

# NewsLetter

IPMA<sup>»</sup>  
international  
project  
management  
association

first quarter | 2015

## A glimpse of PMA, India

**(January 10, 2015)** Adesh Jain, Honorary Founding President of PMA, India since its inception in 1993, handing over the President Medal to newly elected President Dr. A Sivathanu Pillai, during the first meeting of PMA's newly elected National Managing Committee. Dr. Pillai is an awardee of the Padma Bhushan (a High Civilian Honor conferred by the Govt. of India) and is the former founding CEO and MD of BrahMos Aerospace.



Members of the newly elected National Managing Committee of PMA, India along with distinguished invitees such as Dr. D V Kapur, founding Chairman of NTPC Ltd. and Shri T K A Nair, former Advisor to the Prime Minister of India. PMA is India's National Association of

project professionals and is the Indian Member of the International Project Management Association (IPMA).

The eminent members of the new National Managing Committee and other distinguished guests while bidding

farewell to the outgoing President Mr. Adesh Jain, were lavish in their praise of the remarkable work done by him in growing PMA India over last 21 years, and spoke highly of his vast contribution towards promoting the Project Management discipline in India.



# Moving IPMA and Project Management forward in Morocco!

(A. Saidoun, version 10.04.2015)

Project managers in Morocco are forming an association to promote project management as a way to translate visions and strategies into reality.

The first IPMA conference in Morocco took place on 2nd of April 2015 in Casablanca at the Palace d'Anfa, a well-known hotel in the business capital of Morocco.

The objective of the conference was twofold:

First, to increase the awareness on the importance of project management to successfully perform change.

Second, gather members for the creation of the future Moroccan Project management Association (AAMP: Association Marocaine en Management de Projets). This body engages in the promotion of the profession and facilitates the convergence of many existing Moroccan project management competences from various sectors

The main topics covered during the conference were:

the IPMA competence base- line, the development and assessment of competences, how project management can contribute to change, how

competences are certified and how IPMA and a future Moroccan Project Management Association could develop a career plan in project management.

The title "Project management as a catalyst of successful change" was well reflected in a presentation delivered by a project Director from the prestigious national project "Construction of a high speed train (Ligne à Grande Vitesse, LGV) between Tangiers and Casablanca", with the support of SNCF, the French rail way company.

This project started in 2007 and will be finalised in 2017. It will count 800 km of the rails, the construction of 4 stations, 13 viaducs, 12 trains, and most important 4000 persons are working on this project that is steered through a modern

organisation and project management office according to a professional governance model.

Morocco has deliberately chosen not work on a turnkey basis but to work in collaboration with the French Rail way authorities. Indeed, Morocco has understood the need to develop local competences and develop the country's need in transport infrastructure, of which the line Tangiers – Casablanca is only the beginning.

Plans to liaise the Maghreb capitals already exist and during the discussions, a rail line between the Moroccan and Algerian capitals was mentioned, knowing that this is a project on a longer run.

The conference was well attended by 180 participants (80 expected) from



Casablanca



The incubators of the future Moroccan Association on Project Management and organisers of the event: from left to right: Andre Brun, Azeddine Bourachdi, Amin Saidoun, Majid Tronji

African Countries in the region, an approach that reflects in many ways the regional approach and vision of IPMA.

many economic sectors. Among the participants were executives and representatives from private companies such as international and national banks, international auditing and consulting companies, IT and textile companies; public companies and administrations such as the Moroccan Central Bank, a hospital, Ministry of Health, the national transport and mining company well as representatives from Education such as the university of Mohammed V in Rabat, University of Hassan II and PhD students in economics and business administration.

The Maghreb and Morocco in particular is an emerging region in Africa and with close economic ties to Europe, it presents a high potential for the development of local project management. In this context, IPMA with the support of SMAP (its member association in France) are incubating the creation of a Moroccan Project Management Association.

