

Latvian National Project
Management Association
(LNPMA) and its major directions
of operation during 10 years

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Factors promoting rapid development of project management worldwide

- Increase of complexity of the manufacturing process,**
- Competition in the market,**
- Changing external environment,**
- The necessity to utilise resources in an efficient and transparent way for creating new products/ services**

Latvian National Project Management Association

**Founded in 1998 as a non-profit
organisation**



IPMA (International Project Management Association)

International Project Management Association founded in 1965 as a non-profit organisation with headquarters in Zurich, Switzerland.

Its goals are:

- to ensure recognition of project management as a professional branch
- to improve the global awareness of project management as an important tools for increasing the public wealth.

The goal of the Association:

- **to promote development of the project management branch,**
- **to ensure competitiveness of project managers within international environment,**
- **to achieve development of the professional competence of project managers in compliance to international standards.**

Tasks of the Association :

- To organise exchange of professional information among its members,**
- To promote the role of project management for improving development of the Latvian national economy,**
- To organise conferences and participate in trade fairs,**
- To engage in joint activities with non-governmental organisations,**
- To participate in activities of the International Project Management Association (IPMA) and actively spread international experience in the field of project management in Latvia,**



IPMA (International Project Management Association)

IPMA tasks are:

- To promote development of the profession of project management with compliant set of know-how
- To gain worldwide authority in the field of project management
- To encourage foundation of new national associations
- To ensure extensive advertising of project management as a tool for increasing public wealth

Implemented and planned activities of the Association:

- **Booklets,**
- **International conferences,**
- **Development of the professional standard of a project manager – version 1,**
- **Introduction and implementation of the international certification system of project management personnel in Latvia,**
- **Preparation and organisation of the event of the National Project Excellence Award in Latvia.**

Cooperation with the International Project Management Association-IPMA

The International Project Management Association was founded in 1965 as a non-profit organisation with official address in the Netherlands.

Currently 46 national organisations from 46 countries have become its members.

LNPMA became a full-fledged member of the International Project Management Association in 1999.

IPMA tasks are as follows:

- **To promote development of the profession of project management with compliant set of know-how,**
- **To gain worldwide authority in the field of project management and to encourage foundation of new national associations,**
- **To ensure extensive advertising of project management as a tool for increasing public wealth**

The interests of the LNPMA in the IPMA are represented by the Association Board Chairwoman, who is a member of the IPMA Council and participates in its work on regular basis twice a year.

All the information on project management activities worldwide is received from the IPMA on regular basis in the form of booklets.

Since the 60-ies the IPMA regularly organises international conference in various countries. Last conference took place in 2008 in Rome and the next is scheduled for 2009 in Finland.

Since 2002 the IPMA organises the event of the IPMA International Project Excellence Award

Many internationally well-known companies have received this award. For example, in 2006 it was received by the German company “T- Systems International” , and in 2007 by “ Jiangsu Sopo (group) Co. Ltd.” in China.

National Project Excellence Awards were introduced on the basis of the Project Excellence Model.

This year the award ceremony will take place also in Latvia – on May 27 at the conference of the LNPMA.

I would like to distinguish the implementation of the four level International Project Management Personnel Certification and Validation system in the Member States of the IPMA as one of the most important activities of the Association.

The introduction of the Certification System was commenced in 1998 and until now it has been implemented in 29 countries worldwide. As at the end of 2008 the number of certified project managers has reached 89 097.

In Latvia at present there are 29 project managers with D level certification and one international assessor with B level certification.

