' professional competence
- for the clients:
more certainty to get the state-of-the-art services from project management professionals.

The **general competence structure** for the four levels is shown in the IPMA Competence Baseline (IPMA ICB) which includes the **description** of the PM competence elements and the **taxonomy** for the assessment of the project management personnel.



The main requirements for each level are derived from typical activities, responsibilities and requirements from practice.

IPMA Level A Certified Projects Director

Shall be able to manage complex portfolios or programmes.

IPMA Level B Certified Senior Project Manager

Shall be able to manage complex projects.

IPMA Level C Certified Project Manager

Shall be able to manage projects with limited complexity and / or to assist the manager of a complex project in all competence elements of project management.

IPMA Level D Certified Project Management Associate

Shall have the knowledge in all competence elements and be able to apply it.

The IPMA four level **certification processes** are shown as follows:

Long title	Short title	Assessment	Certification Process					Validity
			Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	
Certified Projects Director	IPMA Level A			References [+options]	Projects Director report [+options]			5 years
Certified Senior Project Manager	IPMA Level B	Knowledge + experience	Application, curriculum vitae, self assessment, project list, report proposal	References [+options]	Project report [+options]	Interview [+options]	Final evaluation, feedback [+options]	
Certified Project Manager	IPMA Level C			References, exam [+options]	Project report [+options]			
Certified Project Management Associate	IPMA Level D	Knowledge	Application, curriculum vitae, self assessment [+options]	Exam [+options]	[options]	N/A		

For each competence element, the knowledge and the experience are assessed using a scale with values from 0 (no competence) to 10 (absolute maximum).

Technical competence elements

- 1.01 Project management success
- 1.02 Interested parties
- 1.03 Project requirements & objectives
- 1.04 Risk & opportunity
- 1.05 Quality
- 1.06 Project organisation
- 1.07 Teamwork
- 1.08 Problem resolution
- 1.09 Project structures
- 1.10 Scope & deliverables
- 1.11 Time & project phases
- 1.12 Resources
- 1.13 Cost & finance
- 1.14 Procurement & contract
- 1.15 Changes
- 1.16 Control & reports
- 1.17 Information & documentation
- 1.18 Communication
- 1.19 Start-up
- 1.20 Close-out

Behavioural competence elements

- 2.01 Leadership
- 2.02 Engagement & motivation
- 2.03 Self-control
- 2.04 Assertiveness
- 2.05 Relaxation
- 2.06 Openness
- 2.07 Creativity
- 2.08 Results orientation
- 2.09 Efficiency
- 2.10 Consultation
- 2.11 Negotiation
- 2.12 Conflict & crisis
- 2.13 Reliability
- 2.14 Values appreciation
- 2.15 Ethics

Contextual competence elements

- 3.01 Project orientation
- 3.02 Programme orientation
- 3.03 Portfolio orientation
- 3.04 Project, programme & portfolio implementation
- 3.05 Permanent organisation
- 3.06 Business
- 3.07 Systems, products & technology
- 3.08 Personnel management
- 3.09 Health, security, safety & environment
- 3.10 Finance
- 3.11 Legal

The levels are not restrained to hierarchical thinking. A project management specialist on the IPMA Level D may be, apart from his fundamental knowledge in project management, a highly qualified, experienced and recognised expert in a special field. On each level most professional work can be done for the respective tasks and decisions, in a local or regional or national or in an international context.

The levels are suitable for career track and maturity models as well as for personnel development.

The IPMA Level D represents the requirements of the professional associations for project management knowledge provided by the **education and training** in project management for its use in practice.

The certificate holders provide periodic evidence of their competence maintenance and development in project, programme and portfolio management. The **recertification** process evaluates their professional activities and continuing professional development.

2.3 IPMA PM Consultants Certification

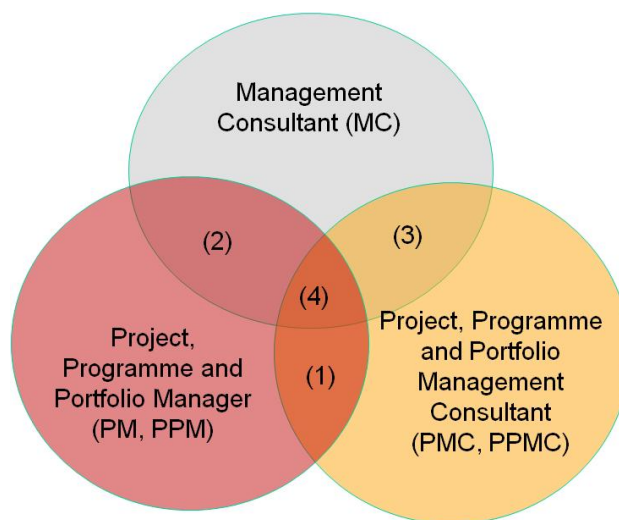
To fulfil the certification needs of PM Consultants, IPMA[®] decided to extend the Four Level Certification (4-L-C) system by a Two-Level Certification for PM Consultants

IPMA PMC[®] Certified Project Management Consultant

A Project Management Consultant is qualified to work on consulting assignments at project level, including its environment.

IPMA PPMC[®] Certified Programme and Portfolio Management Consultant

A Programme and Portfolio Management Consultant is qualified to work on a PM strategic, organisation and strategy implementation level consulting assignment (Executive level, Project Portfolio or Programme Responsible, PM Responsible) and leads a team of PM Consultants.



For defining the requirements for PM Consultants it was necessary to align their activity profile with the profile for Management Consultants and for Project, Programme and Portfolio Managers. The similarities of and differences between the roles of the Project, Programme and Portfolio Manager (PM), the Management Consultant (MC), and the PM Consultant as well as the overlapping is described in the ICBC.

The IPMA certification processes for project management consultants are shown as follows:

Long title	Short title	Assessment	Stage1 Stage5	Stage2	Stage3	Stage4	Valid- ity	
Certified Programme and Portfolio Management Consultant	IPMA PPMC®	Knowledge + experience	Application, CV, self assessment, list of projects and mandates, report proposal	PM exam or IPMA Level A, B or C certificate, PM Consultancy exam	Case study report (+options)	Role play workshop (option) and interview	Final evaluation, feedback	5 years
Certified Project Management Consultant	IPMA PMC®	Knowledge + experience	Application, CV, self assessment, list of projects and mandates, report proposal	PM exam or IPMA Level A, B or C certificate, PM Consultancy exam	Case study report (+options)	Role play workshop (option) and interview	Final evaluation, feedback	5 years

For the **certification of PM Consultants**, IPMA extended in 2010 the ICB by the 14 competence elements of the ICBC.

Technical competence elements

Behavioural competence elements

Contextual competence elements

C1.1	Consulting strategies and concepts	C2.1	Professional consultant attitude and behaviour	C3.1	Strategies, structures and cultures of organisations
C1.2	Consultancy phases	C2.2	Multiple Roles of PM Consultant	C3.2	Management processes
C1.3	Acquisition strategies	C2.3	Relationship management	C3.3	Management of organisational change, learning organisations and KM
C1.4	Organisational analysis and clarification of requests	C2.4	Ability to deal with uncertainty	C3.4	Micro politics and power in organisations
C1.5	Consultancy methods and interventions				
C1.6	Evaluation methods				

The Four Level Certification and the Two Level Certification for PM consultants (both for individuals) is complemented by

- the **IPMA Excellence Award model** for assessing projects and project teams
- the **IPMA Delta®** for assessing organisations

to the IPMA integrated services system for project, programme and portfolio management.

