IPMA® Certification Yearbook 2020

Issued by CVMB August 2021

IPMA Certification and Validation Management Board

International Project Management Association

http://www.ipma.world/certification

Table of Content

IPMA®, IPMA ICB®, IPMA PPMC®, IPMA PMC®, IPMA Project Excellence Baseline®, IPMA Project Excellence Award®, IPMA OCB® and IPMA Delta® are registered Trademarks.

1 Preface

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

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

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

The IPMA® integrated services system consists now of the:

- Four Level certification for Project Management professionals (including Agile leaders),
- Two Level certification for Programme Management professionals,
- Two Level certification for Portfolio Management professionals
- Three Level Certification for PM Consultants, PM Coaches and PM trainers
- IPMA® Project Excellence Award
- IPMA® Delta Certification for Organisations

In the year 2020 according to the authoritative information from CIS:

- 62 certification bodies were in operation,
- 17 227 certificates were granted in total,
- Member Associations and their Certification Bodies continued operating on the basis of ICB4 and ICR4,
- 8 Global Customers spread across the world are using the IPMA 4LC.

The Chairman of the IPMA Certification and Validation Management Board

Laurens de Bever

Note

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

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

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

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

2 IPMA Certification System Status

2.1 IPMA Four Level Certification

LEGEND: see next page   **Status:** July 2021

Country	4LC-Agreement	Accreditation (data as of 2020)	Membership status	Validation status
Algeria	S		F	P4
Argentina	S		T	P4
Australia	S		F	V3,
Austria	S		F	V3, V4
Azerbaijan	S		F	V3, V4
Bolivia	S		T	R4
Bosnia-Herzegovina	S		T	P4
Brazil	S		F	V3, V4
Bulgaria	S		F	V3, P4
Canada	S		F	V3, V4
Chile	P		F	R4
China P.R.	S		F	V3, V4
Colombia	P		T	P4/R4
Costa Rica	S		F	V3, V4
Croatia	S	9001	F	V3, V4
Cyprus	S		T	P4
Czech Republic	S		F	V3, V4
Denmark	S		F	V3, V4
Dominican Republic	P		T	R4
Ecuador	P		T	R4
Egypt	S		F	V3, V4
Estonia	S		F	R4
Finland	S		F	V3, V4
France	S		F	V3, V4
Georgia	P		T	P4
Germany	S	9001, 17024	F	V3, V4
Greece	P	9001	F	V3, P4
Guatemala	S		F	V3, P4
Hungary	S		F	V3, V4
Iceland	S		F	V3, V4
India	S		F	V3, P4
Indonesia	S		T	P4
Islamic Republic of Iran	P		F	V3, P4
Ireland	S		F	V3, V4
Italy	S		F	V3, V4
Japan	P		F	P4
Kazakhstan	S	17024	F	V3, V4
Kosovo	S		T	V3, P4
Latvia	S		F	V3, V4
Lithuania	S		F	V3, V4
Malaysia	S		T	V4
Mexico	S		F	V3, V4
Montenegro	S		T	P4
Morocco	S		F	P4
Nepal	S		F	P3, P4
Netherlands	S		F	V3, V4
Nigeria	S		T	V3, P4
Norway	S	9001, 17024	F	V3, V4
Panama	S	P	F	V3, P4
Paraguay			T	R4
Peru	S		F	V3, V4
Philippines	P		T	P3, P4
Poland	S	9001	F	V3, V4
Portugal	S		F	V3, V4
Romania	S	9001	F	V3, V4
Russia	S		F	V3, V4

Serbia	S		F	V3, V4
Singapore	S		T	V4
Slovak Republic	S		F	V3, V4
Slovenia	S		F	V3, V4
South Africa	S		F	P4
South Korea	S		F	P4
Spain	S	17024	F	V3, V4
Sweden	S		F	V3, V4
Switzerland	S	17024	F	V3, V4
Taiwan	S		F	V3, P4
Turkey	S		F	P4
Ukraine	S	9001	F	V3, V4
United Kingdom	S		F	V3, V4
United States of America	S		F	V3, V4
Uruguay	S		T	R4
Uzbekistan	S		T	P4

2.2 IPMA® Certification for Consultants, Coaches and Trainers (CCT)

Country	IPMA CCT Agreement Addition
Brazil	S
Canada	S
China	S
Croatia	S
Czech Republic	S
Denmark	S
Hungary	S
Islamic Republic of Iran	S
Netherlands	S
Serbia	S
Slovak Republic	S
Taiwan	S
Ukraine	S
United States	S
TOTAL IPMA	**14**

2.3 IPMA® Delta Certification for Organisations

Country	IPMA Agreement Addition (IDR2)
Brazil	S
Canada	S
China	S
Finland	S
Italy	S
Russia	S
Slovak Republic	S
Spain	S
Switzerland	S
Taiwan	S
USA	S
Total	**11**

LEGEND to tables

P4	ICR4 in progress	F	Full IPMA Member
S	agreement signed	T	Transitional IPMA Member
P	in progress		
V3, V4	ICRG3, ICR4 validated		
R4	certifies through a regional certification body		

3   IPMA Certification System

3.1 Overview

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

The membership of IPMA is primarily of **national project management associations**. 62 Certification Bodies serve the specific needs of the project management discipline in these countries in multiple languages. IPMA develops those needs at the international and global levels.

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

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

The **benefits** of membership include:

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

The customers can use the IPMA Certification as an **integrated services system** addressing the project, programme and project portfolio management competence of individuals, project teams and organisations:
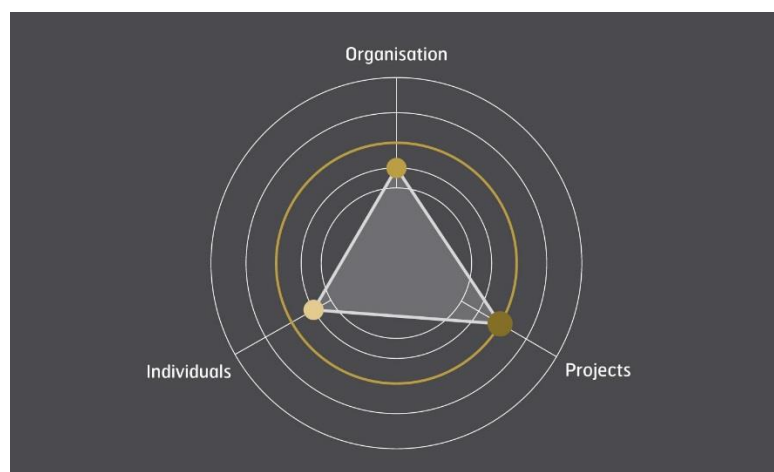
Individuals can use the IPMA Four Level Certification since the year 1998 for demonstrating and developing their competence; since a few years, the PM Consultants were using the Two Level Certification. Since 2019 the IPMA Three Level certification for Consultants, Coaches and Trainers (CCT) is available. IPMA Agile Leadership certification was introduced in 2019.

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

Organisations can evaluate and benchmark their competence since the year 2010, also through an independent third party assessment with IPMA® Delta model. Since 2019 the updated regulations for certification of organisations were implemented.

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

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

- the IPMA Competence Baseline for Project Management (IPMA ICB®), Version 3.0 (June 2006),

- the IPMA Competence Baseline Reference guide for Consultants, Coaches and Trainers (IPMA ICBCCT), Version 1.0 (2018)

- the IPMA Organisational Competence Baseline for Developing Competence in Managing by Projects (IPMA OCB®), Version 1.1 (2016)

- the IPMA Project Excellence Baseline® for Achieving Excellence in Projects and Programmes (IPMA PEB), Version 1.0 (2016)

- IPMA new Individual Competence Baseline for Project, Programme & Portfolio Management ICB4, Version 4.0 (2015)

- IPMA Reference Guide to Agile Leadership

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

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

3.2 IPMA Four Level Certification (ICRG 3.10 version)

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

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

- expand and improve their technical, behavioural and contextual PM competence

- continue their education and experience in PM

- improve the quality of PM

- last but not least – achieve the project, programme and portfolio objectives better.

The **benefits** of this certification are:

- for the project management personnel:
  an internationally acknowledged certificate of their PM competence

- for the suppliers of project management services:
  a demonstration of their employees' professional competence

- for the clients:
  more certainty to get the state-of-the-art services from project management professionals.