Development of certification of project management experts

- **1985 - PMI (Project Management Institute)
“Body of Knowledge”
“Guide to the Project Management Body of Knowledge”
“Project Management Professional (PMP)”**
- **1993 – IPMA task force**
- **1997 – IPMA certification and validation
Steering Board (CVM Board)**
- **1998 – IPMA four level certification and
validation system**



The 4 level project management personnel certification system of the IPMA is based upon two documents:

- **IPMA ICB-IPMA Competence Baseline, versions 2 and 3,**
- **IPMA Certification Regulations and Guidelines - ICRG**

Universal IPMA Four-Level-Certification System

Title	Capabilities	Certification Process			Validity
		Stage 1	Stage 2	Stage 3	
Sertified Projects Director (IPMA Level A)	competence = knowledge + experience	Application, Curriculum vitae, project list, references, self-assessment	Project director report	Interview	5 years
Sertified Senior Project Manager (IPMA Level B)			Project report		
Certified Project Manager (IPMA Level C)			Written exam. Optins: work_shop, short project report		
Certified Project Management Associate (IPMA Level D)	Knowledge	Application, Curriculum vitae, self-assessment	Written exam		Not limited option: 10 years



Universal IPMA 4 level certification titles:

- **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

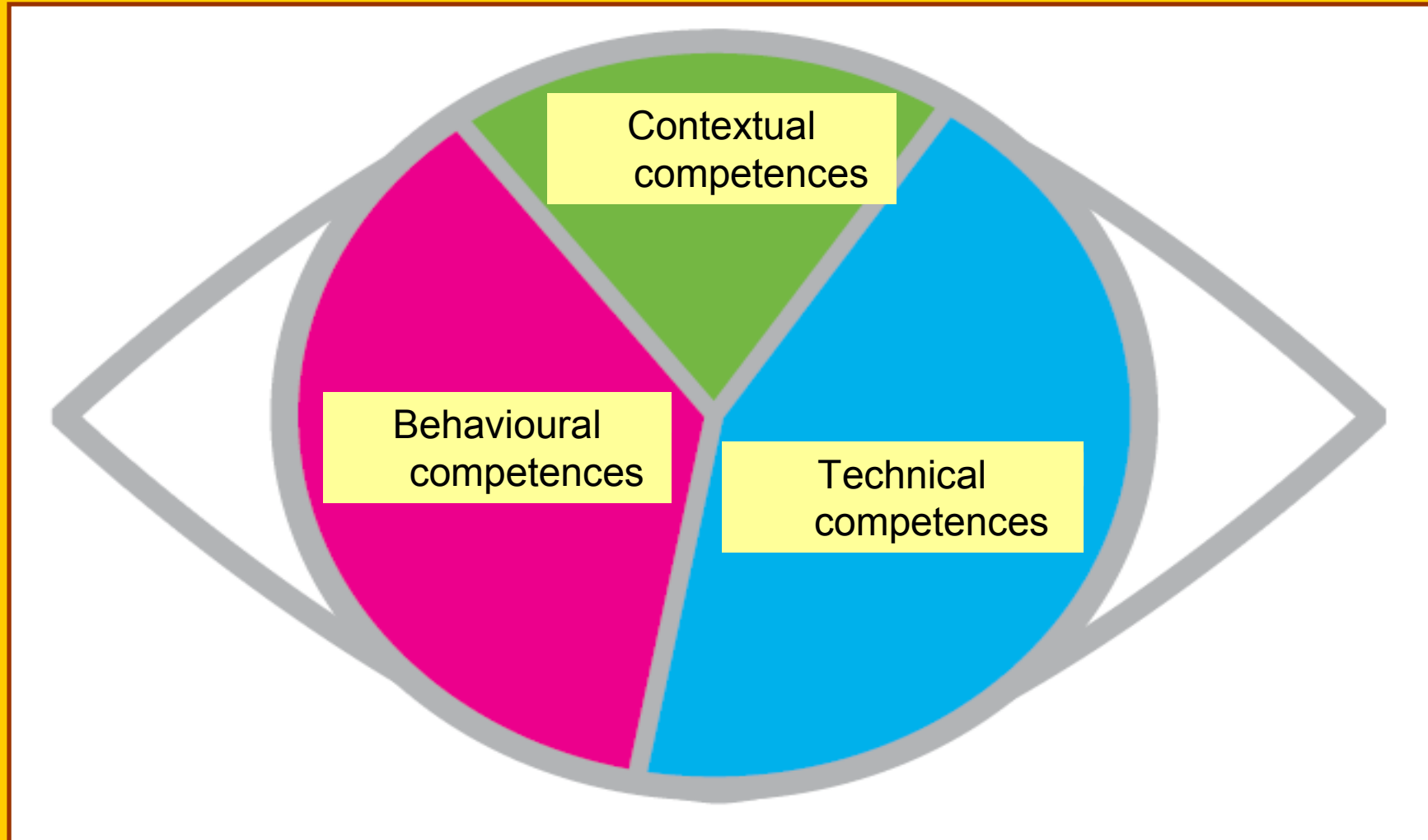
IPMA Level C - Certified Project Manager