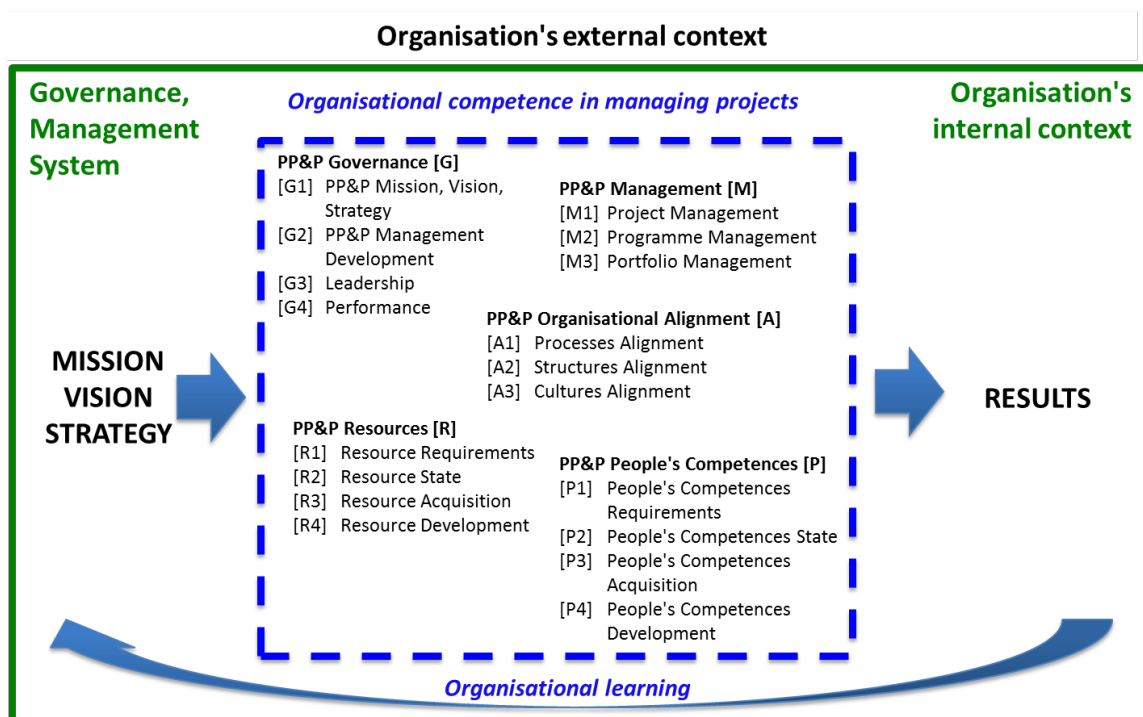
2.4 IPMA Delta® Certification

The Organisational Competence Baseline adds a new dimension to the world of projects, programmes and project portfolios, the perspective of organisational competence in project management. It perceives projects as an integral part of an organisation. An organisation - as social system - needs to build up competences for managing the multitude of projects. The tasks are: To develop the organisational competence in project management, to build on the organisation's mission, vision and strategy and to achieve the desired results.

The organisations are distinguished as basic, medium, complex or extensive and by their sector of the economy.



Overview of organisation competence in managing projects



Ref. IPMA OCB Organizational Competence Baseline

This competence can be characterized with the following classes:

Initial

The achievements of Project Management are at a personal level. There are individuals who perform well, but performance is coincidental. The organisation has no formal PM standards, structures and processes in place.

Defined

There are partially defined PM standards, structures and processes in place which are partially applied in the organisation.

Standardised

There are fully defined PM standards, structures and processes in place which are mostly applied throughout the organization.

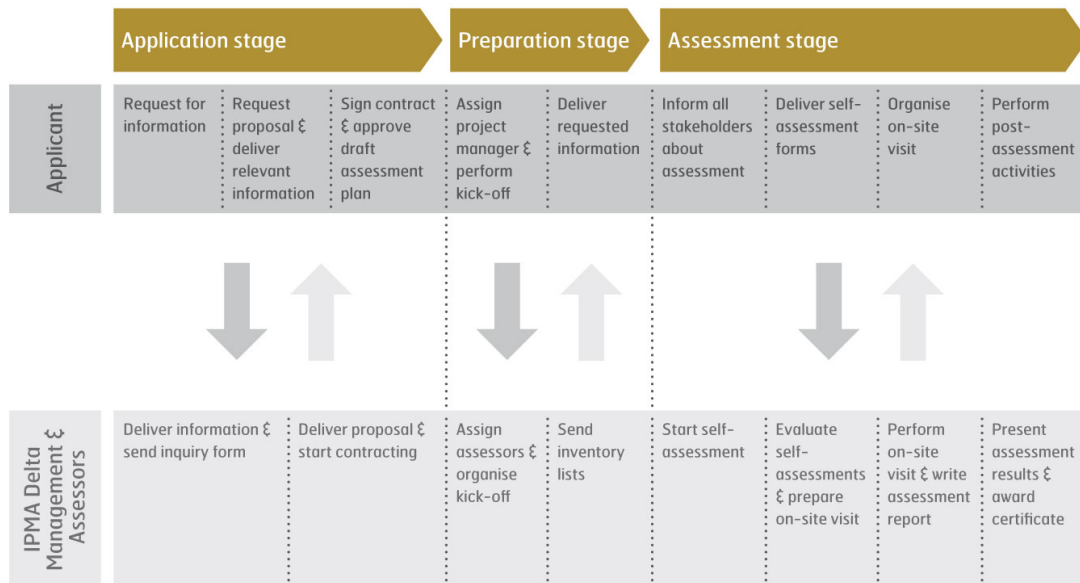
Managed

There are fully defined PM standards, structures and processes in place which are fully applied throughout the organisation, which the Management actively controls.

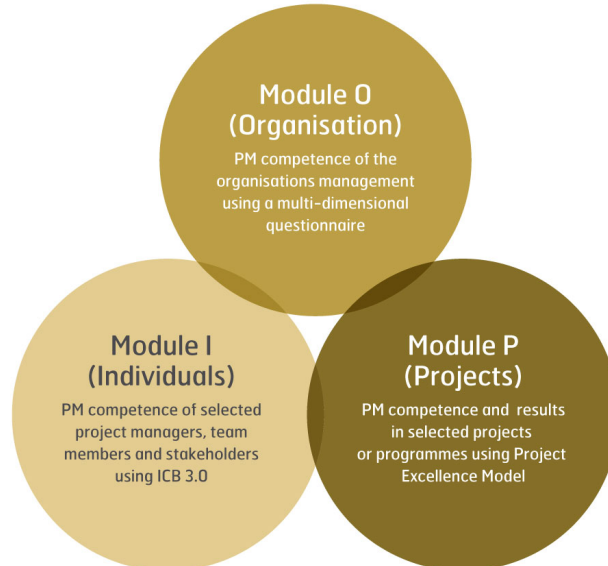
Optimising

There are fully defined PM standards, structures and processes in place which are fully applied throughout the organisation, which the Management actively controls and continuously develops.

The IPMA certification **process** for IPMA Delta® - aligned with ISO17021 and ISO19011 - is as follows:



For the **IPMA Delta® Assessment** the competence elements of the **IPMA OCB®** Organizational Competence Baseline are used for the on-site assessment (Modul O) and is organized in three moduls



The **IPMA ICB®** with its **PM Competence Elements** is used in the assessment stage for the self-assessment of project managers and individuals in the support functions of the organisation (Modul I).

The **IPMA Project Excellence (PE) Model** has been modified for Module P to cater for the self-assessment needs of projects and programmes. It looks at the real project management and project results as dimensions of a project's excellence. Its core is based on the European Foundation of Quality Management EFQM-model and its total quality management TQM principles. The PE Model has been applied in many national and international IPMA project management awards. It is an excellent benchmarking tool to measure project excellence.

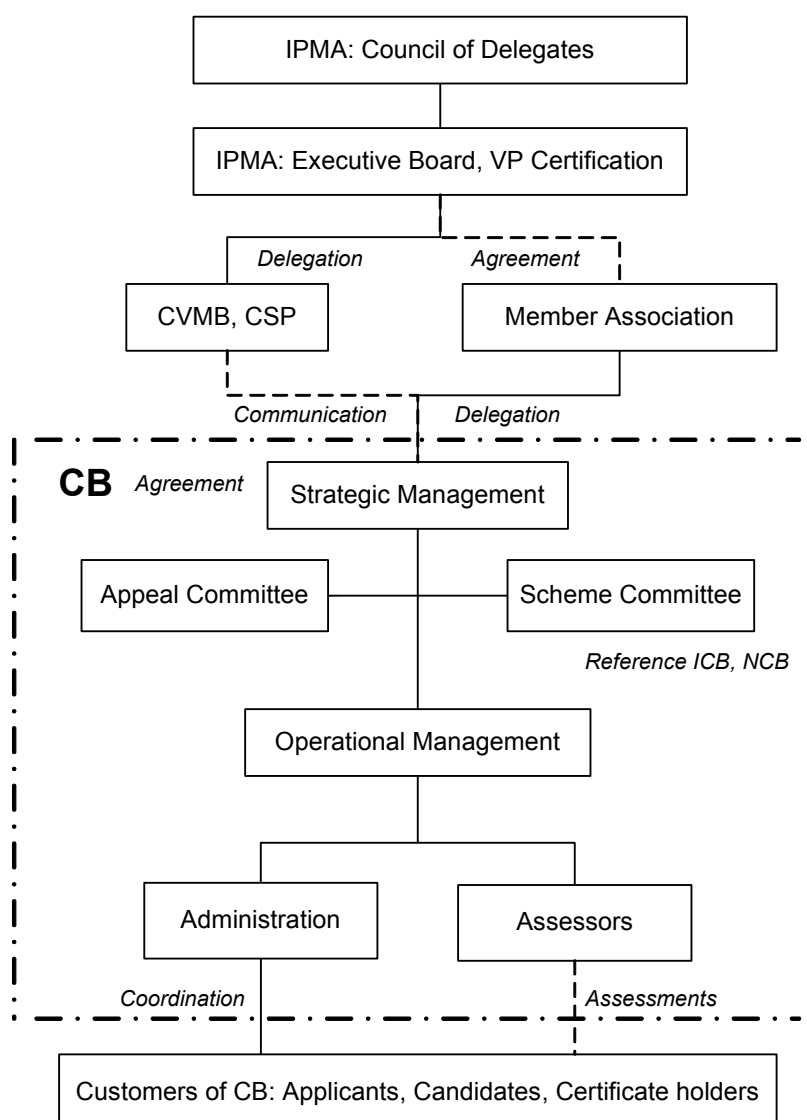
2.5 Organisation and Administration

In the universal certification system of IPMA[®], the competence is the demonstrated ability to apply knowledge, skills, experience and other personal attributes, as defined in the certification schemes. The assessment is made by experienced and independent experts (assessors) who know well the relevant project management practice. In addition to evidence in writing, the candidates present themselves in person to the assessors.

