

## Certification of Organisations

IPMA Delta® has been conceived to deliver value to customers worldwide. The rationale of IPMA Delta is to provide a high-value feedback process and report while limiting the effort of the customer for the certification. The assessment looks at the key topics and uses appropriate methods for providing valuable information to the customer's stakeholders who are responsible for the project, programme and portfolio management (PP&PM) of the organisation.

- A project is no island
- Projects take place in organisations, like companies, public agencies, NGOs
- Projects are investments of organisations that provide value for stakeholders
- Organisations need competence to run successful projects and for enabling, supporting and guiding project teams.

The main benefits of using IPMA Delta® are

- Know the PP&PM competence status of your organisation based on an independent third-party assessment of experienced PM professionals
- Identify best practices of project, programme and portfolio management in your organisation
- Have a clear picture of the areas for improvement and development in order to be able to plan and conduct a continuous improvement and development process with measurable objectives
- Raise the visibility and significance of project, programme and portfolio management in your organisation
- Achieve systematically better results in projects, programmes and portfolios
- Improve your competitive market position, using the certificate to show professionalism to personnel, customers, partners and the community
- Learn from experienced IPMA Delta® assessors and raise the exchange on PP&PM in your organisation
- Achieve more certainty in an agile and VUCA world: Where is our organisation now and where you should lead it.

The certification is called IPMA Delta®, because it is not only based on IPMA OCB® but also related to IPMA's Individual Competence Baseline (IPMA ICB®) and IPMA's Project Excellence Baseline®, shown as a triangle in the IPMA Delta® Logo. The certification of an organisation is a remarkable step further compared to the certification of individuals.

More information is available on [www.ipma.world](http://www.ipma.world).

## Overview

Country	Organisation name Category & Competence Class	Date of certificate	Page
<b>Brasil</b>	Eletrobras – Furnas Centrais Elétricas S.A. Complex, Class 3	27.02.2023	5
<b>China</b>	Ruihe Anhui Project Management Group Co. LTD NA, Class 4	2018	26
	CSR Research of Electrical Technology & Material Engineering Complex, Class 3	22.08.2013	39
	Tasly Pharmaceutical Group Co., Ltd. NA, Class 3	01.11.2012	41
<b>Finland</b>	City of Helsinki Urban Development Division Medium, Class 2	13.02.2023	7
	Citec Oy Ab NA, Class 2	20.08.2014	35
	Kela IT NA, Class 2	2014	36
<b>Germany</b>	Knorr-Bremse Systeme für Schienenfahrzeuge GmbH Complex, Class 3	25.09.2015	33
	Bayer Material Science AG Complex, Class 2	26.06.2014	33
	WestLB AG Complex, Class 4	30.10.2011	44
	Swisscom IT Services AG, Switzerland Complex, Class 4	21.10.2010	46
	Topalis Services GmbH Medium, Class 1	29.03.2010	47
<b>Iran</b>	Energy Industries Engineering and Design Complex, Class 4	31.01.2023	9
<b>Italy</b>	TERNA Plus Medium, Class 3	24.11.2020	20
	Automotive Industry NA, Class 2	2014	--
<b>Kazakhstan</b>	Engineering Company “Kazgipronefttrans” LLP Medium, Class 4	25.12.2019	21
	SUC on the right of EM “City centre for monitoring and operations” Astana Basic, Class 2	28.06.2019	23
	JSC Kazakh Inst. of Oil and Gas Basic, Class 3	29.05.2019	25

<b>Country</b>	<b>Organisation name Category &amp; Competence Class</b>	<b>Date of certificate</b>	<b>Page</b>
<b>Portugal</b>	Thales Portugal, S.A. Basic, Class 3	30.12.2021	11
	Thales Portugal Basic, Class 3	04.02.2016	31
<b>Russia</b>	JSC "CONSYST-Communication Provider" Medium, Class 2	15.12.2021	12
	Joint Stock Company "State Specialized Design Institute" Medium, Class 3	22.06.2021	14
	Joint Stock Company Rosatom Overseas Medium, Class 4	17.05.2021	15
	Joint Stock Company «Atomenergomash» Complex, Class 3	29.11.2020	19
	Joint Stock Company ASE Engineering Company NA, Class 4	14.05.2018	28
	Joint Stock Company Rosatom Overseas NA, Class 3	14.05.2018	29
	Joint Stock Company ASE Engineering Company NA, Class 3	18.05.2016	31
	TNK-BP Management Extensive, Class 1	19.11.2012	--
	NTZMK Nizhny Tagil Medium, Class 2	11.08.2012	42
	JSC Electric Network Company of Ekaterinburg Medium, Class 2	14.06.2012	43
	Sberbank IT Block Extensive, Class 2	23.12.2010	45
<b>Spain</b>	PATENTES TALGO S.L.U. Complex, Class 3	17.03.2021	17
	MAHAK Iran Basic, Class 3	15.04.2019	22
	Panama Municipality Complex, Class 3	27.07.2017	30
<b>Sweden</b>	Svensk Kärnbränslehantering AB Extensive, Class 3	09.07.2021	13
<b>Switzerland</b>	Business Unit of an Industrial Company Complex, Class 2	27.10.2022	--
	BERNMOBIL Medium, Class 2	20.05.2016	32
	CSP AG Medium, Class 4	22.10.2014	34

<b>Country</b>	<b>Organisation name Category &amp; Competence Class</b>	<b>Date of certificate</b>	<b>Page</b>
	LITEX AG Basic, Class 3	12.04.2013	40
<b>Ukraine</b>	Nazarbaev University, Kazakhstan NA, Class 3	17.07.2013	37
	SIP-PMU Chernobyl NPP Complex, Class 3	29.03.2010	47

### 38. The Eletrobras – Furnas Centrais Elétricas S.A. case (2023)



The certification was organized by the Certification Body of IPMA Brasil and conducted by Mr. Hans Knoepfel as Lead Assessor and Mr. Wilson Guilherme and Mr. Raphael Albergarias as Co-Assessors. The on-site visit and interviews were performed from December 5<sup>th</sup> until December 16<sup>th</sup>, 2022. During the five interview days an intensive schedule with members of the Executive Board, project managers and staff members as well as support personnel could be successfully completed. The assessment was guided by the Project Management Office on the customer's side.

The customer was granted an average IPMA Delta Class 3 “Standardised” certificate (“The PP&P standards are mostly in place and have been communicated to all stakeholders. The PP&P standards are partially applied by PP&P staff and are under management control.”).

**Testimonial:** “Our project office has a 10-year history, and over time we've incorporated a lot of learning into our processes. Much of the knowledge we've gained has been transformed into project, programme, and portfolio management practices.

Our project management maturity has also been growing, and we've made efforts to improve in areas where there are opportunities for development. As a result, our value deliveries have increasingly met the needs of shareholders and executives.

However, the Delta certification was a unique experience. Prior to the certification, even though we had benchmarked with other PMOs, we were still trying to improve our results on our own.

The Delta certification provided us with the unique opportunity to have IPMA assessors, who are among the best professionals in the world, take a deeper look at our processes, identifying strengths and opportunities for improvement, and providing us with a rich learning experience. It was an extremely important journey for us to continue our development in the world of project, programme, and portfolio management.

As important as the certification itself is its effect on our team: This Delta certification was an achievement that greatly increased the team's confidence in the work we do and the pleasure of working in a high-performance area that adds great value to our company.

We thank IPMA, especially our assessors, for the opportunity to learn, and we thank our team for diving into this journey that has brought us here.”

**Alexandre Ramis**, Superintendent of Project and Enterprise Management (PMO) of FURNAS



Handover photos

Brazil becomes the first country in the Americas to achieve IPMA Delta certification by its certification body. In addition, Furnas becomes the first company in the Americas to accomplish this feat.

IPMA Delta certification is the only global certification that guarantees the alignment between the organization's strategy and its execution in its 4 layers of execution (shareholder, board of directors, executive board and operations).

In practice it assesses how strategy is thought out and implemented through project portfolio management (CAPEX) and how it is transferred to operations (OPEX). And how the discipline of strategy readiness (ability to adapt to the scenario) is present to ensure the integrity of the investment plan and customer service.

Besides the certification of all project professionals at Eletrobras Furnas, the PMO certification, this intense preparation resulted in the award of the Year by MundoPM magazine and being in the playoffs for the PMO Global Alliance global award.

It is a work of excellence that has been developed for many years by Eletrobras Furnas' PMO. All this work has a great objective: To guarantee the energy necessary for Brazil to develop. Excellence in management from Brazil to the world! Congratulations Eletrobras Furnas!

Raphael Albergarias, President of IPMA Brasil



### 37. The Urban Development Division of the City of Helsinki case (2023)

The Capital of Finland, the City of Helsinki provides services to its nearly 666,000 citizens in many different areas of life. From healthcare to urban planning, from schools to urban transportation and from housing to metropolitan infrastructure, not forgetting the ever-growing range of digital services. Many of these duties are responsibility of the *Urban Development Division of the City of Helsinki*.

The Urban Environment Division runs over 100 projects in its development portfolios, in addition to numerous construction and infrastructure projects. Involving, in one way or another, most of its 1,700 staff, as well as a large number of commercial partners, suppliers and subcontractors.

There is a steady shift going on towards “projefcification” also in the public municipal organisations and project management has become a true profession. Projects, portfolio management and even management by projects have risen up to the agenda of senior management in the City of Helsinki. The leadership is showing firm support for the development of *Project Management Culture* in the Urban Environment Division.

The project management processes have a solid foundation, good common methods and structures. The enthusiasm of the staff at the Urban Environment Division and the good ground for development inspired the search for a good tool or methodology that would provide both a clear snapshot of strengths and a vision of key areas for improvement.