The **general competence structure** for the four levels is shown in the IPMA Competence Baseline (IPMA ICB) which includes the **description** of the PM competence elements and the **taxonomy** for the assessment of the project management personnel.
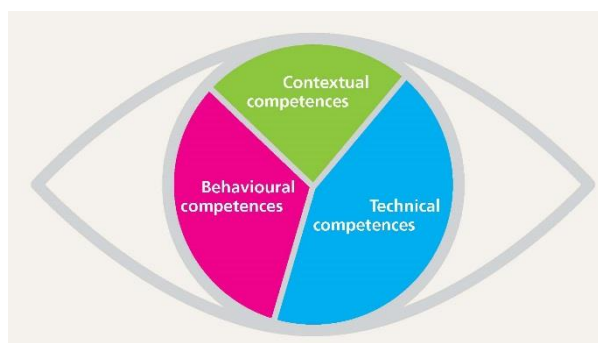
The main requirements for each level are derived from typical activities, responsibilities and requirements from practice.

IPMA Level A   Certified Projects Director

Shall be able to manage complex portfolios or programmes.

IPMA Level B   Certified Senior Project Manager

Shall be able to manage complex projects.

IPMA Level C   Certified Project Manager

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

IPMA Level D   Certified Project Management Associate

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

3.3 IPMA Four Level Certification (ICR4 version)

IPMA ICB4, introduced in 2015, describes competences of individuals working in the domains of project, programme and portfolio management and therefore opens up the profession from a single person to a multitude of individuals with various roles in the management of any change.

There are four levels in the IPMA 4-L-C System – Levels A, B, C and D. The IPMA level definitions are constructed against the following core criteria:

IPMA Level A is constructed in terms of the leadership of others in very complex projects (programmes or portfolios) throughout the life cycle (where applicable) at a strategic level.

IPMA Level B is constructed in terms of the leadership of others in projects (programmes or portfolios) and includes complexity throughout the life cycle (where applicable).

IPMA Level C is constructed in terms of the management of others in projects of moderate complexity throughout the life cycle through the application of knowledge/theory across all relevant competences.

IPMA Level D is constructed in terms of knowledge across all relevant competences only.

There are **three domains** in the IPMA 4-L-C System – **project, programme and portfolio.** In the three domains, projects have four levels (A, B, C and D); programme and portfolio each have two levels (A and B). This creates eight profiles in the IPMA 4-L-C System as shown below:

Domain		
Project	**Programme**	**Portfolio**
A Certified Project Director	Certified Programme Director	Certified Portfolio Director
B Certified Senior Project Manager	Certified Senior Programme Manager	Certified Senior Portfolio Manager
C Certified Project Manager		
D Certified Project Management Associate		

There are several equivalent, predefined IPMA paths for certification that are applied to the certification of individuals. Each IPMA Certification Body (CB) selects from these paths against each of the levels of certification and domains.

For more details on certification of individuals pls. refer to http://www.ipma.world/individuals/certification/
For more details on IPMA Standards (e.g. ICB4) pls. refer to http://products.ipma.world/

The ICB Version 4.0 consists of 29 competence elements:

Perspective   People   Practice

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

3.4 IPMA Certification for Consultants, Coaches and Trainers

IPMA defines two roles for certification purposes:

- Consultant and Coach in project management (CC)
- Trainer in project management (T)

IPMA defines a three-level system for certification of Consultants and Coaches and Trainers (CCT):

- **IPMA® Level A:** Certified Executive Consultant and Coach in project management (CECC)
- **IPMA® Level A:** Certified Executive Trainer in project management (CET)
- **IPMA® Level B:** Certified Senior Consultant and Coach in project management (CSCC)
- **IPMA® Level B:** Certified Senior Trainer in project management (CST)
- **IPMA® Level C:** Certified Consultant and Coach in project management (CCC)
- **IPMA® Level C:** Certified Trainer in project management (CT)

The three levels and two roles create 6 profiles in the CCT certification system.

		Role	
		Consultant and Coach	**Trainer**
Level	A	Certified Executive Consultant and Coach	Certified Executive Trainer
	B	Certified Senior Consultant and Coach	Certified Senior Trainer
	C	Certified Consultant and Coach	Certified Trainer

In addition to the basis of ICB4, the ICBCCT Reference Guide contains the set of competence elements for these roles in addition. There are 9 common competence elements that are general for both CC and T. The specific competence elements are described for each of the role, 10 for CC (5 for consultants and 5 for coaches) and 5 for T.

For more details refer to IPMA standards: http://products.ipma.world/

The assessments steps are shown in the table below.

Assessment step	Role: Consultant and Coach			Role: Trainer			Remarks
	Certified Executive Consultant and Coach -IPMA® level A	Certified Senior Consultant and Coach - IPMA® level B	Certified Consultant and Coach - IPMA® level C	Certified Executive Trainer - IPMA® level A	Certified Senior Trainer - IPMA® level B	Certified Trainer - IPMA® level C	
Level D exam (see IPMA ICR4)	NA	As regulated in ICR4.		NA	As regulated in ICR4.		Exam is not required if applicant has valid IPMA 4-L-C certificate.
Case study	3.1-3.9 4.1-4.5, 5.1-5.5 (ICB4CCT)	3.1-3.9 4.1-4.5, 5.1-5.5 (ICB4CCT)	3.1-3.9 4.1-4.5, 5.1-5.5 (ICB4CCT)	NA	NA	NA	
Training study	NA	NA	NA	3.1-3.9 6.1-6.5 (ICB4CCT)	3.1-3.9 6.1-6.5 (ICB4CCT)	3.1-3.9 6.1-6.5 (ICB4CCT)	
Extended interview	3.1-3.9 4.1-4.5, 5.1-5.5 (ICB4CCT)	3.1-3.9 4.1-4.5, 5.1-5.5 (ICB4CCT)	3.1-3.9 4.1-4.5, 5.1-5.5 (ICB4CCT)	3.1-3.9 6.1-6.5 (ICB4CCT)	3.1-3.9 6.1-6.5 (ICB4CCT)	3.1-3.9 6.1-6.5 (ICB4CCT)	Interview shall include presentation (demos) from consulting/ coaching or training.
Pass level	9 common and 10 specific competences, pass 80 %	9 common and 10 specific competences, pass 80 %	9 common and 10 specific competences, pass 80 %	9 common and 5 specific competences, pass 80 %	9 common and 5 specific competences, pass 80 %	9 common and 5 specific competences, pass 80 %	

The Four Level Certification and the Three Level Certification for Consultants, Coaches and Trainers complemented by

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

- the **IPMA® Delta** for assessing organisations to the IPMA integrated services system for project, programme and portfolio management.

3.5 IPMA® Delta Certification for Organisations

The Organisational Competence Baseline adds a new dimension to the world of projects, programmes and project portfolios, the perspective of organisational competence in project management. It perceives projects as an integral part of an organisation. An organisation - as social system - needs to build up competences for managing the multitude of projects. The tasks are: to develop the organisational competence in project management, to build on the organisation´s mission, vision and strategy and to achieve the desired results. The organisations are distinguished as basic, medium, complex or extensive and by their sector of the economy.

Overview of organisation competence in managing projects
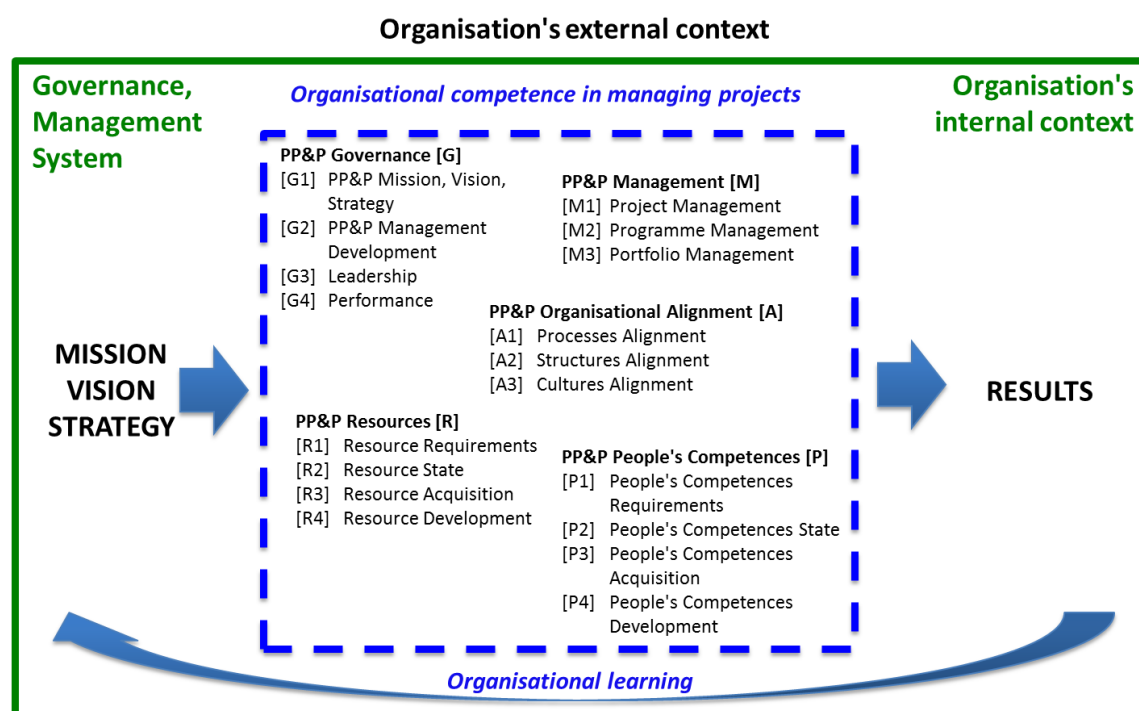
Ref. IPMA OCB Organizational Competence Baseline