From the picture below you can see that Casablanca, the business capital of the Kingdom is an important hub to many French speaking African countries who

are also undergoing profound changes with large infrastructure projects in urban planning, transport, tourism, mining, and utilities. Morocco is as stable country in the region and easy to access with no complex visa procedures. Moroccan executives see the country as a bridge to many French speaking

Finally, the event was also a right place to advertise IPMA Congress in Panama, up to the point that after having presented the film on Panama Congress venue many participants mentioned after the meeting that one day a similar prestige event on project management will be organised in Morocco, in-challah

### Casablanca, an important hub and bridge between Europe, French speaking Africa and the Middle-East.



# Mexico: Big performance in primary sector applying development competences and certifications for Project Managers in Agribusiness

On February 9th 2015 at Monterrey city, Nuevo León, a northern city of México, a ceremony took place in which top governmental authorities of México symbolically delivered 472 certificates for a “ Project Manager Associate” (IPMA level “D” to Suppliers of Professional Services (better known as *Extensionistas* or *PSPs*). They work for the Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA).



The governor of Nuevo León Mr. Rodrigo Medina de la Cruz, along with Mr. Enrique Martínez y Martínez, SAGARPA’s Minister and Mr. Jesús Ancer Rodríguez, Principal of the Universidad Nacional Autónoma de Nuevo León (UANL) participated in the ceremony in which they highlighted the importance of the 4LC IPMA Certification as a mean of recognizing and consolidating the competencies level of the *Extensionistas* of México.

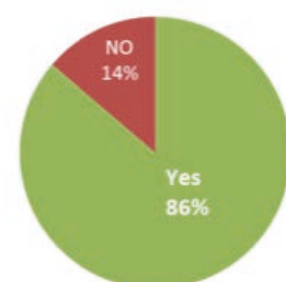
SAGARPA, as a unit from the Federal Executive Branch of the Government

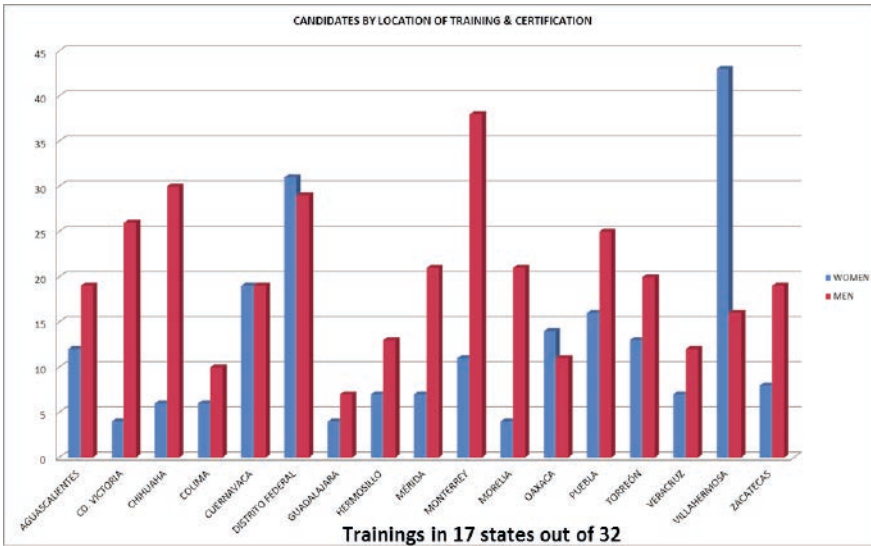
of Mexico, has among its objectives promoting the execution of a policy of support, which allows producers to improve their production practices, utilizing in a more efficient manner the competitive advantages from the agricultural, livestock and fisheries sectors, integrating the economic activities from rural areas into larger productive chains, encouraging the participation of organizations of producers with economic projects on their own, through the main participation of the PSPs.