The PMO function in Urban Environment Division is developing hand in hand with the exploitation of the results of the IPMA Delta assessment. The key team in driving the implementation of the results of the Delta Assessment are the PMO builders: *Mrs. Elsa Paasilinna*, Head of Digitalisation and Development Services,

*Mr. Mikael Eklund*, Head of PMO unit and *Mr. Juho Taskinen*, Head of Network Management Unit and *Mrs. Tia Kokkonen*, PMO Development Manager.

Leadership support is ensured through close cooperation and sponsorship of the senior management, Executive Director *Mr. Ville Lehmuskoski* and Administrative Director *Mrs. Silja Hyvärinen*.



## Testimonial

“The IPMA Delta assessment was an excellent fit for our situation. It allowed us to gather a huge amount of information and insights from project professionals in our organisation. The highly experienced IPMA Delta assessors analysed and summarised the large amount of information into a useful and usable format for us to base our PP&PM development. The IPMA Delta analysis did not (fortunately :-)) produce any major surprises. Instead, it helped us to structure many of the cause-and-effect relationships in our PM activities and to see the "Forest for the Trees". We understand that the IPMA Delta assessment is only the starting point for the next steps in our development. However, IPMA Delta offers a very steady ground to build on. The results of the assessment really help and guide us to take new steps forward, based on the suggestions for development and road-map that we have received from IPMA Delta assessment.”

IPMA Delta assessment at the Urban Development Division of the City of Helsinki was organised by **Project Management Professionals Finland (PRY)**, Led by *Dr. Reinhard Wagner* as the Lead Assessor, *Mr. Jarkko Stenfors* as co-assessor and *Mr. Joxi Kaaja* as the IPMA Delta Manager.

The on-site visits were performed on November 2022 at Urban Environment Division headquarters in Helsinki, Finland.

**The Urban Development Division of the City of Helsinki** was granted *The IPMA Delta Competence Class 2 Defined* certificate (“*There are defined PM standards, structures and processes in place which are partially applied in the organisation*”).



### 36. The Energy Industries Engineering & Design (EIED) case (2023)

The certification was organized by Iran-PMA and conducted by Mr. Hans Knoepfel as Lead Assessor and Mr. Morteza Emami and Hamid Zargarpour as co Assessors. The on-site visit and interviews were performed from December 14 till 21 2022 in EIED. During the five days of the visit under an intensive schedule, comprehensive interview with several members of the Executive Board, project managers and staff members as well as support personnel was successfully performed and completed. In addition, and in parallel with the interview, document check and control were made.

Based on the a/m interviews, document check, company profile, structure, and QA system review and in full compliance with IDR the client was granted an IPMA Delta Class 4 “Managed” certificate (“There are fully defined PP&P standards, structures and processes in place which are fully applied throughout the organisation, which the Management actively controls”).

**Testimonial:** EIED, as an independent EPCC general contractor company in oil, gas, petrochemical and Energy industries, leads complex projects to success. Whether in upgrading systems and processes or doing EPC & MC projects, we succeed because of practical, pragmatic, innovative, trustful and reliable cooperation with our clients. Over 28 years, we have optimized and simplified our methods at an above-average level.

That’s why we have particularly and successfully obtained the first EPCC general contractor company of the Iran-PMA Delta Certification. The achieved Class 4 confirms that we consistently lead, manage and improve our projects, processes and personnel competences that we can assure the project success for our clients and other main stakeholders. Also, the issuance of this certificate by an independent body emphasizes why the satisfaction of clients with our services in the projects carried out by EIED is high.

The main benefits of using IPMA Delta® for EIED are 1: Finding out the PP&PM competence status of EIED based on an independent third party independent assessment of experienced PM professionals, 2: Have a clear picture of the areas for improvement and development in EIED in order to be able to plan and conduct a continuous improvement and development process, 3: Promoting the visibility and significance of project, programme and portfolio management in EIED, 4: Improvement EIED competitive market position, using Delta certificate to show professionalism to personnel, customers, partners and the community, and 5: Learn from experienced IPMA Delta® assessors.

A special thanks to Iran-PMA Certification Body, Hossein Radmehr as the Iran CB Delta Manager as well as the Delta assessors Messrs. Hans Knoepfel, Hamid Zargarpour and Morteza Emami who have impressed us with their accurate, fair and undeviating assessing activities!”

CEO of the management team, Customer: Seyed Mohammad Ali Ghaffarizadeh



Picture of the hand-over of the IPMA Delta® certificate



### 35. Thales Portugal, S.A. case (2021)



Thales Group is present in Portugal since 1990, emerged in the domestic market as the leader for integrated transport solutions, equipping more than 1,200 kilometres of the national railway network. Today, Thales is recognized as key technology partner, leader in the transport segment developing products and solutions for Passenger Information and Security Systems, in Portugal and from Portugal towards the export markets. Thales provides its customers with technologically advanced solutions for the Aerospace, Transportation, Defence and Security domains.



Working with its customers worldwide, Thales partners for projects that transform cities and countries contributing to the quality of life of all citizens. The Portuguese Certification Body of IPMA (APOGEP CB) has delivered the result of the certification to the Thales Management Team, Project Portfolio Director and PMO after an intense process carried out for the past four-months.

The IPMA Delta® model integrates the state of the art and best practices covering a multidimensional view to evaluate Organizational Competence in Project Management according to the Organizational Competence Baseline of IPMA (IPMA OCB®) integrating the competences of people and their different roles in projects (IPMA ICB®), within a framework of excellence managing projects and programmes (IPMA PEB), with the organizational alignment of culture, structures and processes between the corporate governance and the management of the project portfolio.



Thales Portugal, with a portfolio of projects at national as well as international levels, with a presence, in addition to Portugal, in the countries South Africa, India, Qatar, Poland and others, has reinforced its commitment to the excellence in managing Projects, Programmes and Portfolios by the hand of IPMA®, moving forward by confirming this path with the re-certification process and the granting of the IPMA Delta® Certification (Class 3 Standardized). The evaluation obtained will allow Thales Portugal to identify the areas for improvement and draw up a Plan to address them in an integrated manner.

*The Portuguese Certification Body (APOGEP CB), specialized in Organizational Competences in Project, Programme and Portfolio Management, grants the IPMA Delta® re-certification to Thales Portugal S.A.*

### 34. JSC "CONSYST-Communication Provider" case (2021)

«KONSIST-OS» JSC (hereinafter referred to as the Company) is an integrator and competence center in the field of information technology, information security, project management, as well as the Center for Digital Technologies Industry 4.0 of «Rosenergoatom Concern» JSC. The Company focuses on maintaining the highest standards of quality service, as well as on creating import-independent digital solutions for nuclear industry enterprises and the foreign market.

During 2021, the Company's specialists were preparing for the international certification of the Project Management Department's competence in the field of project, programme and portfolio management according to the IPMA Delta® model, which was held for the Company's specialists by the «SOVNET Project Management Association», demonstrating a high level of professionalism and responsibility.

As part of the certification assessment of the competence of the Project Management Department in the field of project management, an analysis was made of the professional competence of employees and managers of the Company, the excellence in managing individual projects and programs, the project management system and process model created in the company, including the connection with the strategy, planning, decision-making processes and reporting, a knowledge accumulation system, a personnel selection and development system, as well as a project culture in general. The assessors reviewed the documents regulating the project activity, as well as conducted interviews with the participants of both the project activity itself and related processes of the Company's activity.

In December 2021, according to the results of the international assessment, JSC "CONSYST-OS" was granted the second competence class "Standardized" according to the IPMA Delta model. This assessment confirms readiness of JSC "CONSYST-OS" to successfully implement projects in accordance with international requirements and practices.

For «CONSYST-OS» JSC, certification according to the IPMA Delta® model is one of the stages in the development of a corporate project management system. An independent assessment of the IPMA Delta competence conducted by the «SOVNET Association» allowed the Company to conduct a holistic and objective analysis of project management processes, correlate its own level with global practice, develop a development strategy, form and plan areas for improvement and further development.

We express our gratitude for the certification assessment of the competence of the Project Management Department and look forward to further cooperation.

Mikhail Lysachev, CEO of JSC "CONSYST-OS"



CONSYST-OS CEO Mikhail Lysachev and CONSIST-OS PM Department Director Petr Ponomarev receive the IPMA Delta certificate from Alexandr Tovb and Alexey Polkovnikov of SOVNET.



### 33. SKB - Svensk Kärnbränslehantering AB case (2021)

The IPMA Delta® certification at SKB is the third in the world for the biggest sort of organisations and the first one for the biggest category "Extended" of the IPMA Delta Regulation Version 2 (2019). It includes the assessment of the whole organization of SKB. The certification team consisted of five assessors, three from Switzerland and two from Sweden.

The certification, which began in April 2021 and was completed in July 2021, assesses an organisation's overall ability to provide an excellent context for effective project, programme and portfolio management. SKB decided early on to go 'all in', which meant that the entire company was included in the measurement.

SKB has reported great satisfaction with the assessors, the assessment process, and the result. "SKB communicated early that the purpose of the IPMA Delta® certification shall be a starting point for improvement and development. SKB has got a good receipt of our abilities and areas for improvement. The results have calibrated our self-view and will help us in our forward work to succeed with our plans."

The IPMA Delta Certification was conducted mainly on-line. This process was successful due to the excellent cooperation of the people who managed the certification and the full participation and open and transparent culture in the customer's organization.

Svenskt Projektforum offers IPMA Delta to the Swedish market as of this year and is looking forward with confidence to more companies wanting to assess and improve their organizational competence. This is the context where often most of the critical success factors for projects and programmes are found. If you would like to know more about IPMA Delta and what it can mean for your organisation, please contact us at [info@projektforum.se](mailto:info@projektforum.se).