This competence can be characterized with the following classes:

Initial

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

Defined

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

Standardised

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

Managed

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

Optimising

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

The IPMA certification **process** for IPMA® Delta - aligned with ISO17021 and ISO19011 - is as follows:
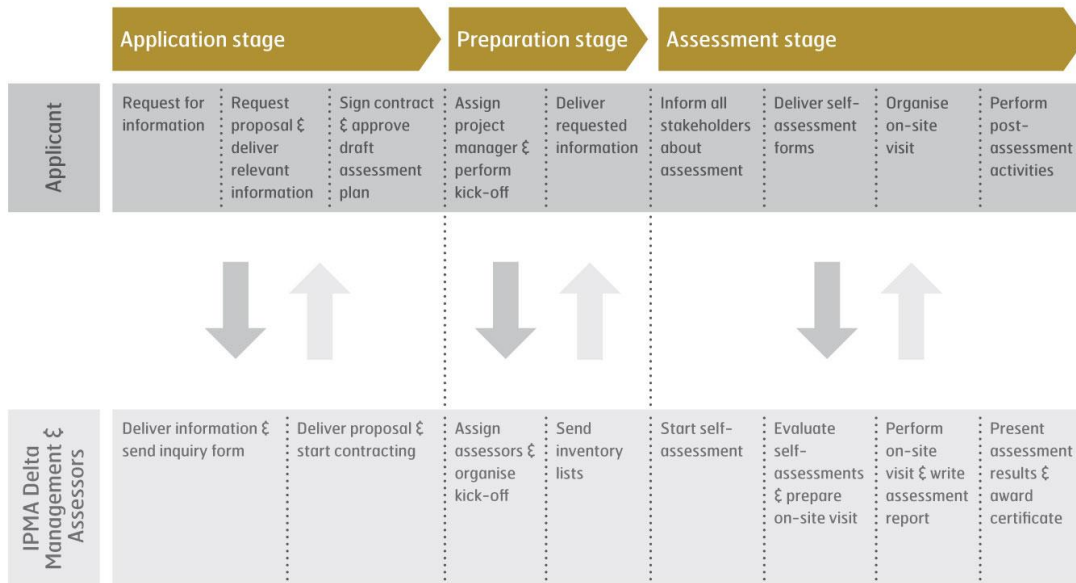
For the **IPMA® Delta Assessment** the competence elements of the **IPMA® OCB** Organizational Competence Baseline are used for the on-site assessment (Module O) and is organized in three modules
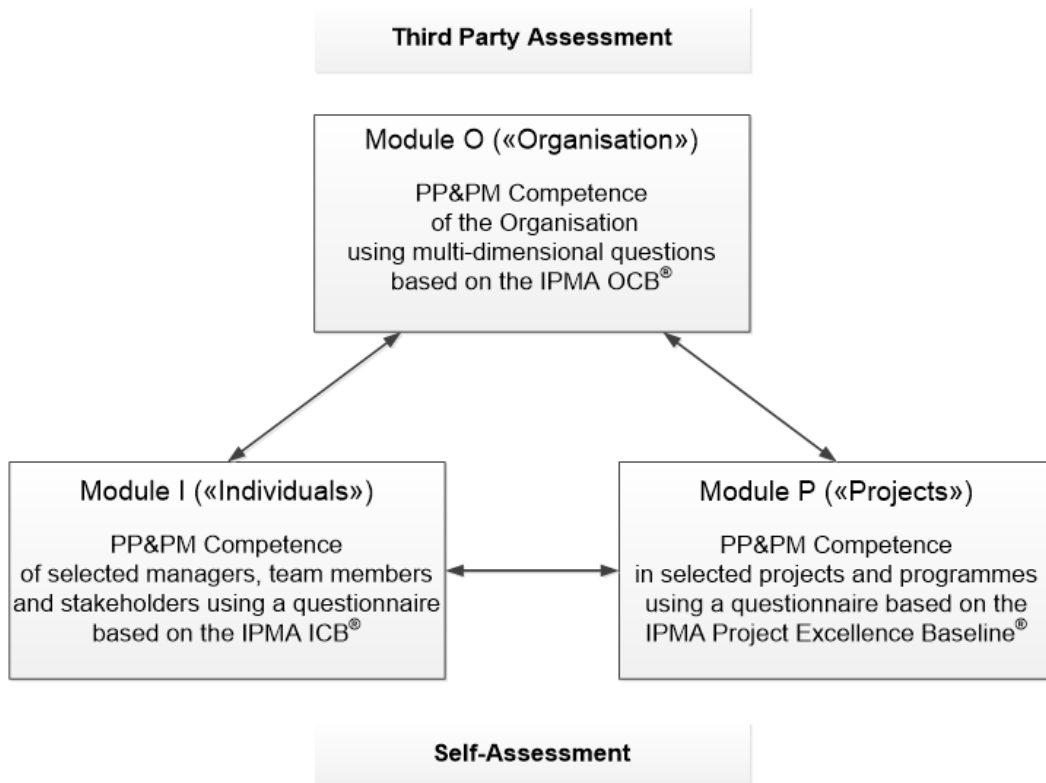
The **IPMA® ICB** with its **PM Competence Elements** is used in the assessment stage for the self-assessment of project managers and individuals in the support functions of the organisation (Module I).

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

3.6 Organisation and Administration

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

IPMA owns, maintains and develops its certification system and harmonises and validates the national certifications of IPMA certificates issued by the national certification body.

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

The **Certification Bodies** operate the certification and provide the information about their certification scheme. They administer their confidential documentation of the candidates and the personnel of the certification body including the assessors.
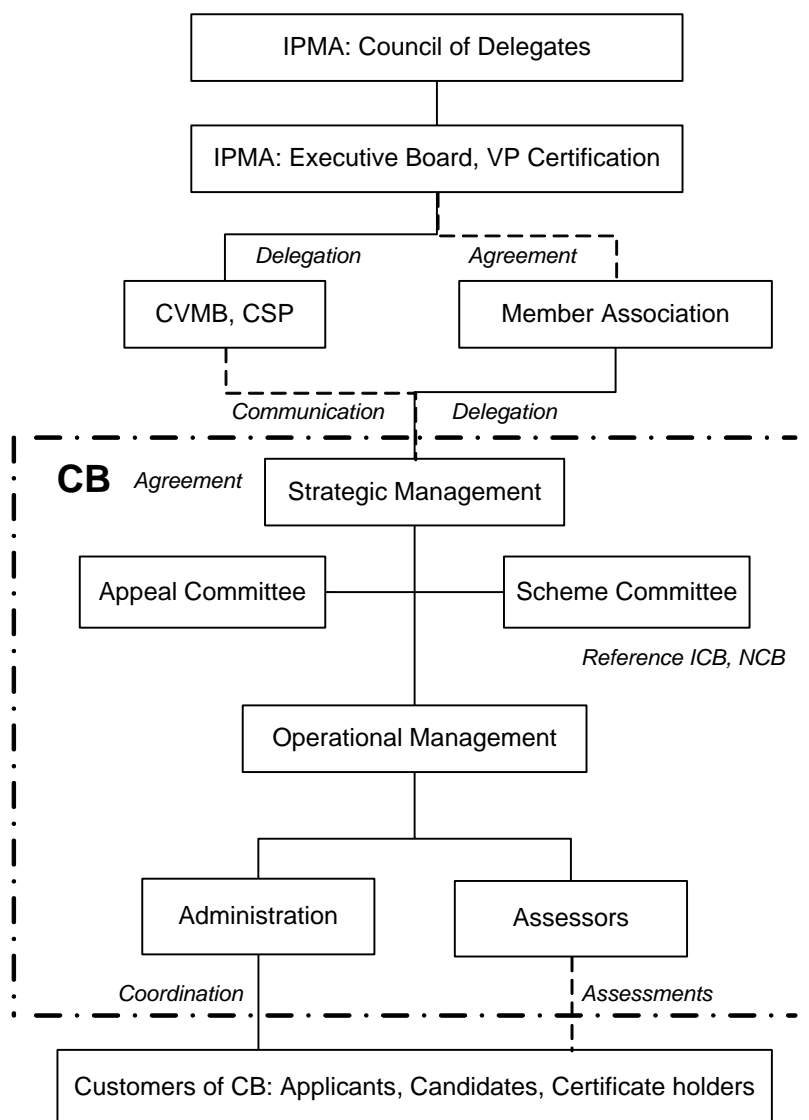
The IPMA Council of delegates set up the certification and validation organisation shown in the figure below.