This ceremony signified a key milestone in the development of IPMA activities in México after a hard and complex work of planning, negotiating and deployment that took the last semester of 2014. The training and certification project was implemented throughout various agreements between SAGARPA and the UANL as well as the UANL and the Certification Body IPMA México (OCIM) and PM Consulting SC. which developed a vast program of trainings along 17 cities whit the Mexican Republic, coordinating trainings at several public and private universities with Trainers working on tandem teams (Project Management and agricultural



CERTIFICATION'S HIT RATE OF THE PROGRAM





Trainings in 17 states out of 32

México and former Principal of the UANL. The promoting activities of Ing. Jorge Peart Mijangos, OCIM's president and the coordination of Ms. Luz Ma. Park Medina, General Manager of PMCE were paramount for the program.

The bar is high for the 2015 program but we are confident to improve the level of certification during the years to come, continuing the hard work with various public- and private organizations in México giving IPMA's valuable contributions to Mexico's professional development.

Victor Ortega Rojas IPMA B  
 IPMA LATNET Northern Area Director  
 Jesus Martinez Almela, PE, IPMA-A  
 LATNET Sponsor and LACC Programme Director  
 IPMA VP Education & Training and Young Crew

background) in order to assure that the IPMA 4LC certification standard made sense to the PSPs and was fully applicable to their projects.

The training process was for 543 PSPs which took an alignment workshop and a coordinating course during a full week in groups of 30 people in average. The certification process took place on various Saturday having an outstanding hit rate of 86%.

The *Extensionistas* work with projects of agricultural and fishing producers in 28 out of the 32 Mexican states, meaning a coverage of 90% of the country, thus IPMA's influence is now well recognized

among the agricultural people in the Mexican republic.

A vital influence for the project was the sponsorship of DR. Jorge Galo Medina Torres, general director of the SAGARPA's department named "Desarrollo de Capacidades y Extensionismo Rural" and, DR. Reyes S. Tamez Guerra, former Minister of Education of



# Sara Drake, APM's new chief executive, took up her role at Ibis House on the 23rd February.

Speaking to **Project** magazine, which **relaunches in March as a quarterly journal**, Sara said she was impressed by APM's vision and its business transformation plan.

"I am also hugely aware of the importance of project management in contributing to economic growth and development in the UK," she said.

Sara joins APM from the Royal Institute of Town Planning where she was managing director and **takes over from Andrew Bragg**, who stood down from the role after 10 years at the end of 2014.

Much of Sara's focus will be on helping APM to deliver its **Strategy 2020**, realising the vision of a world in which all projects succeed.

Sara recognises that the "context of professional bodies doesn't stand still and that we're in a more difficult operating environment."

Sara went on to say: "I think all professional bodies need to do more horizon gazing and take some time to look at what it's like out there.

"What more do we need to do to meet member expectations? How do we manage our priorities? Are there different models, particularly around communications?"

Sara initially plans to be in "listening mode" as she wants to talk to as many people as possible and meet as many members as possible.

"I want to understand why they become members, why they remain members and why they are engaged members. I want to see what we can do to bring people into more active membership."

The full interview with Sara will be in the new quarterly Project magazine, which launches at the **APM Project Management Conference** on the 19th March.

Find out more about the **changes to Project magazine**.



# Show your individual competences and win the IPMA Achievement Awards!

The IPMA Award Management Board together with the Young Crew Management Board announces a call for nominations for the individual awards: IPMA Project and Young Project Manager of the Year 2015, which are part of the IPMA Achievement Awards.

All applications are due for submission by July the 30th 2015 for consideration.



*"The most valuable thing of this award is that they not only evaluate the project size or complexity but also the individual capabilities and skills."*

Cristian Soto, Bolivia, 2nd Finalist of Young Project Manager of the Year 2013.