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

Level D - Certified Project Management Associate

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

The Eye of competence



Technical competences elements

- **1.01 Project management success**
- **1.02 Interested parties**
- **1.03 Project requirements & objectives**
- **1.04 Risk & opportunity**
- **1.05 Quality**
- **1.06 Project organisation**
- **1.07 Teamwork**
- **1.08 Problem resolution**
- **1.09 Project structures**
- **1.10 Scope & deliverables**

- **1.11 Time & project phases**
- **1.12 Resources**
- **1.13 Cost & finance**
- **1.14 Changes**
- **1.15 Control & Reports**
- **1.16 Information & documentation**
- **1.17 Communication**
- **1.18 Start-up**
- **1.19 Close- out**

Contextual competences elements

3.01 Project orientation

3.02 Programme orientation

3.03 Project, programme & portfolio implementation

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3.11 Legal

Behavioural competences elements

2.01 Leadership

2.02 Engagement & motivation

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2.15 Ethics



Competences ranging based upon IPMA certification levels

Competence ranging	IPMA Level A (%)	IPMA Level B (%)	IPMA Level C (%)	IPMA Level D (%)
Technical	40	50	60	70
Behavioural	30	25	20	15
Contextual	30	25	20	15



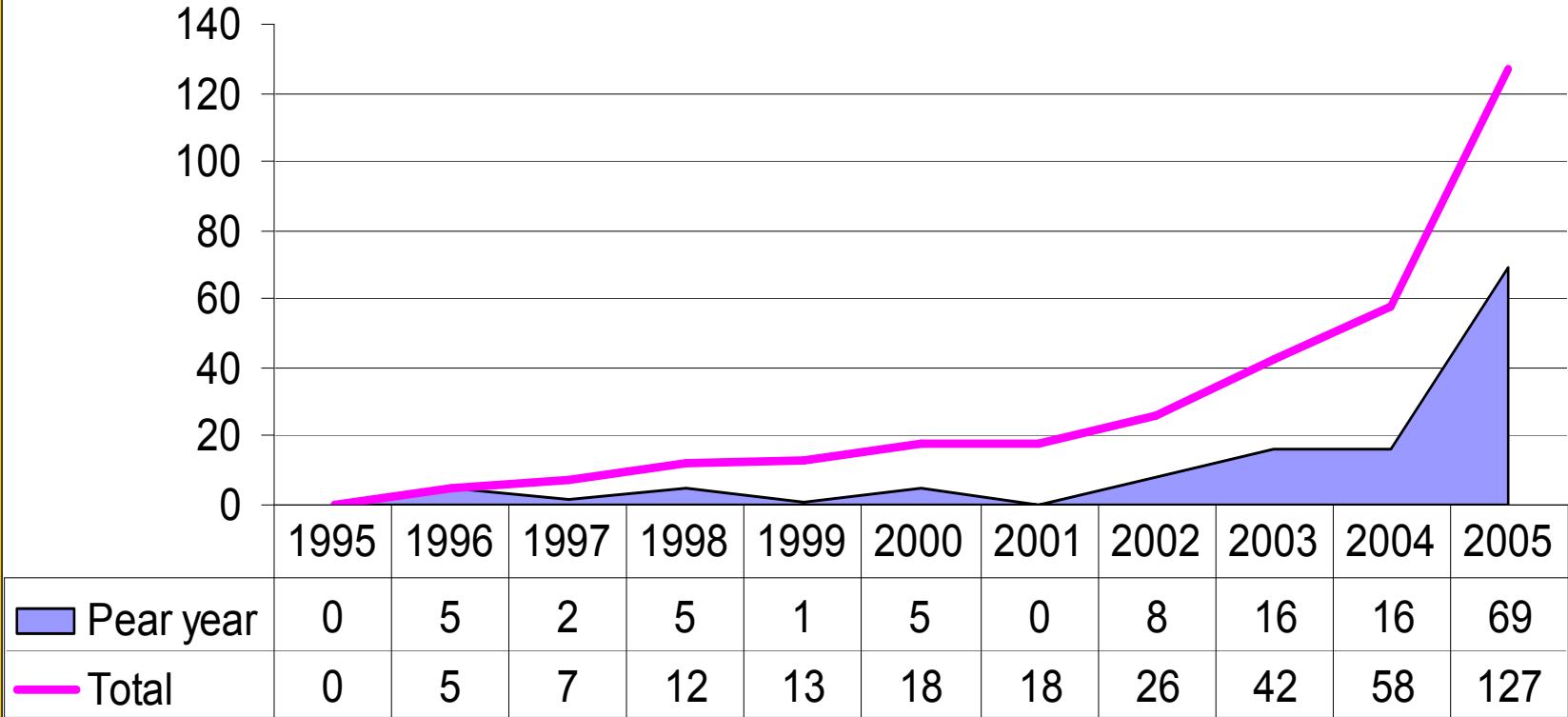
Importance of knowledge and experience in all IPMA levels