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                    │  IPMA: Council of Delegates (CoD)      │
                    └──────────────────────────────────────┘
     ┌──────────────────────────────────────────────────────────────────┐
     │  IPMA: Executive Board (ExBo)                                      │
     │                    IPMA Vice President (VP)  Certification         │
     └──────────────────────────────────────────────────────────────────┘
                                        ┌───────────────────────────┐
                                        │  IPMA: Certification        │
                                        │  Validation Management      │
                                        │  Board (CVMB)               │
                                        └───────────────────────────┘
                        ┌──────────────┐                  ┌──────────────┐
                        │  Global      │                  │  Validators   │
                        │ organisations│                  │               │
                        └──────────────┘                  └──────────────┘
  Network of Member Associations (MAs)   ┌────────────────────────────────┐
  ┌────────────────────────────────┐     │ IPMA: Certification System Panel │
  │ □ □ □ □ □ □ □ □ □               │     │ (CSP)                            │
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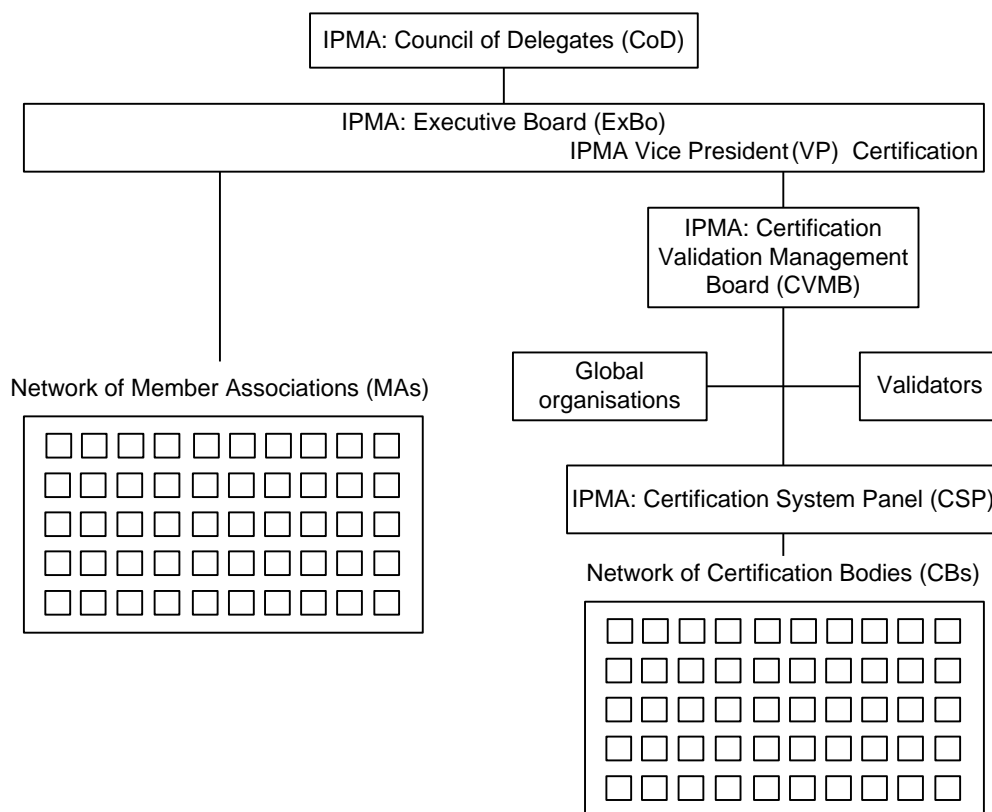
- The IPMA Council of Delegates (CoD), the IPMA Executive Board (ExBo) and the IPMA Vice President Certification make the general decisions concerning the context of IPMA's certification system and appoint the Certification and Validation Management Board.

- The IPMA Certification and Validation Management Board (CVMB) operates, improves and develops IPMA's system for the certification of competence in project management as well as the corresponding validations.

- The Validators visit the Certification Body (CB), audit their certification and identify potential for improvement. Validators meet once per year in a validator's workshop to exchange experience attained in initial validations and revalidations.

- Each Global Customer (GC) has a KAM responsible for all issues relating to that GC.

- The IPMA Certification System Panel (CSP) is a forum for exchange of experience and harmonisation. It also makes recommendations for improving IPMA's certification system and validation.

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

3.7 IPMA Standards and Baselines

- IPMA ICB International Competence Baseline, Version 3.0, March 2006, International Project Management Association (IPMA® ICB), (superseded IPMA Competence Baseline (ICB), Version 2.0b, Bremen, 1999/2001)

- IPMA® ICB Individual Competence Baseline, Version 4.0, October 2015 (IPMA ICB)

- IPMA ICBC Addition to the IPMA Competence Baseline (Version 3.0) for PM Consultants, Version 1.0 June 2011

- IPMA PEB 1.0 (IPMA Project Excellence Baseline) 2016

- IPMA OCB Organizational Competence Baseline (IPMA OCB), Version 1.1 2016

- IPMA Reference Guide to Agile Leadership

- IPMA ICB4CCT

3.8 Worldwide Cooperation

62 Member Associations signed the **new agreements** with IPMA for the usage of the IPMA Certification System. The certification of project management personnel on several IPMA levels is **in operation** through 62 CBs. Several more MAs have plans to establish own CBs.

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

3.9 History

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

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

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

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

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

The **ICB Version 2.0** was established on the basis of the National Competence Baselines of APM (the U.K. Body of Knowledge), VZPM (the Swiss Assessment Structure), PM-ZERT (the German Projektmanagement-Kanon) and AFITEP (the French Assessment Criteria). The ICB Version 2.0 consisted of 42 elements for knowledge and experience in project management (28 core elements and 14 additional elements) as well as

8 aspects for personal attitudes and 10 aspects for the general impression. IPMA required that all 28 core elements, at least 6 additional elements chosen by the national CB, the aspects for personal attitudes and the general impression are accepted in a NCB. This means that up to 8 of the additional elements for knowledge and experience (i.e. about 20% of the 42 elements) could be eliminated or replaced by new elements for taking the national characteristics and new developments into account. A minor revision of the ICB was made in April 2001.

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

- **20 PM-technical competence elements**

- **15 PM-behavioural competence elements**

- **11 PM-contextual competence elements**

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

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

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

- **6 PM-technical competence elements**

- **4 PM-behavioural competence elements**

- **4 PM-contextual competence elements**

The PM consultant certification was discontinued and replaced by CCT certification (3.4) by decision of Council of Delegates in Mexico, September 2019.

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

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

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

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

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

The ICB Version 4.0 and the corresponding International Certification Regulations Version 4.0 were approved and released in September 2015 at the IPMA Council of Delegates in Panama.

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

The ICB Version 4.0 consists of 29 competence elements

- **5 Perspective competences**

- **10 People competences**

- **14 Practice competences**

4 Number of IPMA 4-L-C certificates

The individual certificates can be searched on the IPMA website.