Competences, personal qualities and excellent performance of individuals within project management are recognized and awarded in those two categories:



**The IPMA Project Manager of the Year**

A winning individual will be one who demonstrates, through narratives and documentary evidence, excellence and/or innovation in project management over a cumulative period of not less than two years. The project(s) undertaken may be of any size or value, from either the public or private sector and can be located anywhere in the world. The Award recognizes the individuals who provide the most

effective demonstration of their project management competence, no matter the scale, number or type of projects referenced. It is the individual qualities that will be evaluated, not those of any project worked on. The Award Winners will be announced during the **Award Gala at the 30th IPMA World Congress in Panama** on 29 September.



**The IPMA Young Project Manager of the Year**

The Young Crew initiative renown for being the most vibrant and engaging network for young and emerging project management professionals – in collaboration with IPMA, the world's premier project management association – announces the call for nominations for the 2015 edition of its globally acclaimed IPMA Young Project Manager of the Year.

For the third year in 2015, the Young Project Manager Award became part of IPMA Achievement Awards being named Young Project Manager of the Year. The Young Crew is a community of seasoned professionals who passionately promote the very essence of project management as a practice and process across all sectors of industry. As an initiative the Young Crew is extremely keen in actively supporting the development of project leaders within the project management domain. This award gives an insight



The Award ceremony at the IPMA World Congress in Rotterdam 2014.

into the rapidly increasing number of dynamic young professionals who have embraced project management as a profession, which has evidently resulted in a rapidly growing number of both emerging and young project managers worldwide. The award is aimed at recognizing the laudable achievements of young project professionals who have participated in or led the successful delivery of outstanding projects. Projects whose outcome has had a remarkable effect towards service delivery, business transformation and likewise social change.

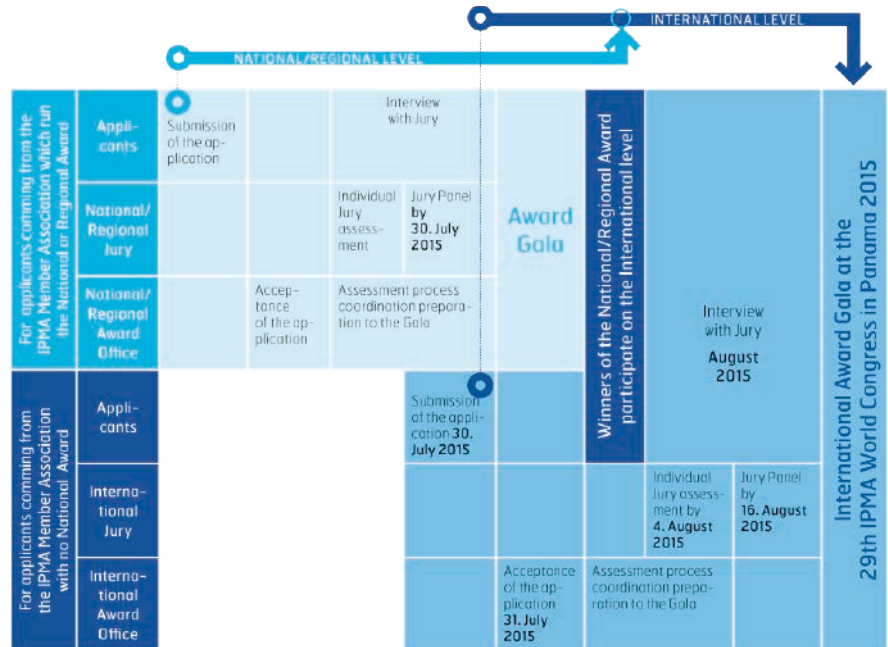
*“Winning the 2014 IPMA Young Project*



*Manager Award is certainly a great recognition for me and my teams. This has not only contributed in elevating my career but has also branded my company with a great honour. The IPMA is the world’s largest professional project management body, so this is recognition on an international scale. I would strongly encourage project management professionals to apply for the award and get internationally recognised.”*

Mehmood Alam, UK- Award Winner 2014

The IPMA Young Project Manager of the Year is open to project managers aged from 18 to 35 at the time of applying. The criteria for evaluation of the award is based upon the ICB (IPMA Competence Baseline), and finalists will be chosen based upon the strength of their overall competence development. Members and non-members of IPMA are eligible to apply. The finalists will each receive a financial sponsorship package to attend the **30th IPMA World Congress and Young Crew Workshop in Panama City**, Panama from 25th September -01st October 2015.