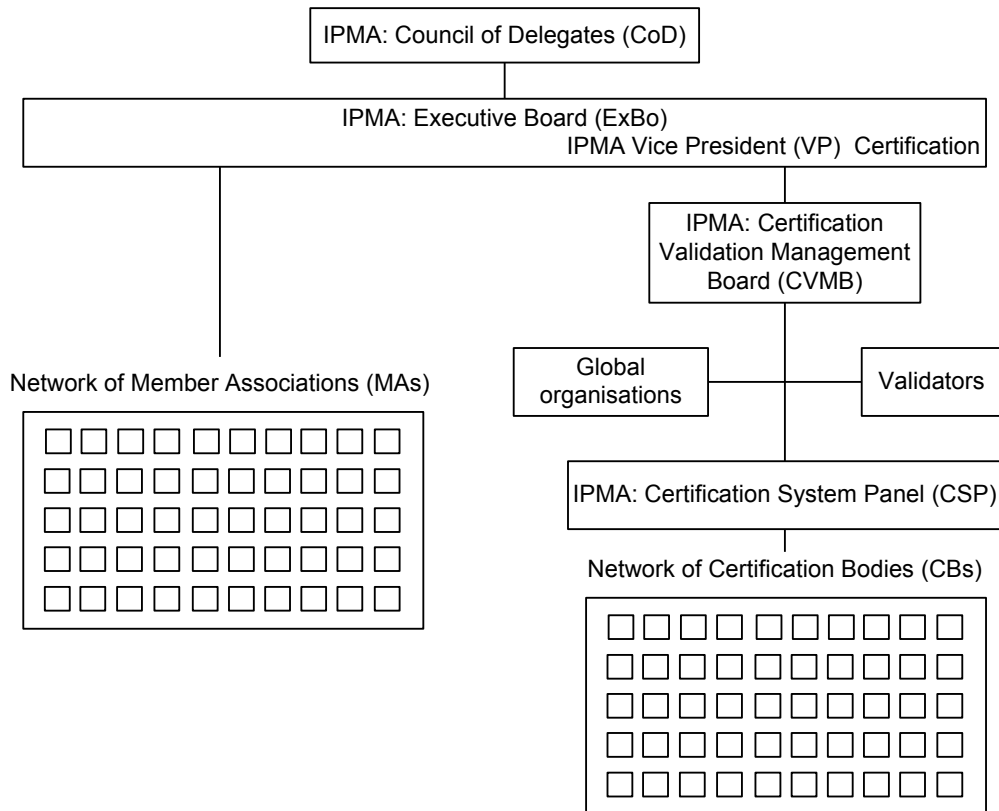
IPMA[®] owns, maintains and develops its universal certification system and harmonises and validates the national certifications with the national certification bodies and the member associations.

A **Member Association** is responsible for establishing the national certification body which operates and develops its project management certification based on the IPMA[®] certification system.

The **Certification Bodies** operate the certification and provide the information about their certification scheme. They administer their confidential documentation of the candidates and the personnel of the certification body including the assessors.



The Council of IPMA set up the certification validation organisation shown in the figure below.



- The IPMA Council of Delegates (CoD), the IPMA Executive Board (ExBo) and the IPMA Vice President Certification make the general decisions concerning the context of IPMA's certification system and appoint the Certification Validation Management Board.
- The IPMA Certification Validation Management Board (CVMB) operates, improves and develops IPMA's system for the certification of competence in project management as well as the corresponding validations.
- The Validators visit the Certification Body (CB), audit their certification and identify potential for improvement. Validators meet once per year in a validator's workshop for exchange of experience attained in initial validations, revalidations and intermediate checks.
- The Global Organisation responsible is a person responsible for all issues dealing with Global Organisations (GO's). Such issues are recommendation of Key Account Managers to the VP Certification, based on applications from the CB's – as well as approval of certification processes for the Global Organisation, if not standard. The Global Organisation responsible also should support the CB's when establishing agreements with Global Organisations.
- The IPMA Certification System Panel (CSP) is a forum for exchange of experience and harmonisation. It also makes recommendations for improving IPMA's certification system and validation.

IPMA maintains a register of all acknowledged certificates of individuals and organisations granted by the Certification Bodies (CBs) of all Member Associations (MAs).

2.6 Worldwide Cooperation

52 Member Associations signed the **new agreements** with IPMA for the usage of the IPMA Certification System. The certification of project management personnel on several IPMA levels is **in operation** in almost 50 countries. Several more countries are on the way to their certification according to the 4-L-C system of IPMA. Other countries are extending their certification to more IPMA levels and/or certification of PM consultants and/or the IPMA Delta Certification.

The Four Level Certification for the Individuals with its new extension for PM Consultants, the IPMA Excellence Award model for the Projects and Project Teams which is in operation since the year 2002 and the IPMA Delta Certification for Organisations is the integrated service package that **IPMA** offers to its Member Associations and Certification Bodies, and through them to the global PM Community.

The certification processes, schemes and systems are a major point of discussion for **project management associations** around the globe for many years. The main partners in the world-wide cooperation for the qualification and certification of project management personnel are

- IPMA (International Project Management Association)
- PMI (Project Management Institute)
- Project Management Society in Japan

2.7 History

IPMA started in 1965, under its former name “Internet International Project Management Organisation” (**INTERNET**), as a forum for the exchange of experience amongst project managers of international projects. It hosted its first international conference in 1967 in Vienna, and since that time has developed steadily, as indeed has the discipline of project management itself.

In 1985 the Project Management Institute (PMI) in North America elaborated a „Body of Knowledge (BOK)“ for Project Management. This document and later versions until the actual „Guide to the Project Management Body of Knowledge“ has been the basis for the knowledge test for the Project Management Professional (PMP).

IPMA (at that time called INTERNET) made an inquiry with their members about the need for certification in 1987. The majority of the answers were positive. The leading professional project management associations were then establishing their baselines for the **assessment of project management competence** during the next ten years. The Association of Project Managers (APM) in the United Kingdom published the first version of its „BOK“ in 1991. In other European countries, similar projects and development work were done in the first half of the nineties, sometimes in connection with training material. A general distinction has been made between the processes, the scheme and the system (responsibilities and procedures) for the certification.

From 1993 the **IPMA Certification Core Team** was charged with the coordination and harmonisation of the national projects and achievements. A first agreement was elaborated to establish an international framework for developing the national documents for the certification. In this process the sunflower was used as an instrument for the harmonisation and finally as the logo for the ICB V2.0.

In 1997 the **IPMA Certification Validation Management Board (CVMB)** took over the further developments and the co-ordination of the member associations’ qualification and certification processes, schemes and systems. In 1998 the IPMA Council accepted the standard agreement between a member association and IPMA and approved the universal four level concept. The ICB was submitted to the National Associations as version 1.0 for comments in 1998 and then published the first time by IPMA as version 2.0 in February 1999.

The **ICB Version 2.0** was established on the basis of the National Competence Baselines of APM (the U.K. Body of Knowledge), VZPM (the Swiss Assessment Structure), PM-ZERT (the German Projektmanagement-Kanon) and AFITEP (the French Assessment Criteria). The ICB Version 2.0 consisted of 42 elements for knowledge and experience in project management (28 core elements and 14 additional elements) as well as 8 aspects for personal attitudes and 10 aspects for the general impression. IPMA required that all 28 core elements, at least 6 additional elements chosen by the national CB, the aspects for personal attitudes and the general impression are accepted in a NCB. This means that up to 8 of the additional elements for knowledge and experience (i.e. about 20% of the 42 elements) could be eliminated or replaced by new elements for taking the national characteristics and new developments into account. A minor revision of the ICB was made in April 2001.

A major revision of the ICB started in 2004 and was finished in March 2006. The **ICB Version 3.0** (IPMA ICB® 2006) consists of 46 competence elements:

- **20 PM-technical competence elements**
- **15 PM-behavioural competence elements**
- **11 PM-contextual competence elements**

The **PM Consultant certification** was developed in several project phases from the year 2007 (based on proposals from the German Association) until September 2011, with pilot assessments in the years 2009 and 2011.

At the end of September 2011, IPMA gave the green light for the implementation of the PM Consultant certification.