Component of a competence	IPMA A level (0 to 10)	IPMA B level (0 to 10)	IPMA C level (0 to 10)	IPMA D level (0 to 10)
Knowledge	7	6	5	4
Experience	7	6	4	(optional)

IPMA Level A

Country (nat. Assoc/ certif. Body)	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005 plan
Austria (pma/ zertif. Stelle)								1	2	0	3+1
Azerbaijan (AZPMA)										0	0
Brazil											
Bulgaria (BPMA)											
China P.R. (PMRC)								4	0	0	10
Croatia										0	0
Czech Republic (SPR)										0	0
Denmark (DPMA/CERT)										0	10
Egypt (MES/MPC)									1	0	2
Finland										0	1
France (AFITEP)		5	2	5	0	2	0	0	1	1	2
Germany (GPM/PM-ZERT)						3	0	2	4	5	8+3
Greece (HPM)										0	0
Hungary (PMPEF)									4	2	4
Iceland (VSF-CB)										0	0
India (PMA)										0	0
Ireland (PMI Ltd.)									0	1	2
Italy (ANIMP/PM-SECT)									1	0	4
Latvia (Latvia-PM-Cert)										0	0
Netherlands (PMI-NL/CitoCert)									1	0	4
Norway (NFP)											
Poland (SPMP-Cert)									1	0	2
Portugal (APOGEP/Cert)										0	0
Romania (PMR-Cert)											
Russia (SOVNET-Cert)								1	1		1
Serbia-Montenegro (YUPMA)										0	0
Slovak Rep. (SIPR/SPPR)										0	0
Slovenia (Slo Cert.)									0	1	1
South Africa (APMSA-Cert)											
Spain (AEIPRO/OCDP)										0	0
Sweden (SPF)										0	5
Switzerland (SPM/VZPM)									0	6	5
Ukraine (UPMA/Cert)					1	0	0	0	0	0	1
United Kingdom (APM)										0	0
United States (asapm)											
Total IPMA Level A		5	2	5	0	5	0	8	16	16	69