Where no national / regional awards are to be presented, applications are to be submitted directly to international level not later than 30 July 2015.



*“We are now in the third year, as part of the IPMA Achievement Awards, and the Young Project Manager of the Year opens doors for the young crew members to present their great results and being rewarded for it. This award is a great opportunity for young professionals to apply and get recognition within and outside our community, and setting the career path to be a successful and known senior project manager.”* says Bikash Dhar, project manager of the individual Achievement Awards Categories.

**Application process:**

Applications need to be handed in by 30th July 2015 23:50CET.

To apply for this year’s award and download all the material, including award guidelines and application form, please visit: <http://ipma.ch/awards/achievement-awards/>

Applicants will be notified of their application status and for further steps for consideration of the award in early August. Finalists for this year’s award will be selected by end of August 2015.

For more information please contact the Award Office: [award@ipma.ch](mailto:award@ipma.ch)

Authors: Ewa Bednarczyk, Bikash Dhar.



# “Innovative and creative,” that is how chief executives of leading associations described APM at last month’s Association Excellence Awards.

The judging panel who **named APM as Best UK Association and Best Association Conference in London** put APM’s award-winning formula down to “clear target setting” and a desire to “constantly improve.”

They went on to describe APM as: “Excellent, innovative, services in evidence, coupled with a desire to both constantly improve and secure feedback from members on how the association is doing.”

The awards, which celebrate excellence in serving members of professional and trade associations, **are assessed by heads of leading professional bodies** including Institute of Library and Information Professionals, Chartered Institute of Public Relations and British Dental Association.

These highly-coveted accolades are testament to everything APM has achieved as the **association experienced another record-breaking year**. The judges’ comments also resonate with APM’s ambition to continuously innovate for the good of the project management community. APM chairman Steve Wake said: “It goes

without saying that this represents a major achievement for APM and for me a personal highlight of my time as APM chairman. We are almost unique in that APM truly is a collaboration of professional staff, volunteers, specialist suppliers, trustees and friends.

“The judges’ comments reflect how APM will not stop challenging, chasing and improving. Listening, learning and leading. It is what has won us these awards and will inspire us to achieve more right through to 2020 and beyond.”

The **2014 APM Project Management Conference** was also recognised as the Best Association Conference in London.

The judges said it was “an outstanding submission, clearly highlighting the improvements made as well as the tight control of costs resulting in increased overall revenue. Clear target setting and goals, good research and creative marketing led to a lively and animated event.”

**APM president Tom Taylor was interviewed** by the event organisers along with **Scott Walkinshaw,**



**APM head of marketing and communications, and APM Conference chairman Mary McKinlay** to get their thoughts on winning the awards. <https://youtu.be/85r90PmALg0>

Claire Wormsley, managing director of the Global Conference Network who organised the awards, said: “We are extremely proud of the launch of Association Excellence Awards, the number and calibre of entries has been extremely high. We are delighted to recognise the hard work of all those who work in trade and professional associations.”

# pma: 2. D-A-CH Forschungswerkstatt in Vienna



Brigitte Schaden, president of pma and GAPPs Chairman: „I am happy to host the next D-A-CH Forschungswerkstatt in June.“

What are the common key topics of the project management industry in the future? And how can we manage them? These questions will be analysed and discussed at the second D-A-CH *Forschungswerkstatt* (research workshop) in June in Vienna, Austria. The second D-A-CH *Forschungswerkstatt* is an invitation of pma in co-operation with GPM and spm. Invited are scientists,

researchers and practitioners of project management from Germany, Switzerland and Austria. Brigitte Schaden, president of pma and GAPPs Chairman: “The D-A-CH *Forschungswerkstatt* aims at connecting our three nations both disciplinarily as well as interdisciplinarily and to jointly shape the future of project management. Therefore we will meet once a year for a working session. I