Per-Olof Sandberg, Certification Manager Swedish Project Forum



SKB's CEO Johan Dasht and SKB's Project Director Johan Hedlund receive the IPMA Delta certificate from Per-Olof Sandberg and Ulf Nilsson from the Swedish Project Forum.

### 32. Joint Stock Company "State Specialized Design Institute" case (2021)

State Specialized Design Institute (GSPI JSC) trace its lineage to the year of 1948. The organization has a wealth of experience in integrated design of industrial, research and civil facilities in Russia, CIS countries and abroad. GSPI JSC has contributed to the creation of 80 research centers and institutes for the nuclear industry. Over 100 large-scale industrial installations were built according to GSPI design projects. Owing to its long-term experience and modern technologies GSPI JSC is one the leading enterprises in performing geo-ecological and integrated engineering surveys for the construction of unique structures.

At the end of 2019, the management of GSPI JSC decided that it was necessary to increase the company's maturity in the area of project management. In order to obtain an objective assessment of our company's existing project activity management system, it was decided to undergo certification of GSPI JSC organizational competence by the Russian Member of IPMA – the Project Management Association SOVNET using the IPMA Delta® model.

During 2020 we were actively preparing for certification and performed:

- training and preparing employees of GSPI JSC for their individual certification and their certification according to the IPMA ICB 4.0;
- conducting a pre-certification audit of GSPI JSC based on the IPMA Organisational Competence Baseline and the IPMA Project Excellence Baseline;
- implementing recommendations based on pre-certification audit findings on improving the project management system to achieve the desired Class 3 IPMA Delta®.

Despite the difficult situation associated with the COVID-19 pandemic, all planned works were completed on time and with proper quality.

In June 2021, based on the results of the assessment, GSPI JSC was awarded the 3rd class of competence "Standardised" according to the IPMA Delta® model. This assessment confirms that GSPI JSC is ready to implement projects in accordance with international requirements and practices. The certification to Class 3 IPMA Delta®; allowed GSPI JSC to assess the current state of the project management system – its strengths and areas for improvement were identified and recommendations on its development were received. GSPI JSC plans not to stop at what has been achieved and to improve the project management system in accordance with the recommendations received, which will allow us to:

- strengthen our position in international markets;
- meet the growing expectations of foreign customers;
- have an advantage when bidding for tenders abroad;
- demonstrate our readiness for new complex projects, including those overseas;
- increase our efficiency by applying the world's best methodologies and practices.

We can also admit that Certification Centre of Association SOVNET showed a high level of professionalism and responsibility in the process of performing the following work in preparation for certification and the certification of GSPI JSC.

Igor Baykov. General Director



### 31. Joint Stock Company Rosatom Overseas case (2021)

In May 2021 Rosatom Overseas JSC successfully certified its project management system in compliance with IPMA Delta model. The company has proved compliance with Class 4, the highest level of competence achieved worldwide in project, programme and portfolio management so far.

Over the past three years of intensive work on the development of the project management system (PMS), the company has managed to move to the next higher level. It is worth reminding that in 2018 PMS of Rosatom Overseas JSC was granted Class 3 "Standardised" (certificate No.06/03/20180514). Today it is upgraded to the "Managed" Class in accordance with IPMA Delta terminology (certificate No. 09/04/20210517).

To reach a new level, the company has expanded its boundaries of project management. Project management methodology, tools and best practices have been applied not only in the Company's traditional pre-sale and contracting projects, but also in unfolding internal projects, including creation and development of new products for the nuclear industry and organizational development.

Following the recommendations of international assessors received in 2018, by the start of the second certification the Company's process model, resource planning, quality control of project management processes, and lessons learned management have been developed and significantly improved. Programme and portfolio management have been expanded. The connection between the Company's strategy and the portfolio structure, as well as projects and programmes as a way of business operations and implementation of necessary changes, has become more transparent.

Realizing the importance of having the right people for the success of projects, the company focused on training and personal certification of its employees in project management. The Company adopted the industry competence model and developed a unique tool – a career map for the project personnel development. The Company's Project Management Information System has also been modified. Improved business processes have been reflected in automation.



Certificate Handover to Rosatom Overseas and State Specialized Design Institute on the occasion of the 32<sup>nd</sup> IPMA World Congress

Both for the first and the second time, the IPMA Delta certification gave the company a new impetus to the development of project, programme and portfolio management. The international assessors evaluated the Company's updated PMS, provided a detailed report on the strengths and areas of further development, as well as the compliance of project approaches used in the organization with the best international practices.

As Rusatom Overseas JSC continues to move forward, we expect to make the Company's PMS even more flexible and relevant to the business challenges we face. We are heading for continuous improvement and fine-tuning. We would like to warmly thank IPMA Delta international assessors for their significant contribution to the development of the organization.

### 30. The Patentes TALGO case (2021)

The Spanish Certification Body (OCDP-AEIPRO), specialized in Organizational Competences in Project, Program and Portfolio Management, grants the IPMA Delta® Certification to TALGO

Madrid, March 17th 2021

TALGO, a Spanish company with almost 80 years of history specialized in the design, manufacture and rolling stock maintenance has announced its first IPMA Delta® certification. The Spanish Certification Body of IPMA (Certification Body in Project Management (ODCP) of AEIPRO-IPMA Spain, has delivered, of the hand of its President Jesús Martínez Almela, of the result of the certification to the Management Team, Project Portfolio and PMO after a long and intense process carried out for the past nine months.

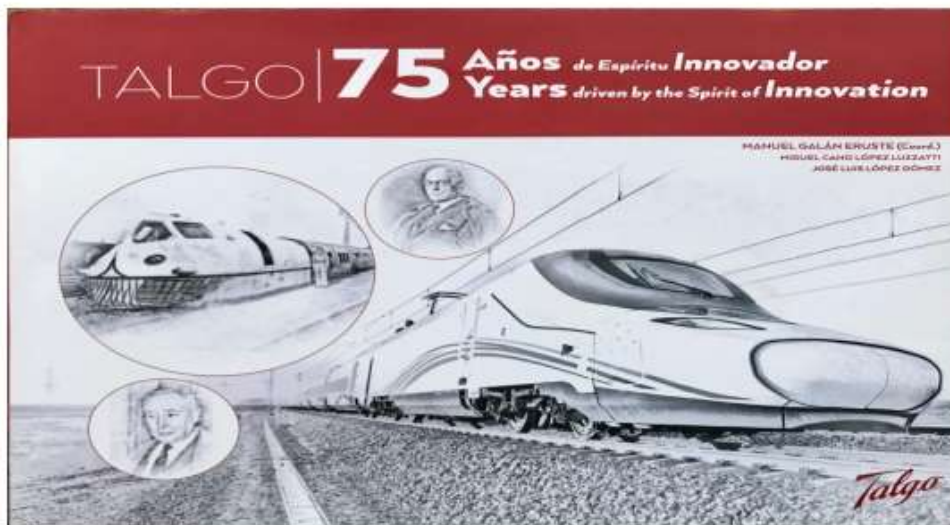


The IPMA Delta® model integrates the state of the art and best practices covering a 360 ° perspective to evaluate Organizational Competence in Project Management according to the Basis for Organizational Competencies of IPMA (IPMA OCB) integrating the competencies of people, their different roles in projects (ICB), within a framework of excellence managing the project and its program (PEB) and the organizational alignment of culture, structure and processes between the corporate governance and the management of the project portfolio.

TALGO, with a portfolio of projects at maximum levels of internationalization, with a presence in addition to Spain, in countries such as Germany, Denmark, Saudi Arabia, the United States, Egypt and Uzbekistan among others, has reinforced its commitment to excellence in management of Projects by the hand of IPMA®, starting this path with the certification process and the granting of the IPMA Delta® Certification (Class 3 Standardized) in Project Management Competences. The evaluation obtained will allow TALGO to identify the areas for improvement and draw up a Plan to address them in an integrated manner.

Founded in 1965, as the first Association in Project Management in the World, IPMA® (International Project Management Association) is present today in more than 70 countries around the world and is recognized as one of the most relevant associations worldwide in the area of the management of Projects, Programs and Portfolios of Competencies-based.





## 29. Joint Stock Company «Atomenergomash» case (2020)

The Mechanical Engineering Division of the State Atomic Energy Corporation Rosatom (JSC Atomenergomash) is one of the largest power engineering holdings in Russia, offering a full range of solutions in design, production and supply of equipment. Our company has been implementing projects for nuclear, thermal power, gas and petrochemical industries, shipbuilding and special steels market in Russia and abroad since 2006. The strategic goals of JSC Atomenergomash are directly related to the strategic goals of the State Corporation Rosatom, including in terms of increasing the share in international markets.

Testimonial: At the end of 2019, the management of JSC Atomenergomash decided that it was necessary to increase the company's maturity in the area of project management. In order to obtain an objective assessment of our company's existing project activity management system (PAMS), it was decided to undergo certification of JSC Atomenergomash organisational competence by the Russian Member of IPMA – the Project Management Association SOVNET using the IPMA Delta® model.

During 2020, we were actively preparing for certification and performed:

- training and preparing employees of JSC Atomenergomash for their individual certification and their certification according to the IPMA ICB 4.0;
- conducting a pre-certification audit of JSC Atomenergomash PAMS based on the IPMA Organisational Baseline and Project Excellence Baseline standards;
- implementing recommendations based on pre-certification audit findings on improving the PAMS to achieve desired Class 3 IPMA Delta®.

Despite the difficult situation associated with the COVID-19 pandemic, all planned works were completed on time and with proper quality.