The **ICBC Version 1.0** (2011) consists of 14 competence elements in addition to the IPMA ICB:

- **6 PM-technical competence elements**
- **4 PM-behavioural competence elements**
- **4 PM-contextual competence elements**

The **IPMA Delta Certification** was developed with several internal projects of IPMA from the year 2007 (starting with the name 'Assessment of Organisations') until March 2012, with five pilot assessments in 2010-2011.

At the end of March 2012, IPMA gave the green light for the implementation of the IPMA Delta® certification and in November 2013 the first issue of IPMA OCB was released.

For the IPMA Delta assessment, an analysis of the projects and the project, programme and portfolio management staff and their self-assessment as well as the interviews with the staff members are used by the assessors.

In March 2011 IPMA started the **redesign of the IPMA® Competence Baselines for individuals and the regulations and guidelines** for their certification.

After about 9 years since the last version it has been a good time for a complete rethinking of the IPMA ICB. **The ICB Version 4.0** is a large step forward with more content about the context of the projects, programmes and portfolios and key competence indicators as more detailed criteria for the competence of the PP&PM professionals.

The objective has been met to create an even more reliable and valuable IPMA certification system which benefits from common international standards, containing valid and reliable schemes, striving for continuous performance monitoring worldwide and harmonising the quality of certification.

The ICB Version 4.0 consists of 29 competence elements



Perspective



People



Practice

- **5 Perspective competences**
- **10 People competences**
- **14 Practice competences**

3. IPMA Certification System Status

3.1 IPMA Four Level Certification

LEGEND: see next page

January 2015

Country	Agreement	Accredita- tion	OECD class 2015	Level			
				A	B	C	D
Argentina	P		HIC				
Australia	S		HIC	X	X	X	X
Austria	S		HIC	X	X	X	X
Azerbaijan	S		UMC	X	X	X	X
Bosnia-Herzegovina	S		UMC			X	X
Brazil	S		UMC	X	X	X	X
Bulgaria	S		UMC			X	X
Canada	S		HIC	X			X
Chile	S		HIC		X	X	X
China P.R.	S		UMC	X	X	X	X
Colombia	P		UMC				
Costa Rica	S		UMC			X	X
Croatia	S		HIC	X	X	X	X
Cyprus	P		HIC				
Czech Republic	S		HIC	X	X	X	X
Denmark	S		HIC	X	X	X	X
Dominican Republic	S		UMC				
Egypt	S		LMC	X	X	X	X
Ecuador	P		UMC				
Estonia	P		HIC				X
Finland	S		HIC	X	X	X	X
France	S		HIC	X	X	X	X
Germany	S	9001, 17024	HIC	X	X	X	X
Greece	S	9001	HIC		X	X	X
Guatemala	S		LMC			X	X
Hungary	S		HIC	X	X	X	X
Iceland	S		HIC		X	X	X
India	S		LMC	X	X	X	X
Indonesia	P		LMC				
Iran	S		UMC	X	X	X	X
Ireland	S		HIC	X	X	X	X
Italy	S		HIC	X	X	X	X
Kazakhstan	S		UMC		X	X	X
Kosovo	S		LMC				X
Latvia	S	9001, 17024	HIC		X	X	X
Lithuania	S		UMC	X	X	X	X
Malaysia	P		UMC				
México	S		UMC		X	X	X
Nepal	S		LIC				
Netherlands	S		HIC	X	X	X	X
Nigeria	S		LMC				
Norway	S		HIC	X	X	X	X
Panama	S		UMC			X	X
Perú	S		UMC			X	X
Philippines	P		LMC				
Poland	S	9001	HIC	X	X	X	X
Portugal	S		HIC	X	X	X	X
Romania	S	9001	UMC	X	X	X	X
Russia	S	9001	UMC	X	X	X	X
Serbia	S		UMC	X	X	X	X
Slovak Republic	S		HIC	X	X	X	X
Slovenia	S		HIC	X	X	X	X
South Africa	no CB		UMC				
Spain	S	17024	HIC	X	X	X	X
Sweden	S		HIC	X	X	X	X
Switzerland	S	17024	HIC	X	X	X	X
Taiwan	S		HIC			X	X
Turkey	S		UMC				

Ukraine	S	9001	LMC	X	X	X	X
United Kingdom	S		HIC	X	X	X	X
United States	S		HIC	X	X	X	X
Uruguay	P		HIC				

3.2 IPMA PM Consultants Certification

Country	Agreement addition	Accredita- tion	Level	
			PMC	PPMC
Austria	S		CP, C	C
Brazil	P			
Canada	S		CP	
China	S		CP	CP
Czech Republic	S			
France	S			
Germany	S	9001	CP, C	CP, C
Greece	P			
Hungary	S			
Iran	S			
Kosovo	P			
Nigeria	P		CP	
Portugal	S		CP	CP
Russia	S	9001	CP	CP
Serbia	P			CP
Slovak Republic	S			
Switzerland	S		CP, C	CP, C
Taiwan	S		CP	CP
Ukraine	S	9001	CP	

3.3 IPMA Delta® Certification

Country	Agreement addition	Accredita- tion
Austria	S	
Brazil	P	
Canada	S	
China	S	
Denmark	P	
France	P	
Finland	S	
Germany	S	9001
India	P	
Iran	P	
Ireland	S	
Italy	S	
Kazakhstan	S	
Kosovo	P	
Netherlands	S	
Poland	S	
Portugal	S	
Russia	S	9001
Serbia	S	
Spain	S	
Sweden	S	
Switzerland	S	
Taiwan	S	
Ukraine	S	
United Kingdom	P	

LEGEND to tables

- P in progress
- S agreement signed
- X validation level
- Only for PM Consultant and IPMA Delta (the column level and certification)
- C certification realised at the end of 2015
- CP certification planned by the end of 2016

3.4 Standards and Baselines

Global Standards

- ICB IPMA Competence Baseline, Version 3.0, March 2006, International Project Management Association (IPMA ICB®), (superseded IPMA Competence Baseline (ICB), Version 2.0b, Bremen, 1999/2001).
- ICB IPMA Individual Competence Baseline, Version 4.0, October 2015, (IPMA ICB),
- ICBC Addition to the IPMA Competence Baseline (Version 3.0) for PM Consultants, Version 1.0 June 2011
- PEB 1.0 (IPMA Project Excellence Baseline) 2016
- OCB IPMA Organizational Competence Baseline (IPMA OCB), Version 1.1 2016
- ISO Standard EN ISO/IEC 17'024:2012
General requirements for bodies operating certification of persons (superseded EN 45013:1989 and EN ISO/IEC 17'024:2003)
- ISO Standard EN ISO/IEC 17'021:2011
Conformity assessment -- Requirements for bodies providing audit and certification of management systems (superseded EN ISO/IEC 17'021:2006)

National Competence Baselines IPMA Four Level Certification

Australia

- National Competence Baseline derived from the ICB Version 3.0
ICB Version 3.0 used for Global Organisations

Austria

- ICB IPMA-Kompetenzrichtlinie Version 3.0, pma, deutsch, 2008 (basics in pm baseline, Wissensselemente zum Projekt- und Programmmanagement sowie zum Management Projektorientierter Organisationen, pma, Version 3.0, August 2008, Vienna, published first in 1999)

Azerbaijan

- Project Management: National Competence Baseline/National Certification System/ Basis of Professional Knowledge. Baku-2002 (in Azeri language)
- Basis of the International Certification Programme for Project Managers. ICB Version 3.0 / Azerbaijan Project Management Association. Baku -2009, published first in 2004 / (in Russian language)

Bosnia-Herzegovina

- National Competence Baseline derived from the ICB Version 3.0 planned for 2013

Brazil

- NCB Version 3.0 r.3.1 (published in Portuguese-BR)

Bulgaria

- Национални изисквания за компетентност по управление на проекти (National Competence Baseline), Bulgarian Project Management Association, Sofia, 2006

Canada

- ICB Version 3.0 as National Competence Baseline, 2009

Chile

- In progress

China

- ICB Version 3.0 (in Chinese) 2006
- Chinese-Project Management Body of Knowledge 2006 (superseded the Chinese-Project Management Body of Knowledge & Chinese-National Competence Baseline C-PMBOK&C-NCB, second edition 2001)

Costa Rica

- National Competence Baseline (4LC) for Costa Rica, 2012

Croatia

- National Competence Baseline – NBC, Croatian version 3.0, / Hrvatski nacionalni vodič za temeljne sposobnosti upravljanja projektima – Hrvatski NBC, Verzija 3.0, Zagreb 2008.