## Schloss Schönbrunn – Apothekestrakt



am happy to host the next D-A-CH Forschungswerkstatt and am looking forward to our discussions in June.“

The 2nd D-A-CH Forschungswerkstatt takes place in the Apothekestrakt of Schönbrunn Palace in Vienna. In the evening, participants are invited to the pma dinner in the Vienna Technical Museum.

## pma young crew planning meetings

During planning meetings of the **pma young crew** Management Board the upcoming events are going to be planned and the next newsletter will be prepared.

Since this year **pma young crew** members who are interested in the organization of the **pma young crew** activities have the opportunity to actively participate in the planning meetings.

From input for the newsletter to the acquisition of a work package for organizing the next event. The **pma young crew** Management Board is pleased about new ideas from the community and wants to give the **pma young crew** members the opportunity to expand their project management skills.

Daniela Kolar/pma young crew

# APM's **award-winning conference** was described as 'thought-provoking' and 'inspirational' by those who attended yesterday at Kings Place in London



The sold-out **APM Project Management Conference** sponsored by **20|20 Business Insight** brought together influential speakers from our profession and thought leaders from outside project management for the Myth Busting themed event.

They removed the barriers to our thinking and gave delegates a "fantastic day dispelling project management myths," said David Poynton **in a tweet**.

The packed out auditorium saw Dr Ben Goldacre (pictured) open the day's proceedings with a riveting presentation by describing how medicine is broken and how we can fix it through randomised testing.

David Lloyd **tweeted**: "Another excellent APM conference! Great speakers and interesting topics starting with Ben Goldacre."

Barry Spruce described the event as 'inspirational' **in his tweet** by using a hashtag alongside the main **#apmconf**. He particularly enjoyed how the conference was "bookended by excellent presentations by Ben Goldacre and Matthew Syed."

Matthew Syed closed the event with a thought-provoking talk about sport psychology and how this could increase a team's performance.

"Very successful APM conference.

A huge thank you to all organisers, sponsors, speakers, stall holders and attendees," **tweeted** Russel Jamieson.

It was this combination of fantastic speakers, engaged delegates and an **exhibition of leading organisations** that created such a great atmosphere.

Darren Jaundrill **wrote in a tweet**: "Great event, thought provoking and a good buzz of activity."

The perfect end to the conference was provided by Workfront who sponsored the well-attended drinks reception to allow everyone to continue making new connections.

Keep an eye on the APM website for video interviews with the speakers, photo gallery and the presentation slides that have been made available.

If you would like to catch up with some of the commentary from the day or take part in any discussions then **follow #apmconf** or post a discussion in **LinkedIn**.



# APM met with the Integrated Program Management Division (IPMD) of the National Defence Industrial Association (NDIA) earlier this year to discuss the reaffirmation and expansion of the Earned Value Equivalence Agreement.



Carol Boser



Steve Wake

NDIA, the voice of the United States Defence Industry and the direct link to the U.S. Government for Industry, and its IPMD are custodians of the EIA 748 standard for earned value management.

As the largest professional body of its kind in Europe, the **award-winning APM** are responsible for the UK guidelines of **Earned Value Management** and also publish the **Earned Value Management Handbook**.

Carol Boser, chair of the NDIA IPMD, and Steve Wake, chairman of APM and long-term champion of earned value (pictured), agreed to create a memorandum of understanding to foster closer collaboration on both sides of the Atlantic.

Steve will be presenting at the NDIA IPMD meeting taking place in Washing-

ton, D.C. on April 14th and 15th where he will outline the earned value landscape in the UK.

NDIA IPMD will be attending the **Putting down the roots for good governance** #eVa20 conference in London between 16th and 17th June with an update on the U.S. position.