In October 2020, based on the results of the assessment, JSC Atomenergomash was awarded the 3rd Class of competence "Standardised" according to the IPMA Delta® model. This assessment confirms that JSC Atomenergomash is ready to implement projects in accordance with international requirements and practices. The certification to Class 3 IPMA Delta® allowed JSC Atomenergomash to assess the current state of the PAMS – its strengths and areas for improvement were identified and recommendations on its development were received. JSC Atomenergomash plans not to stop at what has been achieved and to improve the PAMS in accordance with the recommendations received, which will allow us to:

- strengthen our position in international markets;
- meet the growing expectations of foreign customers;
- have an advantage when bidding for tenders abroad;
- demonstrate our readiness for new complex projects, including those overseas;
- increase our efficiency by applying the world's best methodologies and practices.

We can also admit that the Certification Centre of Association SOVNET showed a high level of professionalism and responsibility in the process of performing the work for preparing and delivering the certification of JSC Atomenergomash.

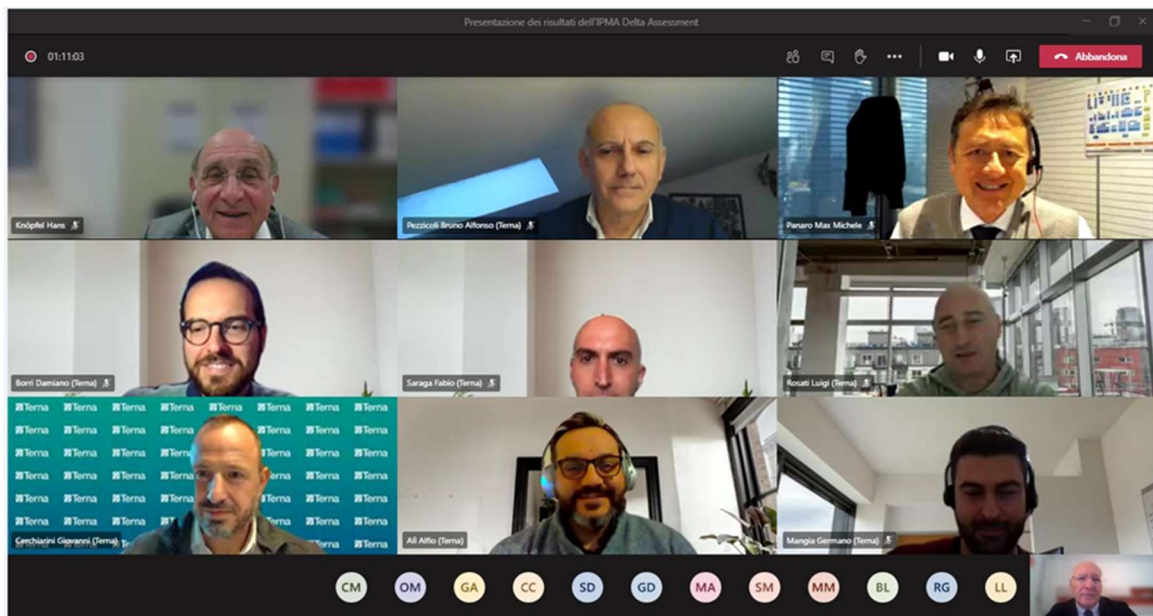
General Director, Andrey Nikipelov

## 28. The Terna Plus case (2020)

The certification was organized by IPMA Italy Certificazione and conducted by Hans Knoepfel as Lead Assessor and Hansjuerg Rhyner as Co-Assessor. Both were accompanied by Giorgio Dalmasso as Observing Assessor. The visit was held online due to the Covid-19 pandemic and performed on 3rd and 4th November 2020. During the two days of the visit an intensive schedule with members of the Executive Board, project managers and staff members as well as support personnel could be successfully completed.

The client was granted an IPMA Delta Class 3 “Standardised” certificate (“The PP&P standards are mostly in place and have been communicated to all stakeholders. The PP&P standards are partially applied by PP&P staff and are under management control”).

Testimonial: Within Terna Group, Terna Plus is the company in charge of developing new international opportunities with the aim of exporting Terna’s experience as the Italian transmission system operator (TSO). Our International journey started in 2017 with the award of 4 power transmission concessions in Latin America; while we were developing our projects we established a project management and competence based system to ensure processes, standards, tools and organizational structures are consistent across the geographies where we operate and to strengthen key skills in carrying out our projects. We are a young organization, we understand that there is a lot of work ahead of us, and therefore we are very proud to have achieved Class 3 certification. We consider it a starting point in our path towards PPP management excellency.



Picture of the hand-over of the IPMA Delta® certificate

Giovanni Cerchiarini, Terna Plus CEO



## 27. The “KGNT“ Engineering Company “Kazgiproneftetrans” LLP case (2019)

The certification was organized by Kazakhstan Project Management Association (KPMA), national association of IPMA in Kazakhstan and conducted by Svetlana Murzabekova as Lead Assessor and Sergey Bushuyev International Assessor. They were accompanied by Maira Khussainova Director of Kazakhstan Project Management Association as Co-Assessor. The on-site visit was performed on December 23 and 24 2019 on KGNT head office in Almaty. During the two days of the visit an intensive schedule with members of the Top-Management team, project managers and staff members were completed successfully.

The client was granted an IPMA Delta® “Managed” certificate. There are fully defined PP&P standards, structures and processes in place, which are fully applied throughout the organization, which the Management actively controls.

### Testimonial:

KGNT is the leading engineering company of the Republic of Kazakhstan with vast experience and 45-year history. The company has grown from Special Design Bureau to a company providing a full package of EPCM services. KGNT operates in the oil and gas and energy markets, in the chemical industry in the field of design, construction and related equipment deliveries, while managing projects at all stages.

Over the past decades, KGNT has put more than 15 offices around the world, delivering outstanding services to oil and gas operators throughout the asset life cycle.

KGNT would like to express special thanks to the Kazakhstan Project Management Association. Thank to it, over 17 years KGNT has been showing the growing number of certified professionals. I have to acknowledge that KPMA has transformed the way we conduct business and has made a significant impact on a company.

I look forward to working closer together to achieve the IPMA Delta certification aimed at. I am happy to evidence continuous improvement and certification has solidified the company’s industry leadership position to deliver industrial, civil design, project management and engineering services.

KGNT CEO, Alexandra Bekisheva



## 26. The “MAHAK“, Society to Support Children Suffering from Cancer, Iran, case (2019)

MAHAK- the Society to Support Children Suffering from Cancer has the honour of receiving Class 3 in its first experience in IPMA Delta® assessment. This is while only 10% of the organizations which have voluntarily undertaken a similarly rigorous analysis have been able to achieve the Class 3 of the Delta model in their first audit.

In this assessment, the Project, Program and Portfolio Management (PP&PM) processes and structures of MAHAK were professionally assessed in a three-day period. The fact that the esteemed IPMA has provided the opportunity for humanitarian projects to be assessed is highly appreciated. This provides a meaningful encouragement for charity organizations like MAHAK to plan and implement a system-based project management within larger programme designs as part of their portfolio management systems by the means of which ever-improving treatment and supportive services can be provided to cancer-stricken children and their families. In the past hearing that a charity was being governed through a project-based system seemed odd.

Now, this is taking hold across the globe with the fruitful support of IPMA which, in the case of MAHAK, assessed project management leading to the recovery of over 6,000 children from cancer during 28 years of existence. MAHAK looks forward to achieving better and higher standards in the field of project management with the educational and assessment opportunities provided by the esteemed International Project Management Association.



Assessment meeting and certificate handover

## 25. The “City Center of Monitoring and Rapid Response” of Akimat of Astana city case (2019)

City center iKOMEK109, built according to the best international and business practices, united all the issues of the city’s life-support by providing:

- 24-hour reception of appeals on life-support and safety issues
- Unified technical infrastructure for effective operation of urban and emergency services
- Analysis, identification of system problems of the city and search for the best world practices for their solution and adaptation in the city
- Monitoring of quality of service of city services

The Project Management Office of the Analytical Center includes 399 projects of city administration of Astana, in which monitoring and performance analysis is conducted on a daily basis. All projects are fully digitized and distributed across 7 portfolios: Budget Investment Projects, Digitalization of Business, Public Private Partnership, Construction, Social Sphere, City Improvement and Share Construction.

In 2019 and 2020, international experts in the field of contact centers recognize the iKOMEK109 Center as the best of the best among the CIS countries. Last year, iKOMEK109 won an Oscar in the contact center industry in the category Best Contact Center Creation / Association Project.” This year, the iKOMEK109 Center received the "High Jury Approval" in the nomination "Best Practice for Analytics, Study and Understanding of Clients" at the Call Center Awards 2019-2020. In June 2019 iKOMEK109 center successfully passed international certification by the IPMA Delta model.

The certification was organized by Kazakhstan Project Management Association, national association of IPMA in Kazakhstan and conducted by Sergey Bushuyev international Assessor and Svetlana Murzabekova as a Lead assessor. As a result, iKOMEK109 was granted an IPMA Delta® “Defined” certificate. There are partially defined project management standards, structures and processes in place which are partially applied in the organization.

Thanks to project management in 2018, 35 problematic projects were identified for a total amount of \$30 million, the implementation of which lost the feasibility and economic efficiency. In 2019, 73 projects were identified for a total amount of \$240 million. The implementation of these projects is currently suspended.

The iKOMEK109 Center expresses its gratitude to the Kazakhstan Project Management Association for organizing the international certification of IPMA ICB V 4.0 and IPMA Delta by the International Project Management Association.