4.1 Certification IPMA Level A
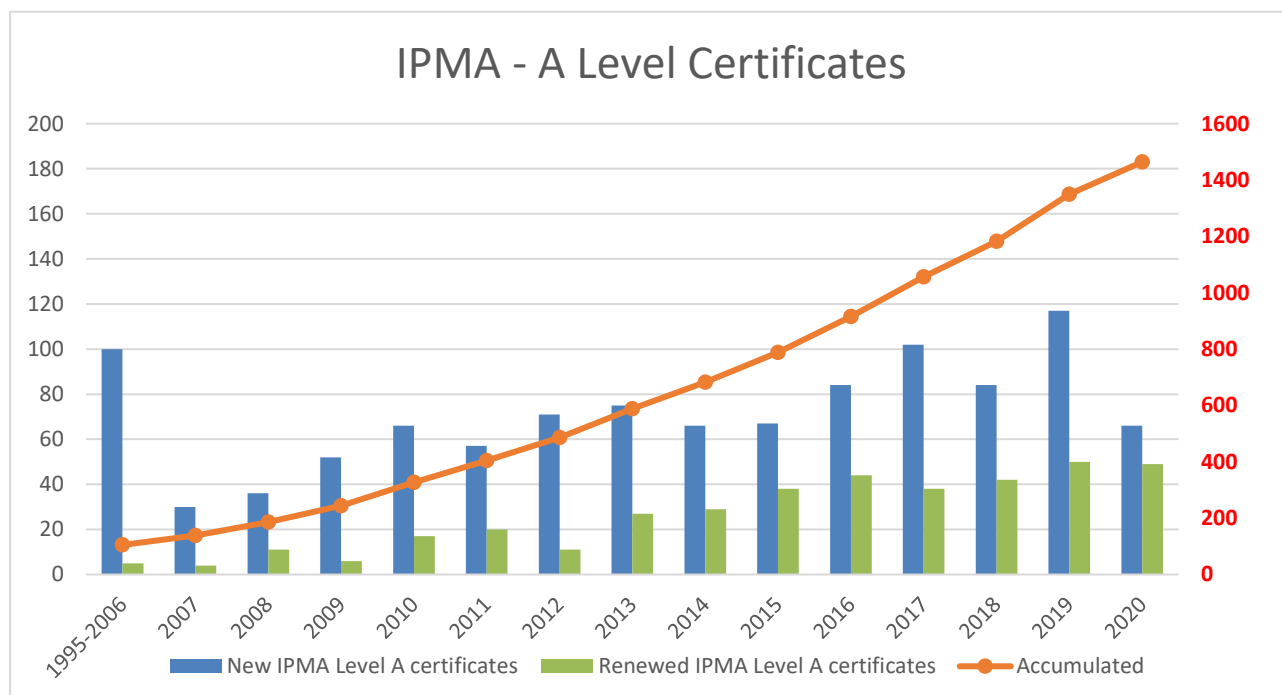
Year	1995-2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total per year	105	34	47	58	83	77	82	102	95	105	128	140	126	167	115
Accumulated	105	139	186	244	327	404	486	588	683	788	916	1056	1182	1349	1464

4.2 Certification IPMA Level B
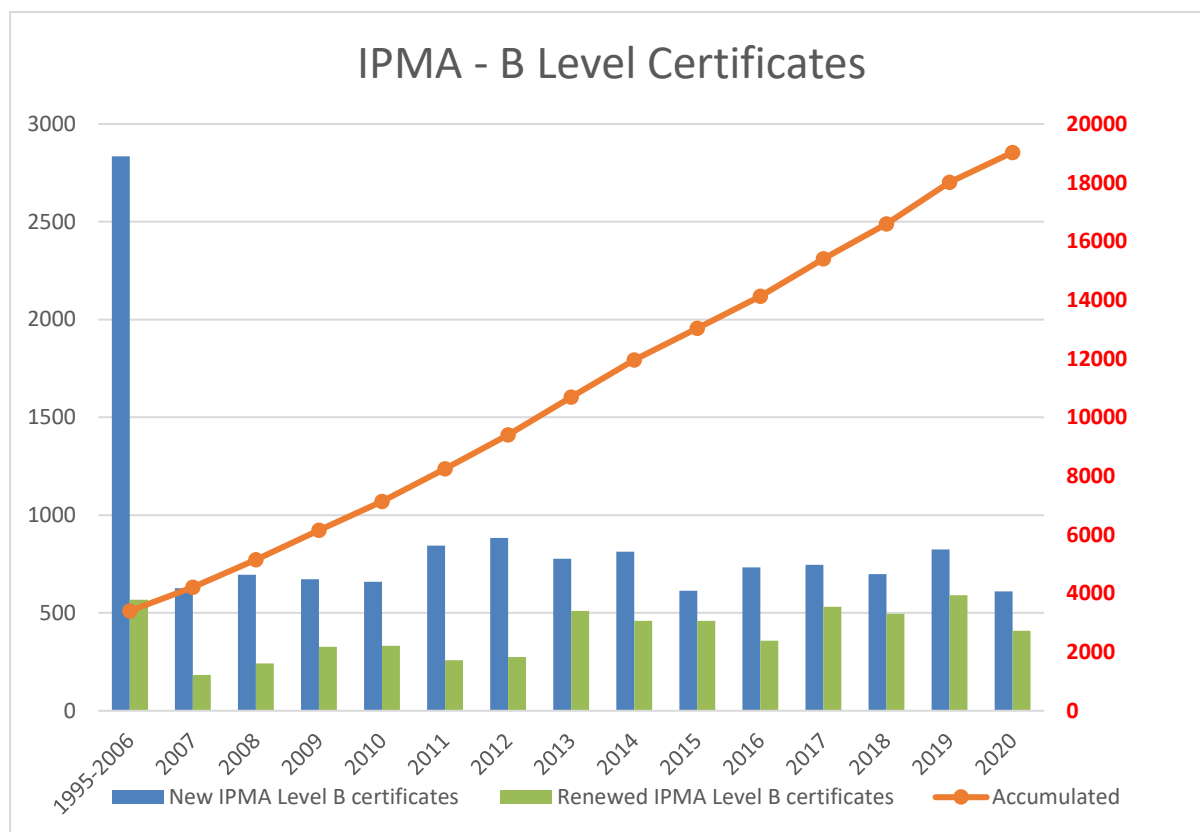
Year	1995-2006	2007	2008	2009	2010	2011	*2012*	2013	2014	2015	2016	*2017*	2018	2019	2020
Total per year	3402	810	937	999	992	1103	1159	1288	1272	1074	1091	1277	1193	1416	1020
Accu-mulated	3402	4212	5149	6148	7140	8243	9402	10690	11962	13036	14127	15404	16597	18013	19033

4.3 Certification IPMA Level C
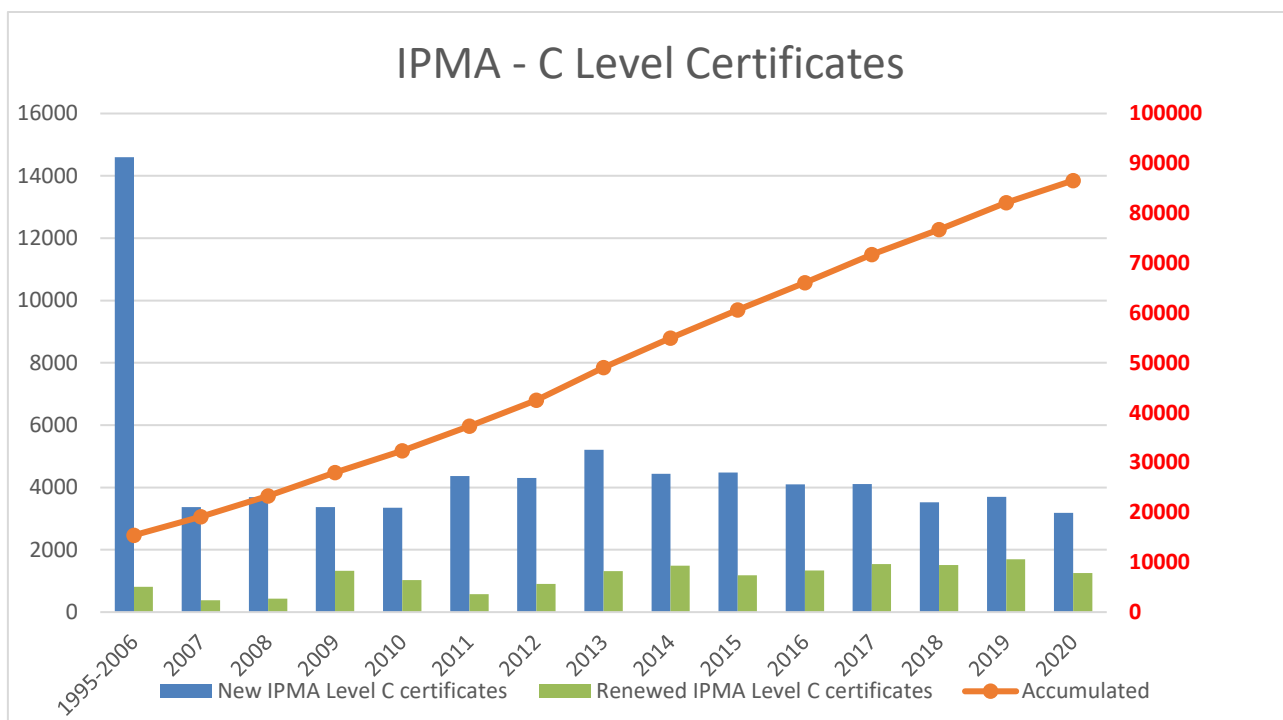
Year	1995-2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total per year	15411	3754	4125	4692	4371	4942	5214	6518	5937	5665	5441	5644	5036	5388	4441
Accu-mulated	15411	19165	23290	27982	32353	37295	42509	49027	54964	60629	66070	71714	76750	82138	86579