Cyprus

- National Competence Baseline planned

Czech Republic

- Národní Standard Kompetencí Projektového Řízení verze 3.2 (National Competence Baseline of Project Management version 3.2), Brno, 2012, ISBN 978-80-260-2325-8

Denmark

- “Kompetencer I projektledelse” in Danish published July 2010 (first published in June 2002) and “Competencies in Project Management in English, December 2009 (first published in 2005)

Egypt

- ECB (Egyptian Competence Baseline) version 2.0

Estonia

- In progress

Finland

- Projektin Johdon Pätevyys – National Competence Baseline Finland, Version 3, Finnish and English, published on 31.1.2008. Version 2 published in May 2004, first version in May 1997

France

- Référentiel de Compétences en Management de Projet based on ICB Version 3.0 and consists with le Référentiel de Compétences en Management de Projet SMaP version 1 du 4 décembre 2013 Paris

Germany

- Deutsche NCB 3.0, National Competence Baseline v08, published 03/2008, PM-ZERT, März-Mai 2014, (superseded PM-KANON, published first in 1998)

Greece

- Elliniki Vasi Anaforas Dioikisis-Diaheirisis Ergwn (Hellenic PM Competence Baseline), version 1.0 published 2010

Guatemala

- Bases para la competencia en Direccion de Proyectos, V.3.1 Valencia, November 2009, authorized by AEIPRO, In the area of LACC Programme de IPMA

Hungary

- Az IPMA projektmenedzsment kompetencia rendszerének elemei. 2006.október (ICB3.0_HU_2.0.PDF downloadable from IPMACERT.HU site)

Iceland

- Grunnviðmið IPMA um hæfni verkefnastjóra National Competence Baseline, ICB 3 1, September 2014

India

- ICB Version 3.0 as National Competence Baseline, 2006

Iran

- ICB Version 3.0 as National Competence Baseline, 2007

Ireland

- PMCBI – Project Management Competence Baseline Ireland, Version 2.3, published in 2011

Italy

- Manuale delle Competenze di Project Management, edizione 5.2 1° Luglio 2012

Kasakhstan

- National Competence Baseline, 2007

Kosovo

- National Competence Baseline planned for 2013 / realised in beginning of 2014

Latvia

- National Competence Baseline, Version 3.1, 2012

Lithuania

- National Competence Baseline (ICB 3.0 translation in LT language) are published in 2014 April, in November 2014 prepared 3 edition NCB)

México

- Bases para la competencia en Dirección de Proyectos, V.3.1.” Valencia, November 2009, authorized by AEIPRO, In the area of LACC Programme de IPMA

Nepal

- ICB Version 3.0 as National Competence Baseline, 2012

Netherlands

- Nederlandse Competence Baseline, Version 3.0, 2007

Nigeria

- ICB

Norway

- “Kompetanse I prosjektledelse” – Norwegian – Published 2007
- Competencies in Project Management – English – Published 2009

Panama

- ICB Ver 3.0, 2010
Bases para la competencia de dirección de proyectos V-3.1, Valencia Noviembre 2009, authorized by AEIPRO for the LACC IPMA programme

Perú

- NCB.3.10-Bases para la Competencia en Dirección de Proyectos”. Edit.AEIPRO-PV.Valencia, Spain, November 2009.ISBN:978-84-8363-502-5

Poland

- Polskie Wytyczne Kompetencji IPMA Wersja 3.0, 2009 based on ICB Version 3

Portugal

- NCB – Descrição dos Elementos de Competência, Version 3.0, APOGEP, Jun 2007

Romania

- SR 13465 :2007, version 2, published in 2007

Russia

- ICB Version 3.0, 2010, (superseded Project Management: A Framework of Professional Knowledge, National Competence Baseline, Moscow: SOVNET, 2010)

Serbia

- Nacionalna osnova za ocenjivanje kompetentnosti / National Competence Baseline, Version 3.0, Belgrade, 2008, published first in 2008

Slovak Republic

- SC – Systém Certifikácie odborníkov na projektové riadenie, version 7, Bratislava, 2013, SPS3 – Súbor požadovaných schopností na projektové riadenie, vydanie 2, Trnava, jul 2011

Slovenia

- SKPM – Struktura kompetenc projektnege managementa, 2007

Spain

- Bases para la competencia en Dirección de Proyectos, V.3.0, Valencia, 2006. (translation and adaptation ICB Version 3.0 in Spanish, first published in October 2000)
- Bases para la Competencia en Dirección de Proyectos. V.3.1. (in Spanish) .Valencia, November 2009

Sweden

- Kompetens i Projektledning, KiP, version 3.1, January 2011.
- Competencies in Project Management, NCB in English, version 3.0 December 2009.

Switzerland

- Swiss National Competence Baseline, VZPM Beurteilungsstruktur, Zürich, Swiss NCB Version 4.1, 31.10.2010, published first in 1996
- Swiss National Competence Baseline, Instrument d'appréciation VZPM, Zurich, Swiss NCB Version 4.1, 31.10.2010, première édition 2002

Taiwan

- Taiwan National Competence Baseline, Version 3.00 2011
- International Project Management Body of Knowledge, traditional Chinese, 2013

Turkey

- Turkish National Competence Baseline, TrPMA, Ankara, 2007
- ICB Version 3.0 (in Turkish), 2007

Ukraine

- ICB Version 3.1 (in Russian), 2010 (superseded ICB Version 3.0 (in Russian), 2006 and Ukraine National Competence Baseline, UPMA, Version 2.0, Kiev, 2003, published first in 2000)

United Kingdom

- APM Body of Knowledge, Association for Project Management (APM), 6th Edition (2012), U.K., 1st edition published in 1992
- APM Competence Framework, Association for Project Management (APM), 1st edition (2008), U.K

United States

- US National Competence Baseline, Version 2.0, March 2008, first published in June 2006

National Competence Baselines IPMA PM Consultants Certification

Canada

- ICBC Version 1.0 Addition to the IPMA Competence Baseline for PM Consultants

China

- ICBC Version 1.0
ICRGC Version 1.0

Czech Republic

- Národní standard kompetencí konzultanta projektového řízení verze 1.0 (National Standard Competences of Project Management Consultant Version 1.0) - has not been in book form published

France

- Référentiel de Compétences en Management de Projet based on ICBC V 1.0 June 2011

Germany

- NCBC National Competence Baseline Consulting, Version 1.0 Juni 2011

Russia

- ICBC Version 1.0 2011, translated in to Russian and approved
ICRGC Version 1.0 2011 translated in to Russian and approved

Slovak Republic

- SCK – Systém Certifikácie Konzultantov pre projektové riadenie, 1.0 version 2013
SPSK – Súbor požadovaných schopností konzultantov pre projektové riadenie, 1.0 version 2013

Switzerland

- Swiss National Competence Baseline Consulting, VZPM Beurteilungsstruktur, Zürich
Swiss NCBC Version 1.0, January 2013, published first 2013
- Swiss National Competence Baseline Consulting, Instrument d'appréciation VZPM, Zurich
Swiss NCBC Version 1.0, Janvier 2013, première édition 2013

Taiwan

- TNCBC_Addition to the IPMA Competence Baseline for PM Consultants Version 1.0 2013

Ukraine

- NCBC Version 1.0 (in Russian, electronic version), 2012

IPMA OCB Languages

In addition to OCB in English language the OCB is translated by the following CBs to their languages

Austria

- OCB Organizational Competence Baseline, in German language, Version 1.0 from the OCB Version 1.0

Germany

- OCB Organizational Competence Baseline, in German language, Version 1.0 from the OCB Version 1.0, May 2014

Italy

- OCB Organizational Competence Baseline, in Italian language, Version 1.0 (translation planned for 2016) from the OCB Version 1.1

Russia

- OCB Version 1.0 2013, translated in to Russian and approved
IDRG Version 1.0 2012 translated in to Russian and approved

Spain

- IPMA OCB Guía para el desarrollo de las competencias organizacionales. Valencia, 2014 (translation and adaptation OCB in Spanish)

Switzerland

- OCB Organizational Competence Baseline, in German language, Version 1.0, May 2014

Taiwan

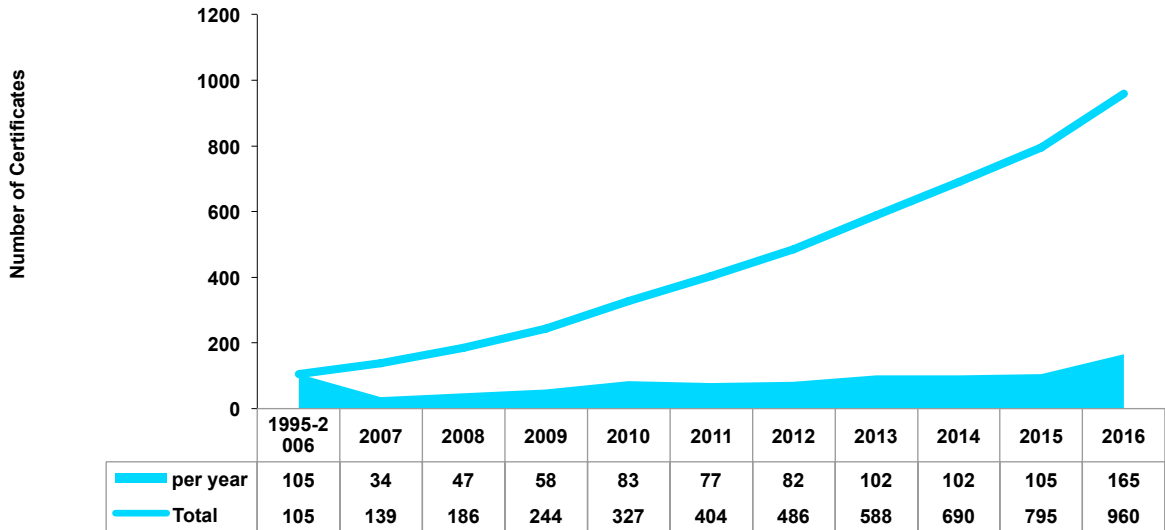
- TNOCB Taiwan National Organization Competence Baseline Version 1.0 2014