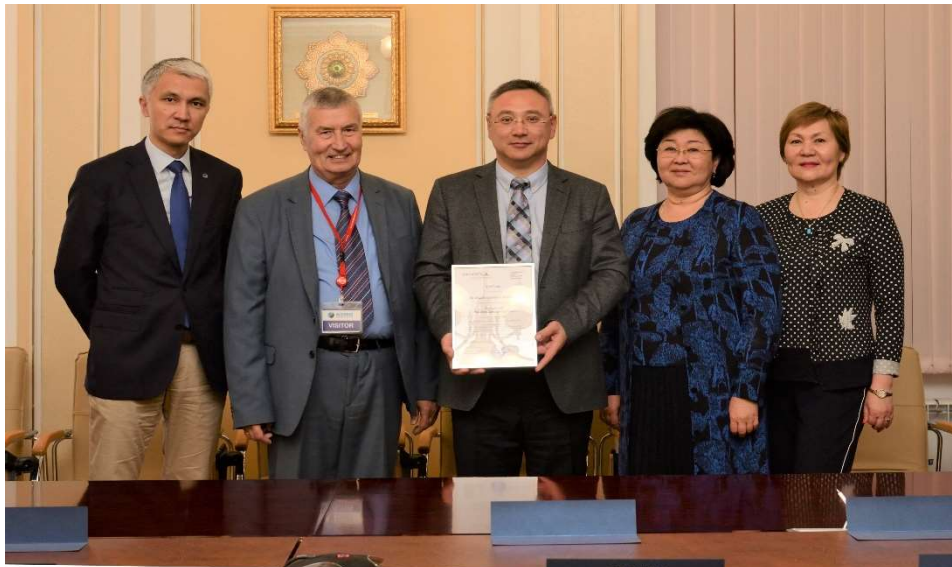




Certificate hand-over

#### 24. The JSC “Kazakh Institute of Oil and Gas” case (2019)

In May 2019 the JSC «Kazakh Institute of Oil and Gas» was assessed based on their competence for managing projects, programmes and portfolios. As a result of this assessment the Institute was granted Competence Class 3 (Standardized) of the IPMA Delta Certification. All PP&PM standards are fully defined and structures and processes are in place and are mostly applied throughout the Institute. The IPMA Delta certification is an indicator of the company's effective project activity, realized in accordance with the best international practices in project, programme and portfolio management. We are really proud that our company is the first Kazakhstani company that received a certificate with Class 3 of competence in project management from such a respected organization like Kazakhstan Project Management Association, national association of IPMA in Kazakhstan.



From left to right: Aidar Yesspayev Deputy General Director for Business Development of JSC «Kazakh Institute of Oil and Gas», Sergey Bushuyev IPMA Delta Lead Assessor, Li Vyacheslav General director of JSC «Kazakh Institute of Oil and Gas», Svetlana Murzabekova IPMA Delta Co assessor, Maira Khussainova Director of Kazakhstan Project Management Association.

### 23. The “RAPM” case (2018)

- The assessment of the Ruihe Anhui Project Management Group Co. LTD (RAPM) was organized by PMRC (Project Management Research Committee, China) and conducted by Dr. Ou Lixiong as lead assessor and Dr. Xue Yan and Prof. You Wan as co-assessors. The on-site visit was performed August 18 through 20, 2018 in Shijiazhuang City of China.
- The client was granted an IPMA Delta Class 4 “Managed” certificate (“There are fully defined PP&P standards, structures and processes in place which are fully applied throughout the organization, which the Management actively controls” for a complex project management and consulting company).
- Testimonial: “RAPM is an intellectual-intensive project-based and project-oriented company whose main business is concentrate on providing construction project management and consulting service. Over the past 20 years, RAPM has successfully accomplished tens of thousands of projects with high-quality service in fields of traffic engineering, municipal, industrial, environmental protection, urban renovation, water conservancy and hydropower and so on. As a project management and consulting company, RAPM put special emphasis on developing its own project management competence based on international standards like IPMA standards. After 1 IPMA Level A, 13 IPMA Level B and 24 IPMA Level C certified, RAPM applied for IPMA Delta Assessment for continuously improving its organizational PM competence. We are proud that RAPM has been the first organization with IPMA Delta Class 4 certified in China, I think we would benefit from this competitive advantage in achieving our vision to be a leading whole-process engineering consulting service provider.”

Dr./Mrs. SONG Rui, founder of RAPM.



Picture of hand-over of the IPMA Delta® certificate in PMRC 2018 conference  
IPMA Chairman Reinhard and PMRC honorary fellow Matti were invited together with assessor team to issue the certificate to RAPM





Picture of RAPM management team, front middle is RAPM founder, Dr./Mrs. SONG Rui

## 22. The “ASE” case (2018)

- The independent assessment of competence allowed to receive an objective picture of project, programme and portfolio management, to understand strengths and to see areas for improvement. Work of the international assessors' team of IPMA gave the chance to develop the "road map" of further development of a corporate system of project management in our company. We took a constant course on becoming the project-oriented company. The task was in two years to increase the level of competence of JSC "ASE" in project management to the 4th class in IPMA Delta® was set. And this task was fulfilled. In 2018 JSC "ASE", the first of the Russian companies, received the certificate of conformity to the IPMA Delta® 4th class of competence of the field of project management.
- JSC "ASE" heads an engineering division of ROSATOM State Corporation, being one of leaders of world nuclear power engineering, occupying more than a third of the world market of a construction of the nuclear power stations and conducting the activities for implementation of projects on design and a construction of 30 power units more than in 20 countries. Leadership of the company in the field of project management substantially strengthens competitive advantages of an engineering division of ROSATOM State Corporation, first of all in such important trends as management of changes and digital transformation.

**Valery Limarenko,**  
acting governor of the Sakhalin region, the head JSC "ASE" in 2007-2018.



## 21. The Rusatom Overseas case (2018)

"Rusatom Overseas" (RAOS) is an integrator company responsible for promoting and developing, in foreign markets, the unique integrated offer of the ROSATOM Group for the construction Russian-designed Nuclear Power Plants (NPPs) of different capacity, Centers of Nuclear Science and Technology (CNST) and also the development of nuclear infrastructure, local workforce training and professional development, localization of production in the customer countries, guaranteed fuel supplies for the entire life cycle of NPP and CNST, maintenance and service, reprocessing and management, and comprehensive solutions for an NPP and an CNST decommissioning.

The company's development strategy is closely linked to ROSATOM's ambitious strategic goal of maintaining the company's leading position in the global nuclear market, which cannot be achieved without applying modern project management approaches.

That is why the continuous improvement of project performance based on the best international experience and the development of the competence of our specialists in project management is one of our main priorities.

Successful certification of our competence was another significant step towards the development of a project management culture in the organization. Independent professional assessment of the level of management, project culture and quality of project management competence, conducted by international IPMA Delta® assessors Alexander Tovb and Alexey Polkovnikov, helped our company to get an objective picture of project, programme and portfolio management, to understand the strengths and to identify areas for improvement.

We are proud to achieve the third class of competence, which indicates our ability to perform projects in accordance with the best international project management practices, fulfill contractual obligations and to meet expectations our customers.

We will continue to develop the corporate project management system in the areas for improvement recommended by the assessors. I am confident that the further improvement of the effectiveness in applying project management principles, methods and tools will allow us to achieve even greater success and will be important for the implementation of the Rusatom Overseas's ambitious plans on the international market.





## 20. The Municipality of Panama case (2017)

**Panama, April 26, 2017** – The Spanish IPMA Certification Body (Organismo de Certificación en Dirección de Proyectos - OCDP) from AEIPRO-IPMA Spain announced that it has issued its first IPMA Delta Certification to the Municipality of Panama. The IPMA Delta model integrates state-of-the-art know-how covering a 360° perspective of organizational competence in project management. It uses the **IPMA Competence Baseline** to assess the competence of selected individuals, the **IPMA Project Excellence Model** to assess the PM competence and results in **selected projects and programs** and assess the **Organisational Competence in Managing Projects** based on the IPMA Organisational Competence Baseline (**IPMA OCB**).



Major Jose Isabel Blandon meets IPMA ExBo members as part of the implementation of IPMA Project & Program best practices in the Municipality of Panama

The Municipality of Panama is the first organization in the Latin America receiving this certification and the first municipality in the world that have a project and program management system certified under the umbrella of ISO9001 (SGS Certification) and with the validation of best practices in project program & portfolio management by the International Project Management Association, Delta Certification.

The project initiated in 2015 sponsored by the IPMA Panama association which helped the Municipality to implement a Project Management Office following IPMA standards and guidelines. Under the leadership of Major Jose Isabel Blandon Figueroa, the PPPM system was implemented to provide a clear framework to manage the portfolio of the Municipality of Panama and identifying opportunities for improvements and prove to our stakeholder, efficiency and transparency in our processes. "We are thrilled about this exciting milestone and will look to build upon it as we set our next set of goals. We could not have achieved this without our partnership with IPMA Panama., said Major Blandon.

In addition to meeting ISO9001 certification and the IPMA Delta Certification, the Project Program & Portfolio Management System allows the Municipality of Panama to serve as a model to other municipalities in the Republic of Panama and the Latin American region. The documentation for project management, training and certification of project manager under de IPMA 4LC system and the assessment of project and programs results in stakeholder satisfaction under the IPMA Project Excellence Baseline. The Municipality of Panama PMO is a shining example of how local governments can use ISO and leading worldwide standards like IPMA to manage their strategic portfolio in the most efficient, effective, and sustainable way possible," said Mrs. Carmen Cotes, IPMA-D, head of the Municipality PMO. "Improving, the credibility of the municipality to our stakeholders will foster citizen participation and contributes to the municipality vision "to transform Panama City in and open, intelligent, and sustainable city".

Organizations gain certification by implementing policies, procedures, and systems that meet IPMA standards, which are assessed by a third-party certification body. As part of the IPMA DELTA certification process, OCDP Spain in alliance with LATNET IPMA member associations like the Panamanian Association of Project Management, continue to expose the benefit of IPMA products in the Latin-American region and plans to continue ongoing assessments on IPMA DELTA in other organizations that has expresses interest in following the example of the Municipality of Panama.