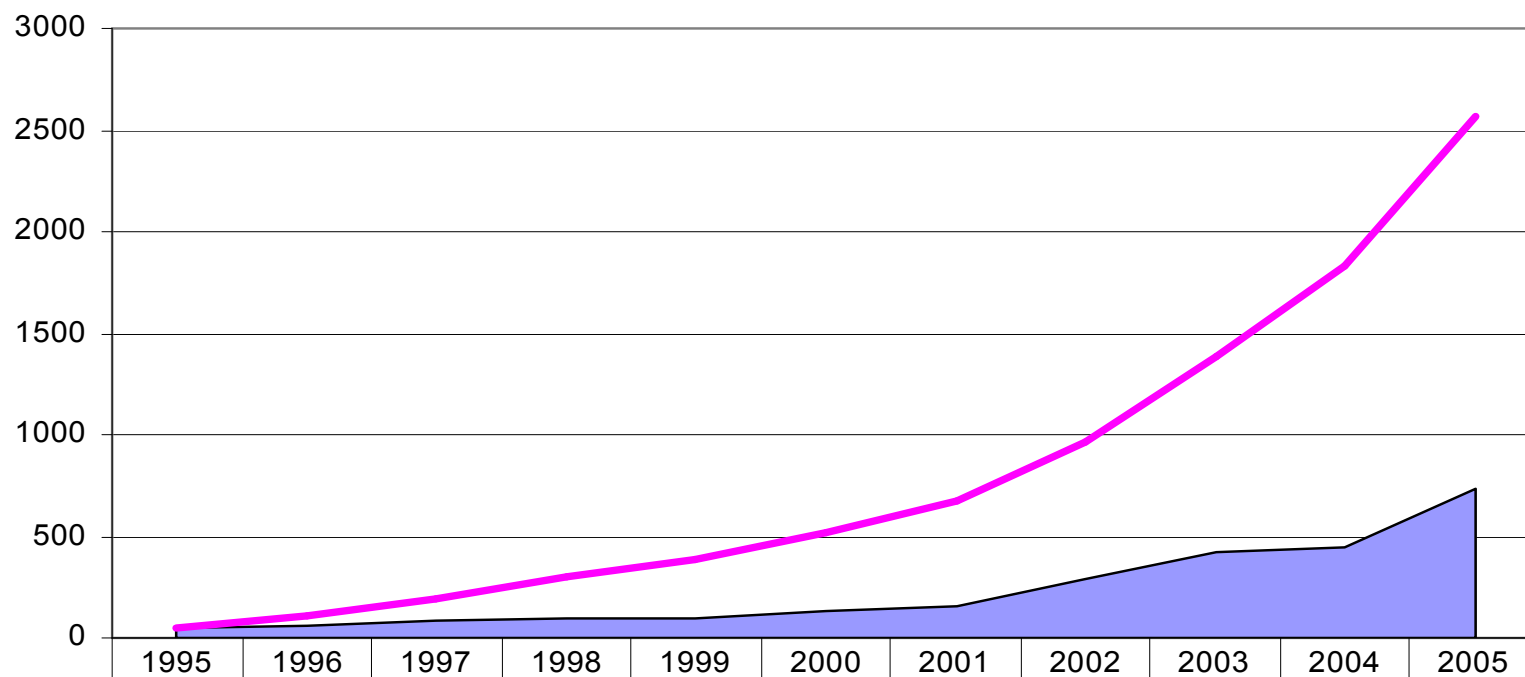
**Number of certificates IPMA Level A per year and cumulated
(2005: planned value)**