4.4 Certification IPMA Level D
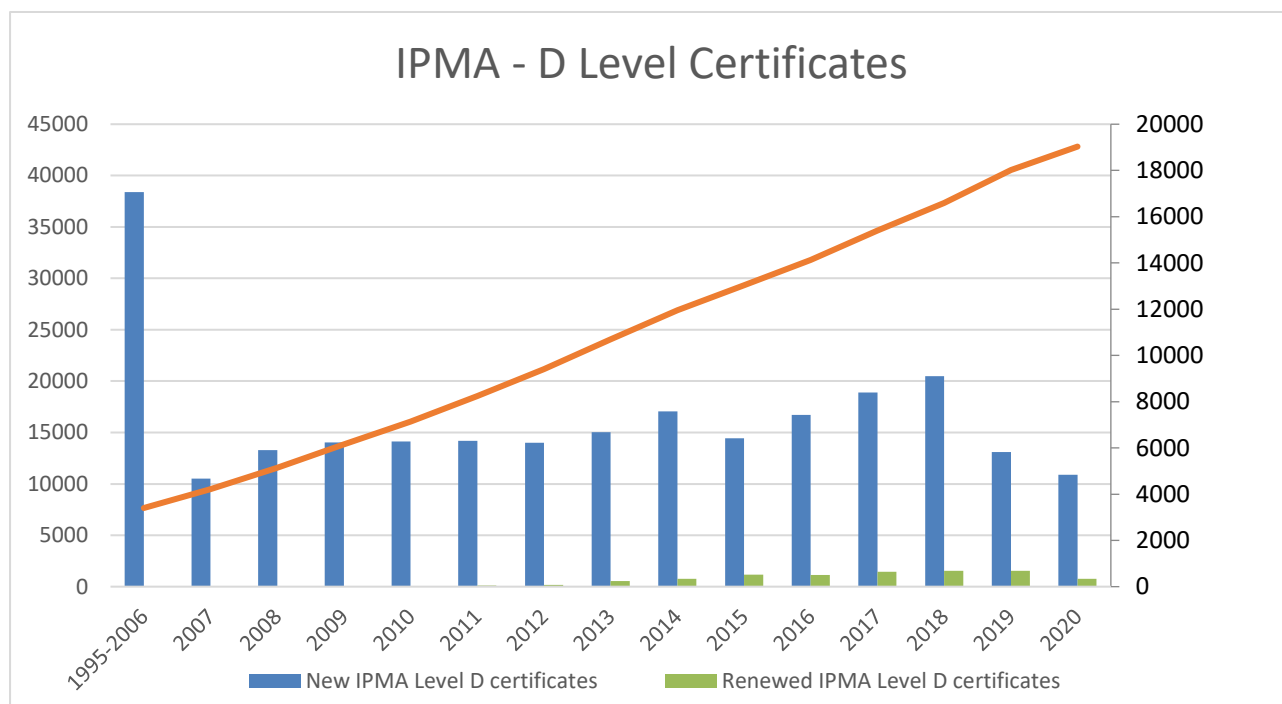
IPMA - D Level Certificates

Year	1995-2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total per year	38409	10506	13296	14029	14138	14311	14151	15580	17808	15605	17859	20337	22002	14647	11650
Accu-mulated	38409	48915	62211	76240	90378	104689	118840	134420	152228	167833	185692	206029	228031	242678	254328

4.5 Number of Certificates per IPMA Level accumulated

IPMA Level	A	B	C	D	all
2020 (actual)					
Sum of annual new certificates	1 073	13 034	69 790	245 101	
Sum of annual recertification	391	5 999	16 789	9 227	
Grand total	1 464	19 033	86 579	254 328	361 404
% of planned	101%	103%	101%	102%	102%
2021 (planned)					
Annual new certificates	34	392	1 186	7 277	8 889
Annual recertification	32	416	879	560	1 887
Grand total (accumulated)	66	808	2065	7 837	10 776