IPMA Family wants to congratulate the Municipality of Panama of the Republic of Panama for this historic achievement for and to the IPMA LATNET community for its efforts in spreading the benefits of IPMA products in the Latin America region.

### About the Municipality of Panama.

The Municipality of Panama is the largest of the Republic of Panama. Led by Major Jose Isabel Blandon Figueroa (2014-2019) is committed in transforming their processes to guarantee that the 5-year government plan is achieve. With an annual budget estimate in 275 MM dollars, performs environmental, social, infrastructure and legal framework project and programs to gain citizen recognition and validation and to ensure sustainability of their operations while improving the quality of life of the citizens living in Panama City.





## 19. The “ASE“ case (2016)

- In 2016 the Joint-Stock Engineering Company “Atomenergoproekt” (ASE), managing organization of JSC Atomstroyexport of JSC Atomenergoproekt, JSC "Research and design institute of power ATOMPROEKT technologies undertook the certification on compliance to the 3rd class of competence of the organization of project management for the IPMA Delta® model to a basis of IDRG version 1.1. Our company had been preparing for this voluntary certification more than 5 years in a complex and systemically developing project management, including carrying out in partnership with the Russian association of project management "COBHET" training and certification of all experts involved in design activity. The IPMA Delta assessment was carried out by the international assessors: A.S. Tovb, chairman of the board of "SOVNET", A.V. Polkovnikov, President of "SOVNET" and R. Wagner, President of the International Project Management Association (IPMA®).

**Valery Limarenko,**  
**acting governor of the Sakhalin region, the head JSC "ASE" in 2007-2018.**

## 18. The Thales Portugal case (2016)

- The certification was organized by APOGEP and conducted by Gerrit Koch as Lead Assessor and José Garcia as Co-Assessor. The on-site visit was performed in December 2015 and February 2016 in Lisbon. During the onsite visits an intensive schedule with members of the leadership, project managers and staff members were completed successfully.
- The customer was granted an IPMA Delta® Class 3 “Standardised” certificate (*“There are fully defined PM standards, structures and processes in place which are mostly applied throughout the organisation.”*)
- Testimonial:  
*“After achieving the certification of Project Management team with 2 IPMA Level A, 6 IPMA Level B, 11 IPMA Level C and 76 IPMA Level D, I am proud by the fact that Thales Portugal is the first IPMA Delta® certified organization in Portugal. It is the recognition of Thales Portugal project, programme and portfolio management skills, competences and practices by an external organization like APOGEP and IPMA.”*

**João Araújo, Thales Portugal Country Director**



- In the picture: Antonio Andrade Dias (President of APOGEP), João Araújo (Thales Portugal Country Director) and Reinhard Wagner (President of IPMA) during “Meet the Expert”-Event in Lisbon

## 17. The “Bernmobil case“ (2016)

- The certification was organized by VZPM and conducted by Hans Knoepfel as Lead Assessor and Hansjuerg Rhyner as Assessor. They were accompanied by Alexander Colombi as Observing Assessor. The on-site visit was performed April 5 and 6 2016 in Bern. During the two days of the visit an intensive schedule with members of the Executive Board, project managers and staff members were completed successfully.
- The customer was granted an IPMA Delta® class 2 "Defined" certificate ("*There are partially defined PP&P standards, structures and processes in place which are mostly applied throughout the organisation.*") with a good potential for the next classes.

### Testimonial:

*BERNMOBIL is the leading supplier of public transportation services in the city and region of Berne, the capital of Switzerland. We carry more than 100 million passengers per year by streetcar, bus and trolleybus. A continuous development of our enterprise and our business is necessary for mastering our challenges also in the future. The biggest part of this development is managed by projects. Project management is the most relevant instrument for managing our changes and transformations. Therefore, we decided to get certified with IPMA Delta. This assessment tells us our current status in the field of project, programme and portfolio management as well as our potential for the future. We shall be able, this way, to maintain our current position a leading supplier of public transportation services in the city and region of Berne. Special thanks go to the project managers of BERNMOBIL. Their knowledge and competence as project professionals enabled our organisation to achieve the IPMA Delta certification aimed at. We also thank to the IPMA Delta assessors for their impartial assessment and their important inputs for our future.*

**René Schmied, CEO, BERNMOBIL Städtische Verkehrsbetriebe Bern**



## 16. The Knorr-Bremse Systeme für Schienenfahrzeuge GmbH case (2015)

- The assessment was organized by PM-ZERT and conducted by Dr. Wolfgang Cronenbroeck as Lead Assessor and Reinhard Wagner as Co-Assessor. The on-site visit was performed July 27 through July 29 at Munich. During the three days of the visit, an intensive schedule with a member of the Executive Committee, several managerial functions, project managers and staff members as well as support personnel could be successfully completed.
- The client was granted an IPMA Delta Competence Class 3 “Standardised” certificate (“There are fully defined PM standards, structures and processes in place which are mostly applied throughout the organization.”)



Photo: The assessors handing over the certificate to Dr. Robert Wassmer, Chairman of the Executive Committee, Knorr-Bremse Systeme für Schienenfahrzeuge GmbH

## 15. The Bayer Material Science AG case (2014)

- The assessment was organized by PM-ZERT and conducted by Reinhard Wagner as Lead Assessor and Dr. Wolfgang Cronenbroeck as well as Hauke Thun as Co-Assessors. The on-site visit was performed June 23 through June 26 at Leverkusen. During the four days of the visit, an intensive schedule with two members of the Executive Committee, several managerial functions, project managers and staff members as well as support personnel could be successfully completed.
- The client was granted an IPMA Delta Competence Class 3 “Standardised” certificate (“There are fully defined PM standards, structures and processes in place which are mostly applied throughout the organization.”)



#### 14. The “CSP AG” case (2014)

- The certification was organized by VZPM and conducted by Hans Knoepfel as Lead Assessor and Sandra Bartsch-Beuerlein as Assessor. Both were accompanied by Hansjuerg Rhyner and Martin Bialas as Observing Assessors. The on-site visit was performed August 25 and 26 2014 in St. Gallen. During the two days of the visit an intensive schedule with several members of the Executive Board, project managers and staff members as well as support personnel could be successfully completed.
- The client was granted an IPMA Delta Class 4 “Managed” certificate (“*There are fully defined PP&P standards, structures and processes in place which are fully applied throughout the organisation, which the Management actively controls*”).
- Testimonial: „*CSP, as an independent consulting company, leads complex projects to success. Whether in organizational change initiatives or IT projects, we succeed due to pragmatic, innovative and trustful cooperation with our clients. During 17 years we optimized and simplified our methods on an above-average level csp-ag.ch. That’s why we are particularly pleased that we have successfully obtained as the world’s first consulting company the IPMA Delta Certification. The achieved class 4 confirms that we consistently lead, manage and improve our projects and processes and that we can assure the project success for our customers. Also, this certification by an independent body underscores why customer surveys attest us continually best marks for our consulting & project services. A special thanks for this successful IPMA Delta certification go to our motivated consultants and project professionals, whose motivation is simply awesome. On the other hand, we also thank the impartial IPMA Delta assessors of the Swiss certification body who have impressed us with their stylish and undeviating assessing activity!*”

#### Alexander Colombi, CEO of the management team, CSP AG



- In the picture from left to right: Gennaro Castiello (Board member), Rolf Busch (Board member), Jean-Pierre Widmann (IPMA Delta Manager, VZPM), Dr. Hans Knoepfel (IPMA Delta Lead Assessor), Alexander Colombi (CEO), Bruno Gantenbein (Expert Project Management)



### 13. The “Citec Oy Ab” case (2014)

- The assessment was organized by Mr. Joxi Kaaja of Project Management Association Finland [PMAF] and conducted by Mr. Reinhard Wagner, First Assessor, IPMA as Lead Assessor and Mr. Sauli Kosonen and Mr. Pekka Mäkelä as co-assessors.
- The on-site visits were performed on May 2014 in Citec HQ in Vaasa, Finland and June 2014 In Citec India, in Mumbai. During the visits an intensive schedule of interviews with several top management functions, PMO, project managers, staff members and support personnel were successfully completed.
- Citec Oy Ab was granted an IPMA Delta Competence Class 2 “Defined” certificate (“There are partially defined PM standards, structures and processes in place which are partially applied in the organisation”).
- Testimonial: Citec Oy Ab provides multi-discipline engineering and information management services to the Energy and Power industry, and other technology-dependent industries globally. Citec’s vision is to be an efficient and trusted partner of engineering and project services to the energy industry. Citec was established in 1984. Currently (8|2014) the number of Citec employees amounts to approximately 1300 and the turnover for 2013 about 70 million EUR. Citec is headquartered in Vaasa, Finland, and has offices in Finland, Sweden, Norway, the UK, France, Germany, Russia, India, and Singapore.
- Citec is a project-centered company, providing multi-discipline engineering and information management services, working both on the domestic as well as on the international arena. Working with global customers and global projects sets high demands for the project management competence in Citec. Citec’s corner stone of world class engineering and design skills gives Citec solid basis to meet the challenges in conducting their global Projects, Portfolio & Program Management orchestra. *“The development process for mastering Project Management at Citec’s changing business environment is already well on the track. IPMA Delta assessment is one major milestone in our process; to provide a clear and holistic view for the management and the whole organization and to give us perspective to choose the next target areas for PPPM development,”* says **Mats Söderlund Director, Energy & Civil**. *“The PMO at Citec was started in 2012 to support the project business and develop the organisational PPPM processes and competencies. As the company has continued its global growth, the demands for the PMO have emerged towards solving more global issues. The structure of the PMO needs to become more and more networked and it has to reflect how the overall Citec’s project portfolio is driven. Director PMO, Kaj Björkqvist: “The prework for IPMA Delta assessment gave us already some fresh ideas to evaluate. We feel that the combination of different angles in the Delta assessment digs up the reliable scenery for our next development steps. The value in IPMA Delta analysis and the Final Report is in its “rude” simplicity. Out of the complexity we now see three major action points to focus in, each clearly supporting the others. The road map is clear; the route to raise our performance and competence is a matter of our own will and decisions”.*