IPMA Level B

Country (nat. Assoc./ certif. Body)	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005 plan
Austria (pma/ zertif. Stelle)	18	27	41	29	15	27+6	35+7	62+4	83+18	66+17	70+30
Azerbaijan (AZPMA)									0	1	2
Brazil											
Bulgaria (BPMA)											
China P.R. (PMRC)								9+0	17+0	20+0	100+0
Croatia										0	6
Czech Republic (SPR)							4	0	10	3	20+2
Denmark (DPMA/CERT)			4	20	11	12	22	38	25+13	39	50
Egypt (MES/MPC)						3	7	9	4	4+5	5+6
Finland			5	0	1	0	1	0	7	5	5
France (AFITEP)		5	10	10	0	5	2	5	3	3	5
Germany (GPM/PM-ZERT)	9	21	10	14+4	25+10	23+8	5+11	38+10	37+18	69+15	66+53
Greece (HPM)											
Hungary (PMPEF)								5	3	6	10
Iceland (VSF-CB)			7	2	0	1	0	3+6	7+2	5	10
India (PMA)										0	20
Ireland (PMI Ltd.)								3	10	10	15
Italy (ANIMP/PM-SECT)								3	4	8	10
Latvia (Latvia-PM-Cert)										0	0
Netherlands (PMI-NL/CitoCert)	17	6	6	1	0	1+3	5	11	9	14	40
Norway (NFP)											
Poland (SPMP-Cert)									2	1	6
Portugal (APOGEP/Cert)					5	0	0	3	0	3	2+2
Romania (PMR-Cert)									0	6	14
Russia (SOVNET-Cert)					2	4	4	2	3	4	6+2
Serbia-Montenegro (YUPMA)										0	5
Slovak Rep. (SIPR/SPPR)								7	3	7	7
Slovenia (Slo Cert.)				10	5	9	6	11	9+8	1+0	8+10
South Africa (APMSA-Cert)											
Spain (AEIPRO/OCDP)							0	2	1	5	
Sweden (SPF)									35		
Switzerland (SPM/VZPM)		4	6	10	13+4	21+6	30+4	36+6	36+14	60+*	Total to date
Ukraine (UPMA/Cert)					1	2	5	6	2	1	5
United Kingdom (APM)						(119)*	10	12	40	24	15
United States (asapm)											
Total IPMA Level B	44	63	89	100	93	131	158	289	424	444	735

**Number of certificates IPMA Level B per year and cumulated
(2005: planned value)**



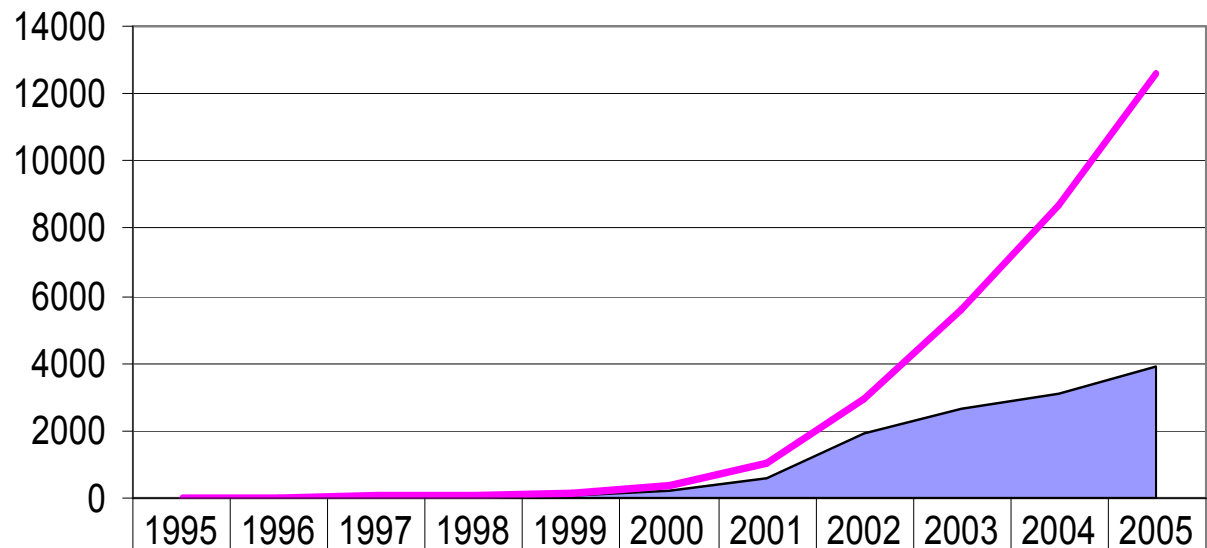
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
 Pear year	44	63	89	100	93	131	158	289	424	444	735
 Total	44	107	196	296	389	520	678	967	1391	1835	2570