Ukraine

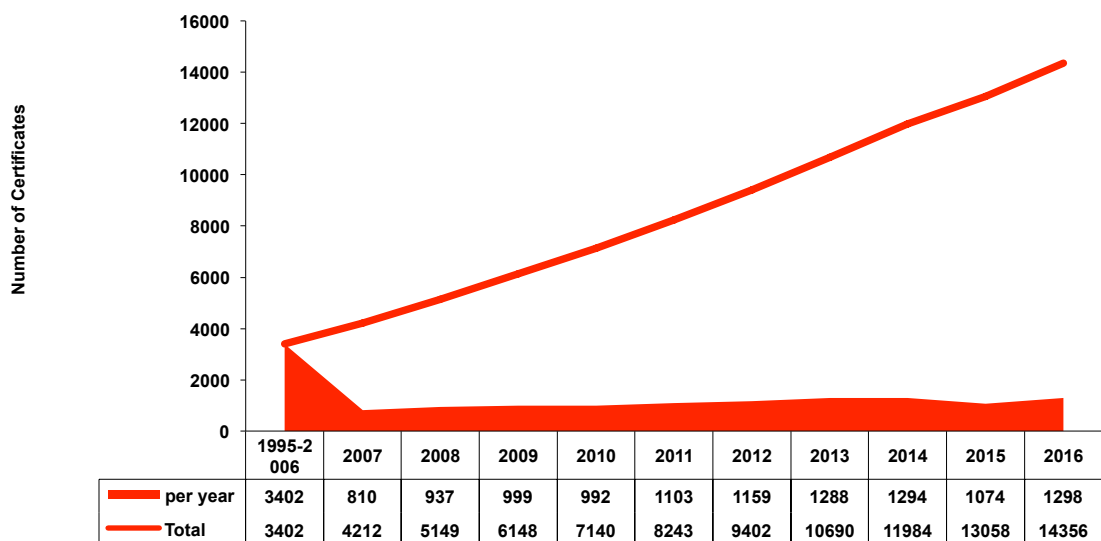
- OCB Version 1.0 in English and Russian, 2014

4. Number of IPMA Four Level Certificates

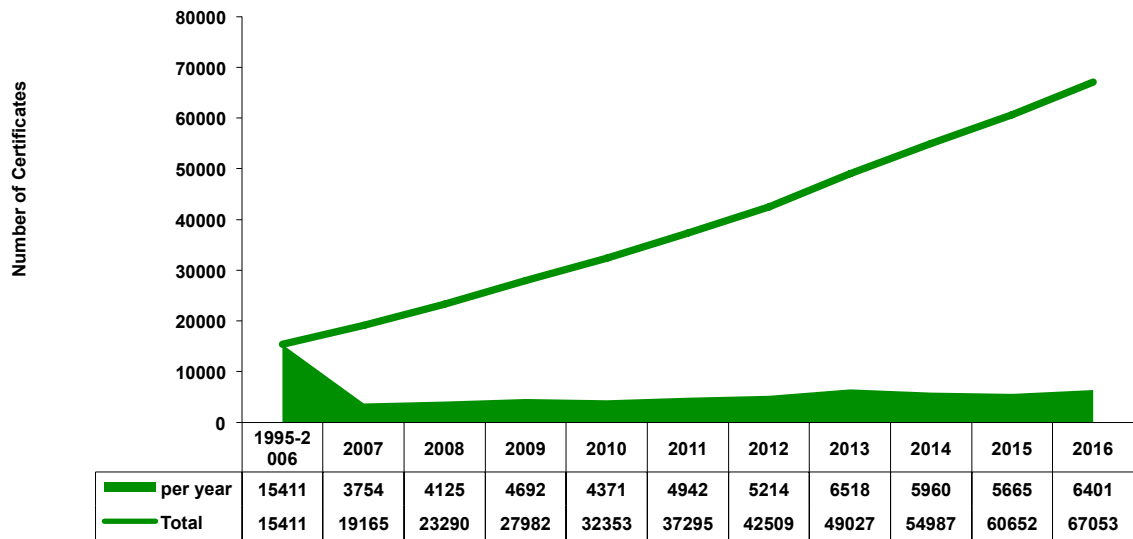
Number of Certificates IPMA Level A per year and accumulated (2016: planned value)



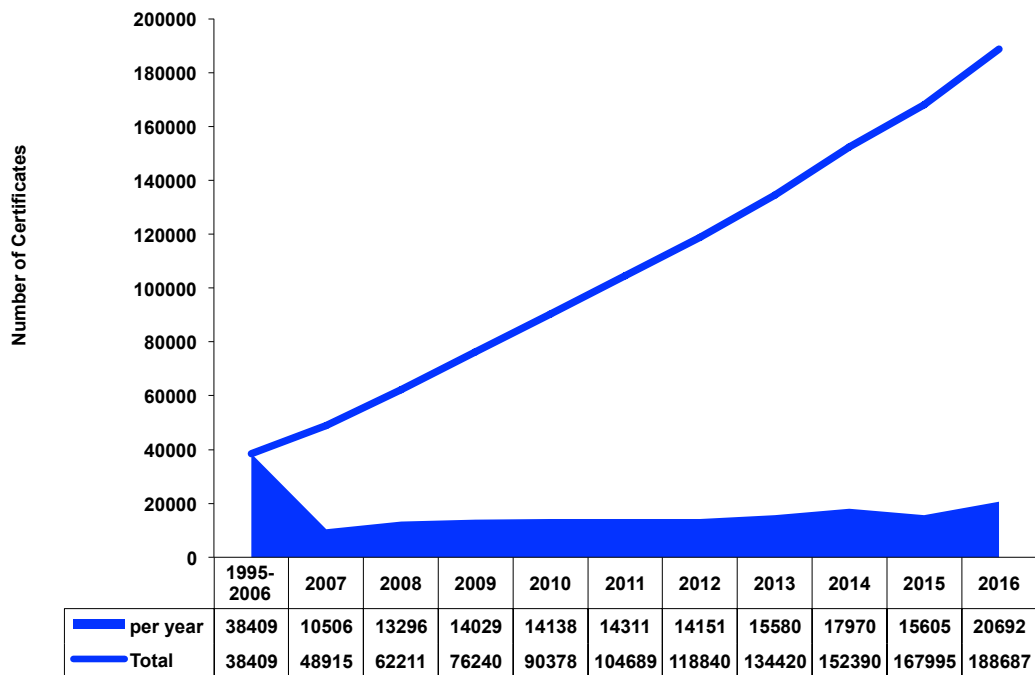
Number of Certificates IPMA Level B per year and accumulated (2016: planned value)



Number of Certificates IPMA Level C per year and accumulated (2016: planned value)