## 12. The Social Insurance Institute of Finland, IT Department [Kela IT] case (2014)

- The assessment was organized by Mr. Joxi Kaaja of Project Management Association Finland [PMAF] and conducted by Mr. Reinhard Wagner as Lead Assessor and Mr. Pekka Mäkelä and Mr. Heikki Lonka as co-assessors.
- The on-site visit was performed on February 2014 in Kela IT Center in Jyväskylä and Kela HQ in Helsinki. During the visit an intensive schedule of interviews with several managerial functions, project managers, staff members and support personnel were successfully completed.
- Kela was granted an IPMA Delta Competence Class 2 “Defined” certificate (“There are partially defined PM standards, structures and processes in place which are partially applied in the organisation”) for the IT Department of The Social Insurance Institute of Finland.
- Testimonial: “Kela IT Department employs over 700 IT professionals who work with large-scale information systems crucial to the Finnish national social and welfare insurance services applying to all people living in Finland. We are currently in the midst of a challenging change program in which we are overhauling the general architecture of Kela’s IT systems. The Project Management Office [PMO] at Kela IT began operations in the spring of 2012. The PMO was created to enhance and promote the project culture in the whole organisation. The PMO plays very important role defining the path for developing project management maturity and competency in the Kela organization. It will assess project performance and implement continuous improvements. As a specialized unit for project and portfolio management it will support the strategic goals; resulting in both overall efficiency and cost savings.  
Thorough IPMA Delta certification process; better awareness, increased involvement of our management, consistent feedback and new ideas from PM people are tangible ways for us to gain desired results. The assessment report and experienced assessors’ advice gave us clear vision and confidence to plan our next development steps; improve our portfolio management, ambitiously focus on project planning phase and more proactive steering committee work. The IPMA Delta feedback and certification will increase awareness of our project culture and level of maturity. We are proud to be the first IPMA Delta certified organization in Finland and the forerunner of project management awareness in the public sector.”

*Laila Vihersaari-Johnston, Development Manager, Head of PMO*



The First IPMA Delta Assessment in Finland was conducted by IPMA Delta first assessor, Mr. Reinhard Wagner, Mrs. Raija Tuomi-Sarja (left) and Mrs. Jaana Piipponen (right) of Kela PMO

## 11. The “FCD” case (2013)

- On July 2013 Facility Construction Directory (FCD) of Nazarbayev University was assessed based on their competence for managing projects, programmes and portfolios. As a result of this assessment FCD was awarded Class 3 (Standardized) of the IPMA Delta® certification. All PM standards are fully defined and structures and processes in place which are mostly applied throughout FCD.
- *The staff of FCD is really proud, that their efforts were evaluated so high. Also this became a big motivation for them to pass through the Class 4 and finally Class 5 in the future.*



- From left to right: Margulan Zhumagali, Alexander Tovb IPMA Delta Assessor, Arzhan Bugubayev Project director, Chinwi Mgbere Project manager, Maira Khussainova KzPMA executive manager, Ainel Kazhibekova, Sergey Bushuyev IPMA Delta Lead Assessor, Ivan Chubisov



## 10. The “CSR” case (2013)

- The assessment was organized by PMRC and conducted by Reinhard Wagner from GPM as Lead Assessor, Lixiong Ou and Yan Xue from PMRC as Co-Assessors. Xinxiang Chen, Xuchen Ma, Jinrong Jie and Lei Song from PMRC accompanied as observers. The on-site visit was performed July 3 through 5 2013 in Zhuzhou City of China.
- The client was granted an IPMA Delta Competence Class 3 “Standardised” certificate (“There are fully defined PM standards, structures and processes in place which are mostly applied throughout the organization.”)
- Testimonial: *“Organizational project management competence needs continuous improvement. Through the IPMA Delta assessment, Electric Technology and Materials Engineering Institute of CSR fully and objectively evaluated its organizational project management competence situation by a third-party professional authority. Many valuable suggestions came from assessors will be the most important inputs for our further organizational project management competence development. I think we absolutely achieved the “Promoting Construction by Assessment” core target for applying the IPMA Delta certificate. Hopefully, CSR could be an excellent benchmark for Chinese manufacturing enterprise on developing organizational project management competence through our continuous improvement on it.”,*

Feng Jinghua, President of CSR Research



Assessors with the core team of CSR Research





Mr. Feng Jinghua, President of CSR Research, and his team accept the IPMA Delta certificate awarded by IPMA President and Vice President

## 9. The “LITEX” case (2013)

- The certification was done by the Swiss Project Management Association with Sandra Bartsch-Beuerlein from PM-ZERT as Lead Assessor and Hans Knoepfel and Gabriel Gassmann as Co-Assessors. The on-site visit took place on 18th and 19th March 2013.
- The client was granted an IPMA Delta Competence Class 3 “Standardised” certificate. Litex AG, Switzerland, was founded 50 years ago. The continuous development from that time on has been an essential aspect of the company culture. Today the company is an independent provider of three-dimensional illuminated and non-illuminated signs to represent the brand of our customers, outdoors and indoors. We help our customers to transform their ideas into reality. We also work in tandem with the customer’s advertising agency. This interface is essential to guarantee that the ideas do not remain ideas but can be produced and installed. Litex AG does not sell any in-house production capacities. We coordinate the right products with the right price-performance ratio, for the individual customer requirements. This makes us unique; this business model did not exist in Switzerland so far.
- Testimonial: *Our core competences are customer relationship management, professional project management and strategic partnership management. Every project manager holds a valid IPMA® certificate and as a company, we relate to professional project management as a philosophy. This is the reason why we decided to undertake the IPMA Delta® certification. The detailed feedback of the independent assessment helps us to further develop our project management strategy, our project management culture and competence. We are proud to have achieved IPMA Delta® Class 3 and we are sure that our customers will benefit from our structured process to deliver a top brand meeting the highest of quality standards, on time, and at a reasonable cost. We do not just talk about complexity – we manage it.*

Sasha Petschnig, CEO

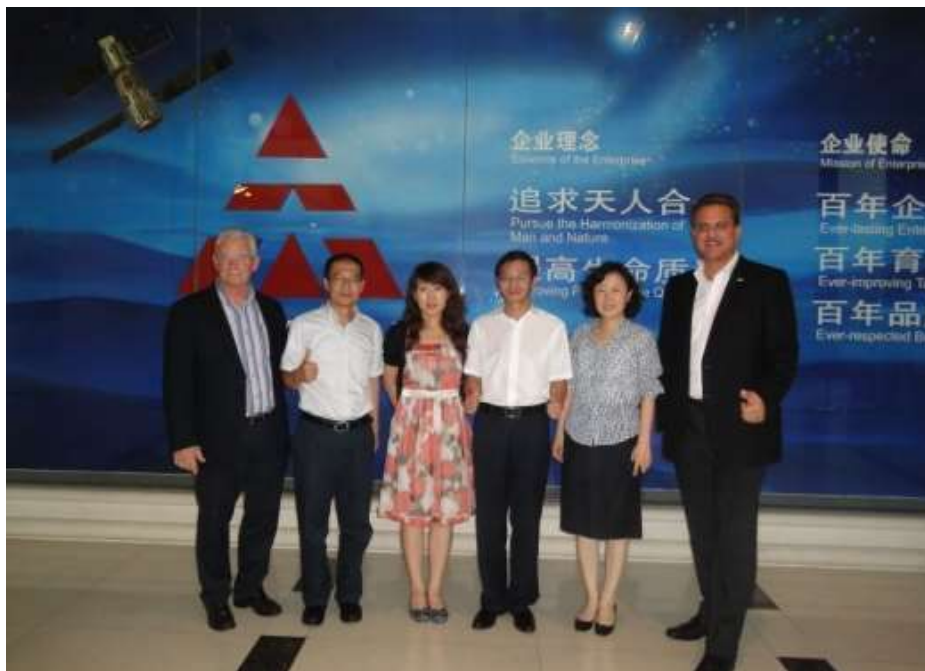


Left to right: Dejan Fintic (Head of Project Management Litex AG),  
Sasha Petschnig (CEO Litex AG),  
Dr. Sandra Bartsch-Beuerlein (PM-ZERT), Dr. Hans Knoepfel (spm)

## 8. The “Tasly” case (2012)

- The assessment was organized by PMRC and conducted by Reinhard Wagner as Lead Assessor and Gerrit Koch as Co-Assessor. From PMRC the following people observed the assessment: Mrs. Xue Yan, Mr. Ou Lixiong, Mr. Wang Weidong, and Mr. You Wan. The on-site visit was performed July 24 through 26 2012 in Tianjin. During the three days of the visit an intensive schedule with several managerial functions, project managers and staff members as well as support personnel could be successfully completed.
- The client was granted an IPMA Delta Competence Class 3 “Standardised” certificate (*“There are fully defined PM standards, structures and processes in place which are mostly applied throughout the organisation.”* for a medium-sized manufacturing organisation;
- Testimonial: *“Through decades of advocating and promotion project management, Tasly has formed the innovative project management culture and a flat, matrix and flexible organizational structure. In order to continuous improvement of our Project Management to ensure that we can meet the requirements of the board of directors and demands of customers better, we sincerely invite the IPMA to assess our Organisational Competence in Project Management. We are very proud to be the first one in China to apply for it, successfully accept the comprehensive assessment by experts team and award the certification of Class 3 – Standardized. It is an inspection and recognition for our more than ten years project management practice and exploration, and at the same time, the assessor’s advices indicated a direction for project management ability construction and continuous improvement. We will seriously consider the assessor’s advices, optimize project management system and make every effort to build a new benchmark for Chinese manufacturing enterprise’s project management.”*