These meetings will allow the foundational plans for collaborative work to be laid.

"More and more U.S. industries are conducting business in the UK on both U.S. and UK contracts, and they want to use EVM to manage best performance on their programmes," said Carol Boser.

"The EVM equivalence agreement allows companies working on projects for both U.S. government agencies and for the UK Ministry of Defence, to have a

single EVM process for their business. This means underlying EVM Information Technology systems, training and certification programs, and the overall program operations can be common regardless of the customer.

"Overall, this leads to more efficient and affordable operations and savings for customers."

Steve Wake said: "This important document reaffirms our joint commitment to earned value as the best way to structure and control the largest most important projects on the planet.

"It also means that anyone taking APM's approved EV qualifications, via APMG, is making a strong investment in their own career against an internationally recognised standard. Qualifications which facilitate entry into the major project delivery communities of our generation."

# Business chameleon Laszlo Károli

Károlyi Business Solution | Business Chameleon



Solutions represent a real value in business. Management is a difficult art and an expert can provide solutions highlighting the risks that are inherent in all kind of situation.



Charles Darwin said,  
*"It is not the strongest of the species that survives, nor the most intelligent, but the one most adaptable to change."*

Strong business and technical qualifications with an impressive track record of hands-on experience in strategic planning, business development, marketing and brand building, project and product management, operations and change management.

A good blend of knowledge between American management & business theories and practice. His experience comes from a multinational environment and the global market in CEE, acquired in a difficult, economic restructuring period too. He experienced small private and big state-owned enterprises, multicultural and virtual teams and projects.

***A successful business executive helps to propel your business forward by sharing the success and mistakes he's learned over a thirty-year career.***

He has been working for 21 years at the Legrand Group and was appointed CEO for Legrand Hungary in 2004, building up a well-performing team. The Hungarian company became the 400th from a turnover point of view and gained the 100th position from an economic income point of view in the Hungarian companies ranking list only a few years later.

**A successful business executive can help to propel your business forward by sharing the success and mistakes he has learned over a thirty-year career.**

Reform your mindset and be as effective and as smart decider now as you will be in ten years. Harvest experience everywhere, just discover it... and be a successful business chameleon.

Read the book or enroll on the next training program, or simply give us your questions.

<http://www.karolyibs.com>

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# A five-step formula for project success was revealed at the **APM Project Management Conference** today



Research by APM into the **Conditions for Project Success** highlighted that nearly 80% of projects fail to meet their planned objectives as a result of gaps in good practice. Most alarmingly, only 4% rated project planning and review as excellent; while 14% said it was either poor or absent from their last project.

In response APM is targeting senior project executives and influencers with five critical success factors:

1. Project planning and review
2. Effective governance
3. Goals and objectives
4. Competent project teams
5. Commitment to project success

The five factors form part of APM's project success framework, which was endorsed and enhanced by more than 850 project professionals, academics

and thoughts leaders who took part in the original study.

In each case over 85% of survey respondents rated the five factors as either 'critical or very important' to the success of a project.

Commenting on the findings Daniel Nicholls, APM research manager, said: "The 12 success factors were overwhelmingly endorsed by respondents. However, when asked how successful their last completed project had been and the status of each of the success factors in that same project, the findings revealed gaps between accepted good practice and the application.

"The five key factors for success – or those factors with the strongest and most consistent relationship with the

traditional measures of project success: time, cost and quality – can be viewed as a formula for success; get this right and the rest should follow."

The **Conditions for Project Success** report reveals that the cost of ongoing failure could have a catastrophic effect on the economy, environment, and society. It concludes the environment in which the projects, programmes and portfolios operate, the conditions for project success, are at the heart of improving project outcomes.

**Download the full report for free**  
Senior business leaders will discuss the price of project failure at an APM breakfast meeting on April 15. The findings will be published online and in June's issue of **Project**.