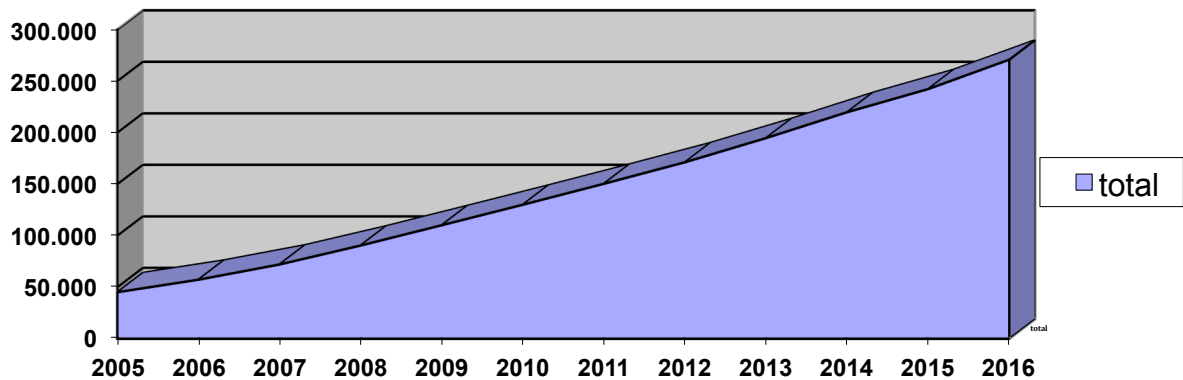
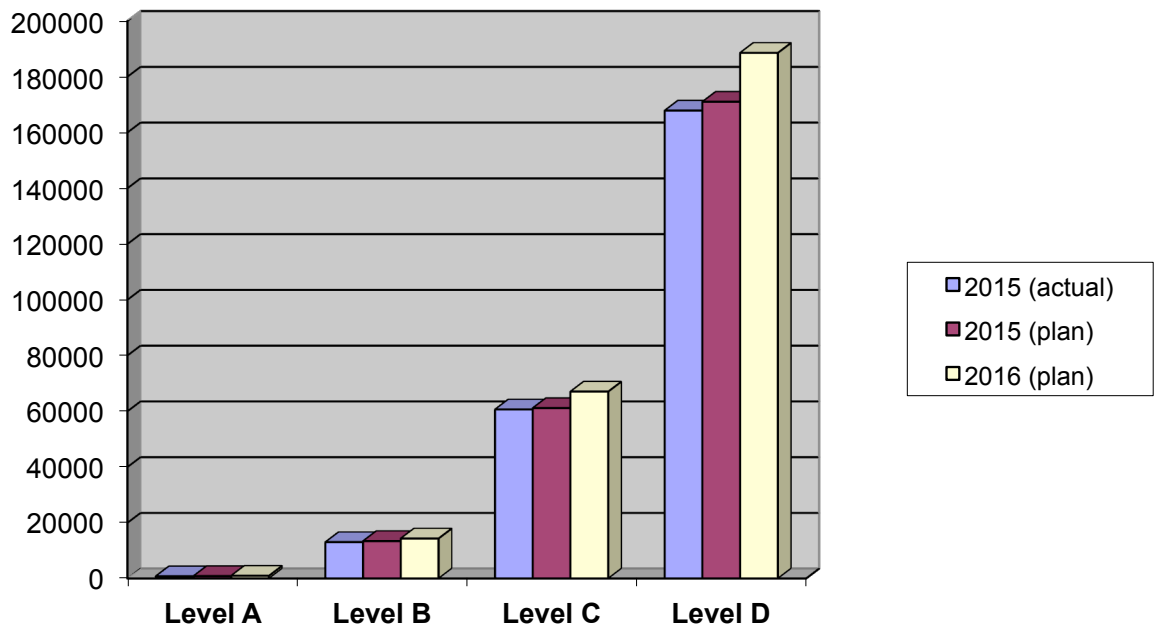
Number of Certificates IPMA Level D per year and accumulated (2016: planned value)



Number of Certificates per IPMA Level accumulated

IPMA Level	A	B	C	D	all
2015 (actual)					
Sum of annual new certificates	620	9421	51170	165047	
Sum of annual recertification	168	3615	9459	2786	
Grand total	788	13036	60629	167833	242286
% share on all	0.33	5.38	25.02	69.27	
2016 (planned)					
Sum of annual new certificates	728	10270	55981	184348	
Sum of annual recertification	225	4064	11049	4177	
Grand total	953	14334	67030	188525	270842

Growth of the total number of certificates



5. IPMA Delta[®] Certificates

IPMA Delta[®] Certificate holders are organisations that undertook the IPMA Delta[®] certification process, attained the required class of competence and received an IPMA Delta[®] certificate.

Country	Organisation name	Assessor name	Role	Date of certificate
China	Tasly (large or complex) Class 3	Wagner, Reinhard Koch, Gerrit Xue, Yan Ou, Lixiong You, Wan Wang, Weidong	Lead FFA Co FFA Obs NFA Obs NFA Obs NFA Obs NFA	01.11.2012
China	CSR Class 3	Wagner, Reinhard Ou, Lixiong Chen, Xinxiang Ma, Xuchen Jie, Jinrong	Lead FFA Co NFA Obs NA Obs NA Obs NA	2013
Finland	Kela IT Class 2	Wagner, Reinhard Mäkelä, Pekka Lonka, Heikki	Lead FFA Co NFA Co NFA	2014
Finland	Csocial Social Insurance Institute of Finland	Wagner, Reinhard	Lead FFA	28.05.2014
Finland	Citec Oy Ab Class 2	Wagner, Reinhard Kosonen, Sauli Mäkelä, Pekka	Lead FFA Co NFA Co NFA	20.08.2014
Germany	Topalis Services GmbH (standard) Class 1	Wagner, Reinhard Roeschlein, Ralf Dieter Eysel	Lead NFA Co NFA Obs Mgr	29.03.2010
Germany/ Switzerland	Swisscom IT Services AG (large or complex) Class 4	Wagner, Reinhard Bartsch-Beuerlein, Sandra Knoepfel, Hans	Lead NFA Co NFA Obs FA	21.10.2010
Germany	WestLB AG (large or complex) Class 4	Wagner, Reinhard Bartsch-Beuerlein, Sandra Cronenbroeck, Wolfgang	Lead NFA Co NFA Obs NFA	30.10.2011
Germany	Bayer Material Science AG (large or complex) Class 2	Wagner, Reinhard Cronenbroeck, Wolfgang Thun, Hauke	Lead NFA Co NFA Obs NFA	26.06.2014
Germany	Knorr-Bremse Systeme für Schienenfahrzeuge GmbH (large) Class 3	Cronenbroeck, Wolfgang Wagner, Reinhard	Lead NFA Co NFA	25.09.2015
Italy	Automotive Industry Class 2	Koch, Gerrit Mansson, Erik La Rosa, Ernesto	Lead FFA Co FFA Co NFA	2014
Russia	Sberbank IT Block (large and complex) Class 2	Wagner, Reinhard Koch, Gerrit Bushuyev, Sergey Vladimir Burkov	Lead FFA Co FFA Co FFA Obs NFA	23.12.2010
Russia	JSC Electric Network Company of Ekaterinburg (standard) Class 2	Wagner, Reinhard Bushuyev, Sergey Alexey Polkovnikov	Lead FFA Co FFA Obs NFA	14.06.2012

Country	Organisation name	Assessor name	Role	Date of certificate
Russia	NTZMK Nizhny Tagil (standard) Class 2	Bushuyev, Sergey Koch, Gerrit Polkovnikov, Alexey	Lead FFA Co FFA Obs NFA	11.08.2012
Russia	TNK-BP Management (large and complex) Class 1	Wagner, Reinhard Bushuyev, Sergey Koch, Gerrit Polkovnikov, Alexey Burkov, Vladimir Voropaev, Vladimir Tovb, Alexandr	Lead FFA Co FFA Co FFA Co NFA Co NFA Obs NFA Obs FFA	19.11.2012
Switzerland	LITEX AG (standard) Class 3	Bartsch-Beuerlein, Sandra Knoepfel, Hans Gassmann, Gabriel	Lead FFA Co NFA Co NFA	12.04.2013
Switzerland	CSP AG (medium) Class 4	Knoepfel, Hans Bartsch-Beuerlein, Sandra Rhyner, Hansjuerg Bialas, Martin	Lead FFA Co FFA Obs NA Obs NA	21.10.2014
Ukraine	SIP-PMU Chernobyl NPP (large) Class 3	Wagner, Reinhard Bushuyev, Sergey Tovb, Alexandr	Lead FFA Co NFA Obs FFA	29.03.2010
Ukraine	Nazarbaev University, Kazakhstan	Bushuyev, Sergey Tovb, Alexandr Chubisov, Ivan	Lead FFA Co FFA Obs NFA	17.07.2013

IPMA Delta® Initial Trainings

Koenigstein near Frankfurt (Germany)

November 2010
Trainers: Gerrit Koch and Reinhard Wagner
18 participants

Kiev (Ukraine)

November 2011
Trainers: Reinhard Wagner and Sergey Bushuyev
14 Participants

Xi'An (China)

February 2012
Trainers: Reinhard Wagner and Gerrit Koch
34 participants

Dublin (Ireland)

September 2012
Trainers: Gerrit Koch
7 participants

Lisbon (Portugal)

November 2012
Trainers: Gerrit Koch, José Garcia and Robbert van Alen
19 participants

Astana (Kazakhstan)

July 2013
Trainers: Sergey Bushuyev, Alexandr Tovb
5 participants

London (UK)

October 2013
Trainers: Reinhard Wagner and Robbert van Allen
12 participants

At the end of the IPMA Delta® Initial Trainings, the Trainers qualify the participants that have been sent by the CBs for the roles of Foreign Assessors, National Assessors, and IPMA Delta Managers.