Lee Wen, General Manager of Tasly



## 7. The “Nizhniy Tagil” case (2012)

- The assessment of Nizhniy Tagil Plant of Steel Structures» Ltd (NTZMK) was organized by the Certification Center SOVNET – CERT, Russian Project Management Association SOVNET. The assessment was conducted by Sergey Bushuyev as Lead Assessor and Gerrit Koch as Co-Assessor and Alexey Polkovnikov as an observer. IPMA Delta manager was Oxana Klimenko, Head of SOVNET – CERT. The on-site visit was performed June 13 through 15, 2012 in Nizhniy Tagil. During the three days of the visit an intensive schedule with several managerial functions, project managers and staff members as well as support personnel could be successfully completed.
- The client was granted an IPMA Delta Competence Class 2 “Defined” certificate (“*There are partially defined PM standards, structures and processes in place which are partially applied in the organisation*”) for Investment Projects Department in the Steel Structures Production sector;
- Testimonial: “*Nizhniy Tagil Plant of Steel Structures» Ltd (NTZMK) is the leading producer of a construction steel metalwork of an industrial, civil and special purposes. Wide experience of NTZMK in development of design, technological documentation, production of metal structures, the modern and unique equipment allow to let out production corresponding to the highest international standards of quality. Creation of corporate project management system is one of key success factors, considerable step towards our partners. In 2012 we applied to SOVNET/IPMA with a request to carry out an assessment of our organizational competence in the area of project management. In June, 2012 following the results of an independent international assessment IPMA confirmed the compliance of NTZMK corporate project management system to the second class of maturity according to IPMA Delta standard. We are proud having reached the second class of maturity that testifies our ability to carry out projects qualitatively not only by national, but also the international scale. We will continue to develop the PM system in the spheres recommended for improvement by the assessors and to increase competence of the personnel, to reach higher level of professionalism in satisfaction of expectations of our clients, to provide the balanced growth*”.

General Director of Nizhniy Tagil Plant of Steel Structures Vitaly Viktorovich Parfyonov  
[www.ntzmk.ru](http://www.ntzmk.ru)



On photo: General Director of Nizhny Tagil Steel Structures Plant Vitaly Viktorovich Parfyonov



## 6. The “EESK” case (2012)

- The assessment for Ekaterinburg Electro Network Company (EESK) was organized by the Certification Center SOVNET – CERT, Russian Project Management Association SOVNET. The assessment was conducted by Reinhard Wagner as Lead Assessor and Sergey Bushuyev as Co-Assessor. Alexey Polkovnikov from SOVNET accompanied both as observer. IPMA Delta manager was Oxana Klimenko, Head of SOVNET – CERT. The on-site visit was performed April 04 through 06 2012 in Yekaterinburg. During the three days of the on-site visit an intensive schedule with several managerial functions, project managers and staff members as well as support personnel could be successfully completed.
- The client was granted an IPMA Delta Competence Class 2 “Defined” certificate (*“There are partially defined PM standards, structures and processes in place which are partially applied in the organisation”*) for a medium-sized organisation in the field of electrical networks. EESK has become the first electrical networks company in Russia that passed the assessment and proved that its corporate system of project management meets the requirements of organizational competence on project management.
- Testimonial: *“We are proud that our company has become the first in Russian electrical networks companies to pass the international IPMA Delta assessment and get the certificate confirming the 2-nd class according to this model. It is important for us to be assessed against the international best practices. The assessors showed us our strong and weak points. We know now where to go and how to develop our PM corporate system to achieve new competitive advantages.”*

Alexandr Semerikov, EESK General Director, [www.eesk.ru](http://www.eesk.ru)



On photo: Sergey Bushuev – assessor, Ukraine; Alexandr Kataev – Head of investment and capital Construction Department EESK Russia; Oxana Klimenko – IPMA Delta manager, Russia; Reinhard Wagner – Lead assessor, Germany; Alexey Polkovnikov – SOVNET President, Russia

## 5. The “WestLB” case (2011)

- The assessment was organized by PM-ZERT and conducted by Reinhard Wagner as Lead Assessor and Sandra Bartsch-Beuerlein as Co-Assessor. Wolfgang Cronenbroeck from PM-ZERT accompanied both as observer. The on-site visit was performed September 29 through 30 2011 in Düsseldorf. During the two days of the visit an intensive schedule with several managerial functions, project managers and staff members as well as support personnel could be successfully completed.
- The client was granted an IPMA Delta class 4 “Managed” certificate (*“There are fully defined PP&P standards, structures and processes in place which are fully applied throughout the organisation, which the Management actively controls”*) for a medium-sized bank;
- Testimonial: *“For many years, WestLB AG has had a strong project management culture. The relevant structures and processes as well as project management competences are regularly updated to reflect market standards. In particular, today’s challenges demand high quality project management. The recent assessment by GPM, an independent institution, has confirmed the quality of WestLB project management organisation. We are delighted to have obtained IPMA Delta Class 4. The service provided by GPM, the approach used for the assessment and the recommendations for improvement entirely met our expectations.”*  
Andreas Bolte, WestLB AG, Head of Project Portfolio Management



#### 4. The “Sberbank” case (2010)

- The pilot was organized by SOVNET and conducted by Reinhard Wagner as Lead Assessor, Sergey Bushuyev and Gerrit Koch as Assessors. They were accompanied by Vladimir Burkov from SOVNET. The on-site visit happened in the timeframe of December 20 through 23 2010 in Moscow. During the three days of the visit an intensive schedule with the Deputy Head of the IT Block, several business line managers, project managers, project staff and support personnel has been completed.
- The client was granted an IPMA Delta class 2 “Defined” certificate (*“There are partially defined PP&P standards, structures and processes in place which are partially applied in the organisation”*) for large size organisations in the IT sector
- Testimonial: *“It is surprising for me that our competency development model for Sberbank of Russia has similar principles as the international IPMA Delta model. Now we are sure that we are heading in the right direction with our strategic development and we can achieve our very ambitious goals in 2014 to enter the five largest banks in the world”*, German Gref, President of Sberbank. On the photo receiving the certificate from Sergey Bushuyev, assessor in our team.



### 3. The “Swisscom” case (2010)

- The pilot was organized by PM-ZERT and conducted by Reinhard Wagner as Lead Assessor and Sandra Bartsch-Beuerlein as Assessor. Both were accompanied by Hans Knöpfel from Swiss Project Management Association and Chair of CVMB. The on-site visit was performed October 19 through 21 2010 in Bern and Zurich. During the three days of the visit an intensive schedule with a member of the Executive Board, several managerial functions, project managers and staff members as well as support personnel could be successfully completed.
- The client was granted an IPMA Delta class 4 “Managed” certificate (*“There are fully defined PP&P standards, structures and processes in place which are fully applied throughout the organisation, which the Management actively controls”*)
- Testimonial: *“Swisscom IT Services offers the professional processing of IT projects, the stable operation of complex IT infrastructures as well as the highly secure storage of sensitive data, thereby enabling our customers to concentrate on their core business. Continuous improvement of our Project Management is key for success. Therefore, we asked GPM/IPMA to assess our Organisational Competence in Project Management. We are proud having reached IPMA Delta Level 4 and we appreciated the feedback of an independent assessment. We will develop the suggested improvement areas to get more professional in meeting our customers’ expectations.”* Brigitte Gerber, Head of Transition & Project Management, Swisscom IT Services.





## 2. The “Topalis” case (2010)

- The pilot was organized by PM-ZERT and conducted by Reinhard Wagner as Lead Assessor and Ralf J. Roeschlein as Assessor. Both were accompanied by Dieter Eysel from PM-ZERT. The on-site visit happened from January 12 through 14 2010 in Stuttgart. During the three days of the visit an intensive schedule with the COO, several Project Managers and team members as well as support functions could be successfully completed.
- The client was granted an IPMA Delta class 1 “Initial” certificate (*“The achievements of Project Management are at a personal level. There are individuals who perform well, but PP&P performance is coincidental. The organisation has no formal PP&P standards, structures and processes in place”* for small size organisations in the IT sector
- Testimonial: *“Topalis AG is offering a broad range of enduring IT and Web solutions through four subsidiaries. Project Management is becoming one of our core competences in order to serve our customers to the maximum extent. Therefore, we asked GPM to assess our Organisational Competence in Project Management. We appreciated the results very much, showing our strengths and weaknesses in a 360 degree approach and giving us directions for further improvements. This will help us tremendously to meet our customers` requirements”*

Tom Uhl, CEO

## 1. The “Chernobyl” case (2010)

- The pilot was organized by UPMA and conducted by Reinhard Wagner as Lead Assessor and Sergey Bushuyev as Assessor. Both were accompanied by Alexandr Tovb, IPMA Vice President Certification. The on-site visit happened 21<sup>st</sup> and 22<sup>nd</sup> December 2009 in the City of Slavutich, a small town north of Kiev;
- The client was granted an IPMA Delta class 3 “standardized” certificate (*“There are fully defined PP&P standards, structures and processes in place which are mostly applied throughout the organisation) for large size organisations in the energy sector;*
- Testimonial: *“To be the first organization being certified by IPMA Delta is a great honor and responsibility. Developing our project management capabilities was a challenging journey to us. We understand that competent management of complex programs with a high level of uncertainty and risk is the key to the success. We pay great attention education through master's programs in project management and will actively use global best practices for further improvements”*

Igor Gramotkin, General Director of Chernobyl Nuclear Power Station

### NOTE

No testimonial was collected from 1 organisation in Russia (2012), 1 organisation in Italy (2014) and 1 organisation in Switzerland (2022).