4.6 Growth of the total number of certificates
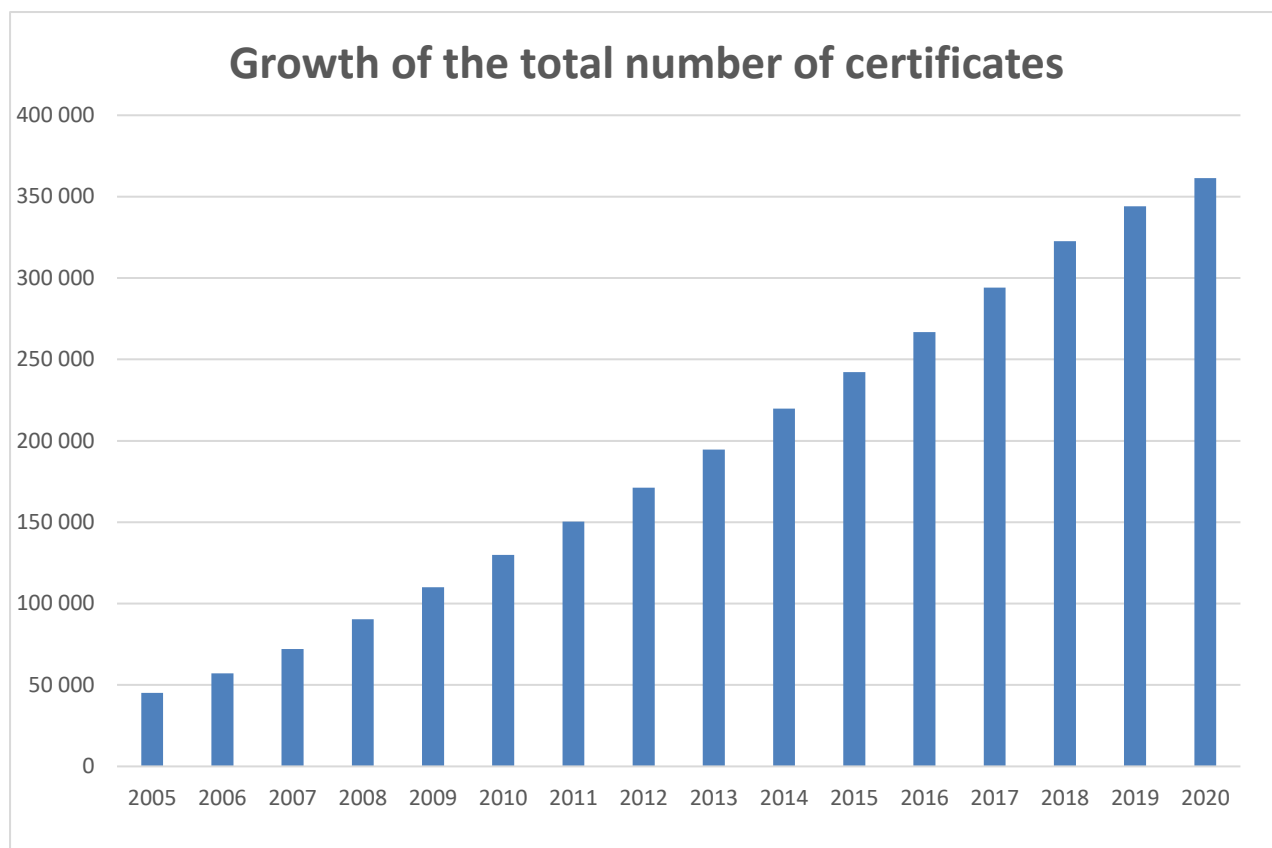
4.7 Number of Certificates per IPMA Level accumulated
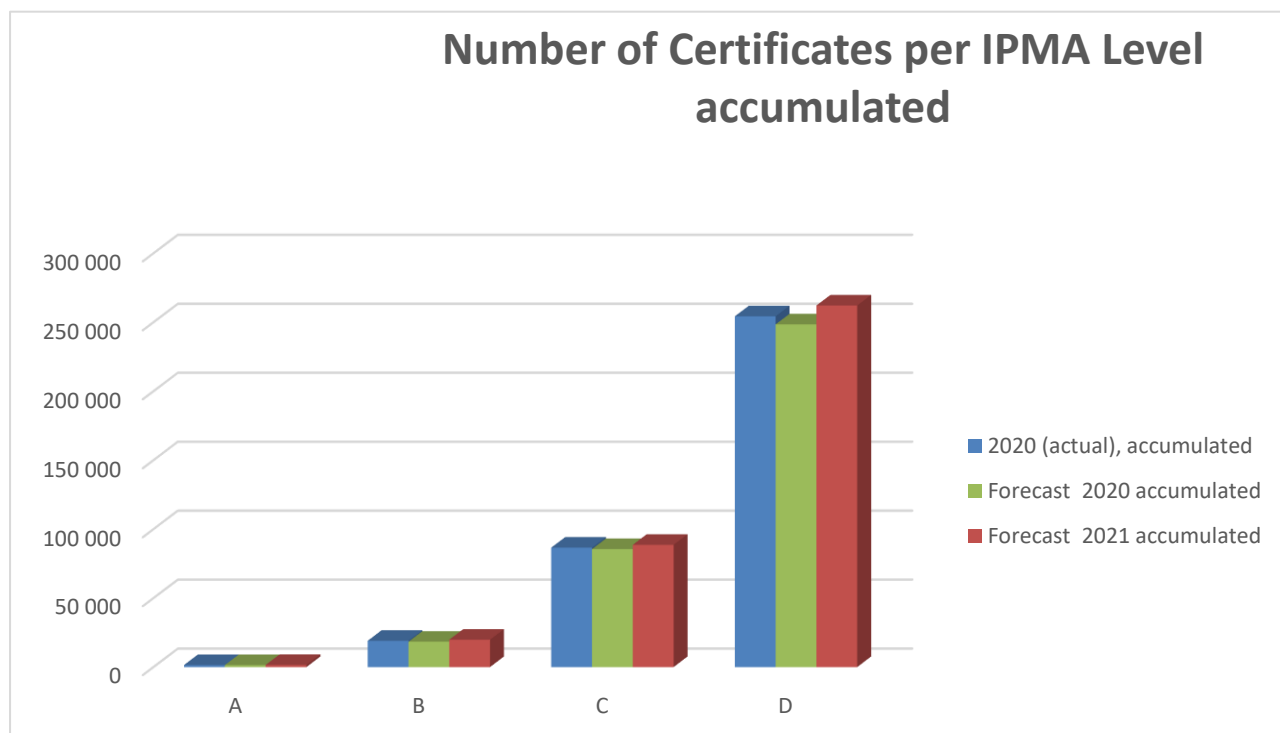
5 IPMA® Delta Certificates

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

5.1 With IPMA® Delta certification, organisations can:

- obtain a **leading, international certification** of their project management competence,
- identify their **areas of improvement** and actions needed to improve their project management,
- start a **continuous improvement process** with measurable objectives,
- achieve **better results in projects, programmes and portfolios** through a more efficient and effective management,
- raise **visibility** of project management in their organisation,
- develop project management and **learn** from IPMA Delta local and international **assessors**,
- determine their **status quo** in project management and **benchmark it** against other organisations, and
- improve their **market position** through the **Delta Effect.**

IPMA Delta® Certificate holders are organisations that undertook the IPMA® Delta certification process, attained the required class of competence and received an IPMA® Delta certificate. The table below presents 2020 data.

Country	Organisation name Cathegory & Class	Date of certificate
China	Tasly Pharmaceutical Group Co., Ltd. (Large or Complex) Class 3	01.11.2012
China	CSR Research of Electrical Technology & Material Engineering (Large or Complex) Class 3	22.08.2013
China	Ruihe Anhui Project Management Group Co. LTD (RAPM) (Large or complex) Class 4	2018
Finland	Kela IT Class 2	2014
Finland	Csocial Social Insurance Institute of Finland	28.05.2014
Finland	Citec Oy Ab Class 2	20.08.2014
Germany	Topalis Services GmbH (standard) Class 1	29.03.2010
Germany/ Switzerland	Swisscom IT Services AG (large or complex) Class 4	21.10.2010
Germany	WestLB AG (large or complex) Class 4	30.10.2011
Germany	Bayer Material Science AG (large or complex) Class 2	26.06.2014
Germany	Knorr-Bremse Systeme für Schienenfahrzeuge GmbH (large) Class 3	25.09.2015

Italy	Automotive Industry Class 2	2014
Italy	TERNA Plus – International Operations Class 3 (Standardised)	2020
Kazakhstan	The JSC "Kazakh Institute of Oil and Gas Class 3 (Standardized)	2019
Kazakhstan	The "City centre for monitoring and operations" of akimat of Nur-Sultan city	2019
Portugal	Thales Portugal (basic)	01.01.2016
Russia	Sberbank IT Block (large and complex) Class 2	23.12.2010
Russia	JSC Electric Network Company of Ekaterinburg (standard) Class 2	14.06.2012
Russia	NTZMK Nizhny Tagil (standard) Class 2	11.08.2012
Russia	TNK-BP Management (large and complex) Class 1	19.11.2012
Russia	Joint-Stock Company Nizhny Novgorod Engineering Company "Atomenergoproekt"	18/05/2016
Russia	Rosatom Overseas, Class 3	2018
Russia	Rosatom ASE, Class 4	2018
Spain	The Municipality of Panama	2017
	The "MAHAK", Society to Support Children Suffering from Cancer	2018
Switzerland	LITEX AG (standard) Class 3	12.04.2013
Switzerland	CSP AG (medium) Class 4	21.10.2014
Switzerland	BERNMOBIL (medium) Class 2	20.05.2016
Ukraine	SIP-PMU Chernobyl NPP (large) Class 3	29.03.2010
Ukraine	Nazarbaev University, Kazakhstan	17.07.2013

6 IPMA Global Customers

In 2017, IPMA chose to adopt the term 'Global Customers' as a more accurate way of describing those organisations which operate across many different countries of the world and that wish to take advantage of the international recognition and transferability of the IPMA 4-L-C, whilst using the consistency (for their staff) associated with a single national CB's assessment delivered by CBs local to where the staff are working. The term 'Global Customer' better reflects the nature of the organisation as a customer of many of IPMA's Member Associations.