6. Address of Certification Bodies

Country	MA/CB Name	Address	Global Org. Contact
Australia	Australian Institute of Project Management AIPM, AICB Certification	9/139 Macquarie Street, Sydney, 2000, Australia	Yvonne Butler
Austria	PROJEKT MANAGEMENT AUSTRIA pma - zertifizierungsstelle	Berggasse 18/1/14 A-1090 Wien Tel. +43-1-319 29 21-20 Fax +41-1-319 29 21-29 Email: zertifizierung@p-m-a.at Homepage: www.p-m-a.at	Michael Wolf
Azerbaijan	Azerbaijan Project Management Association (AzPMA)	Postal address: 40, J.Jabbarli str. Caspian Business Center, 9 th floor Baku, AZ1065, Azerbaijan. Phone: (+99412 497-12-27 or 497-13-57) Fax: (+994 12) 497 04 27 info@ipma.az www.ipma.az	Fatima Akhundova
Bosnia-Herzegovina	Udruženje za upravljanje projektima u Bosni i Hercegovini (UUPuBiH)	Zmaja od Bosne 4, 11000 Sarajevo office@uup.ba	Predrag Malešević
Brazil	Comitê Independente de Certificação	CIC-IPMA Brasil SouthEast Universidade Federal do Rio de Janeiro - Escola Politécnica Av. Athos da Silveira Ramos, 149, CT - Bloco D, 2o. andar, Sala 207 Cidade Universitária - Rio de Janeiro - RJ - Brasil CEP: 21941-909 - Telefone: + 55(21) 3938-7965 South Rua Jaime Balão, 922 - casa 2 Curitiba, PR, Brazil CEP: 80.040-340 CIC President: Luciano Kolotelo CIC Quality Director: Jefferson Guimarães cert@ipmabrasil.org www.ipmabrasil.org	Luciano Kotolelo
Bulgaria	Bulgarian Project Management Association (BPMA)	BPMA 45, Vesletz St., office 13 BG-1202 Sofia, Bulgaria bpma@project.bg www.project.bg Director: Anton Todorov, anton.todorov@gmail.com	Anton Todorov
Canada	Project Management Association of Canada / Association de Gestion de Projet du Canada (PMAC-AGPC)	Box 58043, Rosslynn RPO Oshawa, Ontario L1J 8L6 certification@pmac-agpc.ca www.pmac-agpc.ca Director: Morley Selver	Morley Selver
Chile	Organismo Certificador CCDP-IPMA Chile	Av. Nueva Providencia 1945, Of. 613 Providencia, Santiago Email: aserpell@ing.puc.cl ; fsantana@heredia-santana.com ; contacto@ccdp-ipma.cl www.ccdp-ipma.com	Marcel Paraud Kattan

Country	MA/CB Name	Address	Global Org. Contact
China P.R.	PMRC (Project Management Research Committee) IPMA China Certification	Box 617, Northwestern Polytechnical University, Xi'an 710072, P. R. China Phone +86-29-88494210 Fax +86-29-88494210 Email: pm_org_cn@126.com www.pmrc.org.cn	Lixiong Ou
Costa Rica	OCIPMA - Organismo Certificador IPMA, Certification Body of ADIPRO – Asociacion de Direccion e Proyectos	Centro Cars Building, 3rd floor, east Sabana, San José, Costa Rica President: Betty Zuñiga	Betty Zuñiga
Croatia	CAPM-CERT Croatian Association for Project Management	Croatian Association for Project Management University of Zagreb, Faculty of Civil Engineering Department of Construction Mgmt. and Economics Kaciceva 26, Zagreb 10000, CROATIA Phone/Fax. +385 1 48 28 078 www.capm.hr capm@grad.hr Director: Martina Pavlovic Phone +385 1 46 39 270 Email: capm-cert@grad.hr	Martina Pavlovic
Czech Republic	SPR Certification Certifikační orgán Společnosti pro projektové řízení (CO SPR)	Sekretariát CO SPR Zemědělská 5 613 00 Brno Tel. +420-724 080 090 (Manager of CB) +420-545136 021 (secretary) Email: musilova@ipma.cz Internet: www.ipma.cz Pavel Machal Email: pmachal@mendelu.cz Phone: +420 724 252 636	Zdenko Stanicek
Denmark	Danish Project Management Association (DPMA)	Sættedammen 4 DK-3400 Hillerød Tel.: +45 4824 1488 Fax.: +45 4824 1489 www.danskprojektledelse.dk Email: info@danskprojektledelse.dk	Morten Fangel
Egypt	Management Engineering Society MES PM-CERT (MPC)	28 Ramsis street, Cairo -Egypt Tel: 25790050 -25775972 Fax: 25748169 Website: http://www.mes.eg.net Email: rumesrusys@gmail.com MPC- Egypt Director Eng.Hassan Shaarawi	Adel Wassif
Estonia	Eesti Projektijuhtide Liit - Estonian Project Managers Association	Linnu tee 21, 11317 Tallinn t: +372 58174200; e-mail: ctm@hot.ee ; www.concordiacluster.eu/portapolis	
Finland	Project Management Association Finland certification body PRYSERT	PRYSERT Tuomo Koskenvaara Kuusmiehenkaari 12 A 2 006700 Helsinki, Finland Chairman of CB: Tuomo Koskenvaara Email tuomo.koskenvaara@pry.fi	Jouko Vaskimo
France	SMaP Société française pour l'avancement du management de projet Commission de Certification	3 Chemin des Hauts de Vaux 78600 Le Mesnil Le Roi – France Tél: 06030032804 Email: info@smap-asso.eu Site: http://www.smap-asso.eu Certification Manager : Philippe LEBIGOT	Christian Altier - christian.altier@sncf.fr

Country	MA/CB Name	Address	Global Org. Contact
Germany	PM-ZERT (Zertifizierungsstelle der GPM Deutsche Gesellschaft für Projektmanagement e.V.)	Am Tullnaupark 15 90402 Nürnberg Phone +49 – 911 – 43 33 69 30 Fax +49 – 911 – 43 33 69 39 Managing Director: Werner Schmehr Email: pm-zert@gpm-ipma.de Internet: www.gpm-ipma.de	Werner Schmehr w.schmehr@gpm-ipma.de
Greece	PMG Certification	Centre for Construction Innovation, Dept. of Construction Engineering & Management Faculty of Civil Engineering National Technical University of Athens, Zografou Campus, Building of Strength of Materials - Annex A', Zografou Campus, 9, Iroon Polytechniou st, 157 70 Zografou, Athens, Greece Tel: +30 210 772 3720 / +30 210 772 3644 Email: certification@cci.gr Web: http://cert.cci.gr	Ms. Elina Simou
Guatemala	Organismo Certificador IPMA Guatemala (OCIGT)	Ruta 2, 3-63 Zona 4 Ed. Campus Tecnológico, Of 102 Guatemala, Guatemala 01004 Tel +502 2381-0840 e-mail: info@ipma.gt Web: www.ipma.gt Bernhard Haidacher President bhaidacher@ipma.gt Diego Arimany Certification Director darimany@ipma.gt Oscar Quan Compliance and Quality Assurance oquan@ipma.gt	Bernhard Haidacher President bhaidacher@apmgt.org
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Turkey	PYK Certification (PYK/Cert)	Taşkent Cad., No. 12/1 Bahçelievler Ankara,06490 Turkey Tel. +(90312) 2220111 Fax. +(90312)2220102 Email: info@ipmaturkey.org www.ipmaturkey.org	

Ukraine	UPMA Certification (UPMA/Cert)	Gorkogo 41-b Kiev, Ukraine, 03150 Tel. +(38044) 332 46 96 Fax. +(38044)2891846 Email: natbush@ukr.net www.upma.kiev.ua Director UPMA/Cert: Denis Kharitonov	Sergey Bushuyev
United Kingdom	Association for Project Management (APM) Certification	Association for Project Management Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire, HP27 9LE, United Kingdom Tel: 0044 (0)845 458 1944, Fax:0044 (0) 0845 458 8807, URL: www.apm.org.uk Email: qualifications@apm.org.uk APM Head of Professional Standards & Knowledge: Gil Hancock	Julie Legge

7. IPMA Certification System Management

7.1 IPMA Vice President Certification

Nuno Ponces	Portugal	IPMA VP Certification
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7.2 IPMA Certification Validation Management Board

Name	Country	Function
Joseph Alba	United Kingdom	Member
Dalibor Cron	Switzerland	Member
Mimoun El Ouarti	The Netherlands	Member
Giuseppe Pugliese	Italy	Member
Werner Schmehr	Germany	Chairman
Leh Simonelli	Australia	Member
Jorunn Wolstad	Norway	Member

7.3 List of IPMA Validators

Name	Country
Joseph Alba	United Kingdom
Sven Antvik	Sweden
John Atkinson	Ireland
Laurens de Bever	Switzerland
Sergey Bushuyev	Ukraine
Hans Knöpfel	Switzerland
Gerrit Koch	Netherlands
Mimoun el Ouarti	Netherlands
Per Frank Povlsen	Denmark
Maria do Rosario Bernardo	Portugal
Werner Schmehr	Germany
Wulff Seiler	Germany
Leszek Stasto	Poland
Rinse van der Schoot	Netherlands
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Roberto Zavani	Italy



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