IPMA Level C

Country (nat. Assoc./ certif. Body)	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005 plan
Austria (pma/ zertif. Stelle)					5	81	132	197	211+8	300+40	330+100
Azerbaijan (AZPMA)								3	13	2	30
Brazil											
Bulgaria (BPMA)											
China P.R. (PMRC)							136	1219	1587+0	1778+0	2000+0
Croatia								6	10	5	20
Czech Republic (SPR)									10	10	30+5
Denmark (DPMA/CERT)					5	40	10	44	77+8	90	140
Egypt (MES/MPC)					5	65	65	57	67+11	50+27	55+30
Finland						4	51	75	140	137	120
France (AFITEP)		1	0	24	6	10	0	5	1	10	10
Germany (GPM/PM-ZERT)		16	26	20	15	24	73+0	62+3	123+15	100+74	100+50
Greece (HPM)											
Hungary (PMPEF)								1	7	1	10
Iceland (VSF-CB)									9	18	25
India (PMA)										0	50
Ireland (PMI Ltd.)								81	73	70	100
Italy (ANIMP/PM-SECT)							8	14	11	8	16
Latvia (Latvia-PM-Cert)										0	0
Netherlands (PMI-NL/CitoCert)				6	1	0	0	41	53	101	200
Norway (NFP)											
Poland (SPMP-Cert)								12	7	29	43
Portugal (APOGEP/Cert)								11	20	16	16+6
Romania (PMR-Cert)									0	11	10
Russia (SOVNET-Cert)					3	3	14	3	19	29	40+3
Serbia-Montenegro (YUPMA)										0	10
Slovak Rep. (SIPR/SPPR)							1	4	26	11	30
Slovenia (Slo Cert.)									0	1	5
South Africa (APMSA-Cert)											
Spain (AEIPRO/OCDP)							9	5	4	7	6
Sweden (SPF)									30	40	48
Switzerland (SPM/VZPM)							3	21	37	39+1	70+15
Ukraine (UPMA/Cert)					10	9	21	19	40	45	65
United Kingdom (APM)						(94)*	100	26	43	72	90
United States (asapm)											
Total IPMA Level C	0	17	26	50	50	236	623	1909	2660	3122	3878

* Total to date

**Number of certificates IPMA Level C per year and cumulated
(2005: planned value)**



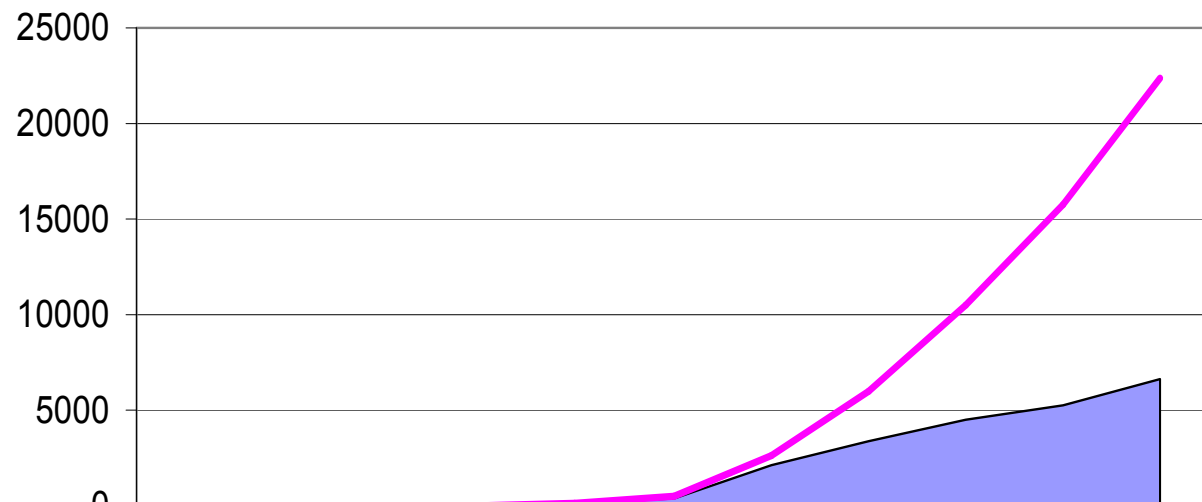
 Pear year	0	17	26	50	50	236	623	1909	2660	3122	3878
 Total	0	17	43	93	143	379	1002	2911	5571	8693	12571