Organization	Lead CB	D	C	B	A
Thales (*)	SMAP (FR)	X	X	X	X
Siemens AG	Pma-Zertifizierungsstelle (A)		X	X	
Deutsche Telekom AG	Pma-Zertifizierungsstelle (A)	X	X	X	
Shell (SPA)	APM (UK)	X			
Infineon	PM-ZERT (GE)		X		
Alstom	SMAP (FR)		X	X	X
Renault	SMAP (FR)	X	X	X	

(*) Other levels are covered by national CB's in each country. These levels may later also be covered under the GC agreements

7 Assessors

Country	Number of PM Assessors (2020 data)
Algeria	
Argentina	4
Australia	No data
Austria	26
Azerbaijan	5
Bosnia-Herzegovina	No data
Brazil	No data
Bulgaria	No data
Canada	9
China P.R.	No data
Costa Rica	No data
Croatia	5
Czech Republic	13
Denmark	41
Egypt	11
Estonia	No data
Finland	15
France	12
Germany	35
Greece	2
Guatemala	No data
Hungary	9
Iceland	9
India	29
Islamic Republic of Iran	12
Ireland	11
Italy	11
Kazakhstan	10
Republic of Korea	No data
Kosovo	No data
Latvia	No data
Lithuania	5
Malaysia	No data
México	9
Netherlands	26
Nigeria	2
Norway	16
Panama	10
Peru	6
Poland	10
Portugal	9
Romania	8
Russia	11
Serbia	5
Slovak Republic	No data
Slovenia	6
South Africa	
Spain	15
Sweden	16
Switzerland	73
Taiwan	5
Ukraine	14

United Kingdom	12
United States	7

8 E-mail Address of Certification Bodies

Country	CB Name	E-mail address
Algeria	APMA / Algerian Project Management Association	opteam.algerie@gmail.com
Argentina	Organismo Certificador IPMA Argentina	info@agpa.org.ar
Australia	AIPM - Australian Institute of Project Management	ipma@aipm.com.au
Austria	Pma-Zertifizierungsstelle	zertifizierung@p-m-a.at
Azerbaijan	AzPMA Certification	info@ipma.az
Bosnia and Herzegovina	B&HAPM-CERT (Certification body - Association for project management in Bosnia and Herzegovina)	office@uup.ba
Brazil	Comitê Independente de Certificação Brazil / Brazilian Association for Project Management	cert@ipmabrasil.org
Bulgaria	Bulgarian PMA	bpma@project.bg
Canada	Project Management Association of Canada / Association de Gestion de Projet du Canada	info@pmac-agpc.ca
Chile	Organismo Certificador CCDP-IPMA Chile	contacto@ccdp-ipma.cl
China	Project Management Research Committee	lixiong@nwpu.edu.cn
Colombia	Asociación Colombiana de Dirección de Proyectos	info@adipro.org
Costa Rica	OCIPMA - Organismo Certificator IPMA, Certification Body of ADIPRO	bezuni@racsa.co.cr
Croatia	CAPM-Cert	capm-cert@capm.hr
Czech Republic	Certification Certifikacní orgán IPMA Czech Republic (CO IPMA CZ)	kratky@ipma.cz
Denmark	Danish Project Management Association/DPMA CERT	ak@ipma.dk
Egypt	MES PM-CERT	ar13_radwan@yahoo.com
Finland	Project Management Association Finland certification body PRYSERT	pry@pry.fi
France	SMaP Société française pour l'avancement du management de projet Commission de Certification	info@smap-asso.eu
Germany	PM-ZERT	pm-zert@GPM-IPMA.de
Greece	PMG Certification	cert@cci.gr
Guatemala	Organismo Certificador IPMA Guatemala (OCIgt)	certification@apmgt.org
Hungary	IPMACERT.HU Project Management Profession Excellence Foundation (PMMKA- PMPEF)	iroda@ipmacert.hu
Iceland	VSF-CB	vsf@vsf.is
India	PMA Cert	aagarwal@pma-india.org
Indonesia	Indonesian Society of Project Management Professional	gsa.constructionspecialist@gmail.com
Iran, Islamic Republic of	Iran PMA Certification Body	info@ipma.ir cb@ipma.ir
Ireland	PMI Certification Ireland	info@projectmanagement.ie
Italy	IPMA Italy -Certificazione	certificazioneipma@animp.it
Japan	Society of PM Japan	kenji.gerdt@gmail.com
Kazakhstan	KPMA Certification Body	rsaidullayev@gmail.com
Korea, Republic of	IPMA Korea Certification Body	certification@ipmakorea.org
Kosovo	Kosova KAQ	ehajrizi@ubt-uni.net info@ipcert.com

Latvia	Latvia-Cert	sertifikacija@lnpva.lv
Lithuania	Lithuania CERT	certification@lpva.lt
Malaysia	MyPMCERT	certification@mapm.org.my
Mexico	Organismo Certificador IPMA México (OCIM)	certification@ipmamexico.com luzmaria.park@ipmamexico.com
Montenegro	NGO Montenegro Project management Association	mpma.montenegro@gmail.com
Nepal	Nepalese Project Management Certification Board	info@pman.org.np certification@pman.org.np
Nigeria	Project Managers Development Association of Nigeria Certification Body (PMDAN CB)	info@pmdan.org certification@pmdan.org
Norway	Norsk Sertifisering AS	ipma@norsksertifisering.no
Panama	CONCEJO DE CERTIFICACION PROFESIONAL (APGP-CCP)	rwong@apgp-ipma.org
Paraguay	Association of Project Management of Paraguay	pablo@tribunus.cl
Peru	OCIP - Organismo Certificador IPMA Peru	german.gallardo@udep.pe mario.grimaldo@ipmaperu.com
Philippines	Philippine Society for Project and Program Management	robertperia@yahoo.com
Poland	IPMA Poland Certification Body	cert@ipma.pl
Portugal	Comissão Nacional de Certificação (CNC)	luis.marcos@apogep.pt
Romania	Project Management România - CERT	bodea@pm.org
Russian Federation	SOVNET-Certification	apolkovnikov@sovnet.ru sovnet@sovnet.ru
Serbia	YUPMA Cert	office@ipma.rs
Singapore	PMA Singapore CB	linus@pma.sg
Slovakia	SIPR - Slovenský inštitút projektového riadenia	sipr.director@ipmaslovakia.sk
Slovenia	IPMA SloCert	slocert@zpm-si.com
South Africa	Association for Project Management South Africa / APMSA-Cert	nicovos11@gmail.com
Spain	OCDP (Organismo Certificador de la Direccion de Proyectos) de AEIPRO (Asociacion Española de Direccion e Ingenieria de Proyectos)	aeipro@dpi.upv.es
Sweden	Svenskt ProjektForum	certifiering@projektforum.se
Switzerland	Association for the certification of persons in management (VZPM)	info@vzpm.ch
Taiwan	TPMA Certification	tpma.pm@gmail.com
The Netherlands	IPMA Certificering Nederland	info@ipmacertificeren.nl
Turkey	PYK Certification (PYK/Cert)	info@ipmaturkey.org
Ukraine	UPMA Certification	bushuieva.v@gmail.com
United Kingdom	Association for Project Management (APM) Certification	qualifications@apm.org.uk
United States	PMCert	cert-operations@IPMA-USA.org
Uruguay	Asociación de Gestión de Proyectos del Uruguay	info@agpu.uy
Uzbekistan	UZCB - Uzbekistan Project Management Association	jalilov@gmail.com

9 CBs' capability to operate certifications in additional languages

Country	Additional Language	IPMA Level
Argentina	English, Spanish, Portuguese	D
Australia	Italian	A, B, C, D
Austria	English	A, B, C, D
Azerbaijan	Russian, English	A, B, C, D
Brasil	English	A, B, C, D
Canada	Farsi	A, B
Chile	English	B, C, D
China	English (marginal)	A, B, C, D
Czech Republic	English	A, B, C, D
Denmark	English	A, B, C, D
Estonia	English	A, B, C, D
Finland	English	A, B, C, D, Delta
France	English	A, B, C, D
Germany	English	A, B, C, D, CCT, Delta
Greece	English	A, B, C, D
Hungary	English	A, B, C, D
Iceland	English Danish	B, C, D B, C
Islamic Republic of Iran	English, Persian, Arabic, French	A, B, C, D
Italy	English	A, B, C, D
	German	C, D
Kazakhstan	English, Russian	A, B, C, D
Kosovo	English, German	D
Latvia	English, Russian	A, B, C, D
Lithuania	English	A, B, C, D
Mexico	English	A, B, C, D
Netherlands	English	A, B, C, D
Nigeria	English	B, C
Norway	English	A, B, C, D
Panama	English	A, B, C, D
Poland	English	A, B, C, D
Portugal	English, French	A, B, C, D
Russia	English	A, B, C, D

Slovak Republic	English	A, B, C, D
Slovenia	English, Croatian, Serbian	A, B, C, D
Serbia	English	A, B, C, D
Spain	English	A
Sweden	English	A, B, C, D
Switzerland	German, French, English	A, B, C, D, IPMA Delta
Taiwan	Chinese	A, B, C, D
Ukraine	English	A, B, C, D

10 IPMA Certification System Management

10.1 IPMA Certification Officers

IPMA Vice President

Oxana Klimenko	Russia	IPMA VP Standards & Certification

IPMA Certification and Validation Management Board 2021

Name	Country
Laurens de Bever – CVMB Chairman	Switzerland
Vytautas Pugačevskis	Lithuania
Margarida Gonçalves	Portugal
Arvind Agarwal	India
John Atkinson	Ireland
Luz Maria Park	Mexico

International Project Management Association

http://www.ipma.world