IPMA Level D

Country (nat. Assoc./ certif. Body)	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005 plan
Austria (pma/ zertif. Stelle)					57	73	77	135	177	314	390
Azerbaijan (AZPMA)								23	20	5	30
Brazil											
Bulgaria (BPMA)											
China P.R. (PMRC)							33	194	323	433	1000
Croatia									0	5	30
Czech Republic (SPR)							21	31	50	97	200
Denmark (DPMA/CERT)							11	59	90	210	250
Egypt (MES/MPC)						9	40	28	37+1	43+5	50+5
Finland									0	20	50
France (AFITEP)						8	56	201	319	272	280
Germany (GPM/PM-ZERT)				(3150)*	26	103	325	702	1023	1287	750
Greece (HPM)											
Hungary (PMPEF)								3	7	1	15
Iceland (VSF-CB)									1	9	15
India (PMA)						12	27	66	136	210	400
Ireland (PMI Ltd.)								146	113	117	100
Italy (ANIMP/PM-SECT)						18	15	12	20	21	40
Latvia (Latvia-PM-Cert)									0	3	20
Netherlands (PMI-NL/CitoCert)			2	9	13	41	42	105	111	230	300
Norway (NFP)											
Poland (SPMP-Cert)									0	17	50
Portugal (APOGEP/Cert)							19	24	27	57	55
Romania (PMR-Cert)									2	13	12
Russia (SOVNET-Cert)					6	7	36	12	76	153	150
Serbia-Montenegro (YUPMA)										0	10
Slovak Rep. (SIPR/SPPR)							1	5	4	9	15
Slovenia (Slo Cert.)									9	3	6
South Africa (APMSA-Cert)											
Spain (AEIPRO/OCDP)						31	42	43	28	9	10
Sweden (SPF)									32	99	144
Switzerland (SPM/VZPM)						2	0	0	18	91	130
Ukraine (UPMA/Cert)				8	13	12	86	120	80	120	150
United Kingdom (APM)						(5300)*	1300	1500	1800	1400	2000
United States (asapm)											
Total IPMA Level D	0	0	2	17	115	316	2131	3409	4504	5253	6657

* Total to date

**Number of certificates IPMA Level D per year and cumulated
(2005: planned value)**



	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
■ Pear year	0	0	2	17	115	316	2131	3409	4504	5263	6657
— Total	0	0	2	19	134	450	2581	5990	10494	15747	22404

Number of Certificates IPMA Level B per year and cumulated
2008: planned value

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Per year	483	156	158	302	426	456	630	744	776	1002
Total	483	639	797	1099	1525	1980	2610	3354	4130	5132

Benefits of certification of project management experts

Benefits for companies, firms and organisations:

- more opportunities for attracting new investments
- improvement of efficiency of investments
- more opportunities to participate in international projects

Benefits for a project management experts:

- improved career growth opportunities
- more opportunities to receive new orders

Problems of project management in Latvia

- The prevailing understanding of project management in the society differs from the level of understanding corresponding to international standards
- EU standards are applied in Latvia for projects preparation and management, and they do not comply with the IPMA and other international project management standards (Project Management Institute -"Body of Knowledge", ISO 10006, Prince 2)

- **State institutions do not require any documents confirming knowledge or certificates in selecting project managers,**
- **Applicants quite often have not prepared for the certification and are not able to pass the exam**
- **Universities and colleges do not pay sufficient attention to project management, offered programs do not include the true contents of project management and present a distort picture of project management as such**

Problems of project management in Latvia

- Entrepreneurs are not aware of benefits and advantages provided by project management

Proposals

- To change the public understanding of project management by means of active promotion of this branch among all levels of the society (conferences, publications, TV, radio)
- The Latvian National Project Management Association shall communicate with the state administration institutions related to implementation of various projects with the aim to ensure a uniform approach to project management
- To harmonise project management study programs at universities
- To commence the work for training and certification of professors in the area of project management