NPMPF

Operational Framework for
Implementation

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I.   Introducing Program and Project Management

1. Background and Purpose

- Addressing the nation on the 73rd Independence Day, the Hon'ble Prime Minister of India laid out the vision of building a $5 trillion economy and investing Rs 100 lakh crores on infrastructure in India. To achieve this vision, the Hon'ble Finance Minister on December 31, 2019, released the National Infrastructure Pipeline (NIP) for 2020-2025.

- The NIP outlines the need for incisive reforms such as improving project preparation processes, and capacity development of Project Execution Agencies to ramp up investment in and execution of infrastructure projects in India.

- The Task Force on Project & Program Management was constituted under the aegis of NITI Aayog, released a report on 14 June 2019 to bring about radical reforms in the ways projects are executed in India.

- Need for Program/Project Management: The Task Force recognised the urgent need for standardising Program/Project Management in India and introducing a common language of Program/Project Management across the government and industry.

2. Recommendations of the Task Force

- The Task Force recommended a **two-fold mandate**:

    - **Institutionalisation**: Setting up a nodal body for Program/Project Managers in India, tentatively called National Institute for Chartered Program/Project Professionals (NICPP) for developing, promoting and regulating the profession of Program/Project Management in India.

    - **Policy:** Develop the National Program/Project Management Policy Framework (NPMPF) to recommend policy and procedural changes and embed capable Program/Project Managers across all stakeholders including the government, infrastructure firms as well as financial institutions.

- QCI has been given the task of collaborating with NITI Aayog to facilitate the deliberations of the Steering and Technical Committees, compile inputs of these committees to develop guidelines and regulations, and create the ecosystem for certification/licensing of Program/Project Management professionals.

II.   Overview

Building on the recommendations and the mandate of the Task Force, the process to institutionalize Program and Project management require the following pillars to operationalise and establish program and project management in India

1. Indian Infrastructure Body of Knowledge (InBoK)

- InBoK is a comprehensive guidebook for the implementation of programs and execution of constituent projects.

- Organized around Baseline-Approach of program/project execution, the purpose of InBoK is to provide guidance on concepts and processes of program and project management and enshrines a programmatic approach to infrastructure development in India.

- InBoK is aimed at introducing a common language of Program Management and serves as a guidebook for all professionals who are involved in the execution of Infrastructure Projects across India.

- InBoK has been developed in collaboration with a wide range of industry experts and premier institutes.

- InBOK and its application in projects and programs, will be basis for assessments for certification of Chartered Project Professionals

2. Four-Level Certification/Charter System

India shall have a 4-level system of Program/Project Management, housed in the National Institute for Chartered Program/Project Professionals(NICPP):

Level I
Certified Project Associate
3+ Years Work Experience
Suited for Program/Projects <500 Cr

Level II
Certified Project Manager
8+ Years Work Experience
Suited for Program/Projects >500 Cr

Level III
Certified Program Manager
15+ Years Work Experience
Suited for Program/Projects >2000 Cr

Level IV
Certified Program Director
20+ Years Work Experience
Suited for Program/Projects >4000 Cr

- There will be a 4-level charter system, representing both competence and experience in the domain because it envisions a program/project professional's journey, spanning from early-stage professionals to veterans of the field.

- The initial levels of certification shall focus on Project Management, with an increasing focus on Program Management for successive levels. Certification at each level shall be based on a unique assessment, centrally conducted by NICPP.

- The contours of each level have been defined based on an analysis of public sector projects, as well as time and cost overrun trends across projects.

- Since programs are composite of multiple projects that may be more complex and/or larger in scope, therefore, levels of certification are successively and respectively linked to professionals with more experience of a complex and large scale of projects.

- In the future, NICPP certifications shall be linked to the scale and complexity of a Project/Program that a professional may be deemed suited/eligible to lead, since a practitioner who is competent to manage an easier, less complex endeavour may not yet be suitable for managing those that are more complex.

    - Taking a cue from the Task Force Report on Program/Project Management, all future public-sector/PPP programs/projects of a given scale and complexity may be entrusted to a professional basis the level of certification the professional holds.

- These certified professionals are envisioned to be embedded, based on their level of certification, in the Government, Public Sector Units, private firms, Project Management Consultancies, banks and rating agencies to drive efficiency in Indian infrastructure programs/projects.

3. Distinguished Fellows

- Distinguished Fellows shall be an honorary recognition by NICPP, given to those with a lifetime of distinguished contribution to the field, practice and profession of Program Management for the benefit of India and its people.

- Distinguished Fellows will lend expertise, credibility and guidance to the initiative, and enable accelerated adoption of the concepts of program management across all stakeholders in India.

4. Training & Capability Development

- Since the aim for NICPP certification is to ensure a clear understanding of PM concepts and fundamentals, an online self-learning course on Program and Project Management based on InBoK will be made available.

- A Capability Development Program shall be initiated to create an impact in the short run for large-scale projects. This shall encompass:

    - **Awareness Workshops** aimed at sensitizing the infrastructure industry stakeholders on the institutionalization of Program/ Project Management in the country and the path ahead

    - **Capsule Training** aimed at focused, module-based training of government officials and PSU officials.

III. The Indian Infrastructure Body of Knowledge (InBoK)

The practice, innovation and certification of a profession require a standard/guide for its execution. Therefore, the Indian Infrastructure Body of Knowledge (InBoK) is one of the most crucial pillars for operationalizing the Task Force mandate of institutionalising Program/Project Management in India.

Organized around Baseline-Approach of program/project execution, the purpose of InBoK is to provide guidance on concepts and processes of program and project management that are important for and have an impact on the performance of projects and the outcomes of programs. InBoK encompasses all the phases of a program/project and acts as a guide every step of the way. It currently comprises seven distinct parts, distributed over 21 sections altogether to encapsulate every phase and component for the program implementation and project execution.

InBoK shall be a guide for all stakeholders of infrastructure development in India, including professionals, practitioners, trainers and institutes as the ultimate Indian Standard for the profession and its practice.

1. Purpose and Overview of InBoK

- **Programmatic Approach to Infrastructure Projects:** Program success depends on the successful execution of constituent projects and more importantly on their interface and integration for assuring overall program outcomes. This linkage is established in the InBoK in every chapter. InBoK encompasses best practices of program and project management and retains the essential connection between programs and projects.

- **Comprehensive Guidebook:** InBoK is a unique comprehensive guidebook for the implementation of programs and execution of constituent projects. The purpose of InBoK is to provide guidance on concepts and processes of program and project management that are important for, and have an impact on the performance of projects, and thus the outcomes of programs.

- **Based on Best Practices:** InBoK has been derived from a cumulation of sources both from India and around the globe. It incorporates the best practices from leading international Project Management Consultancies, EPC firms, etc. It inherits basic principles from international standards for program/project management like ISO, AACE, etc., and imbibes those to contextualise for Indian practice.

- **Target Readership:** The target readership for InBoK is the following:

    a. Senior managers and project sponsors of Indian infrastructure projects and programs to familiarise them with international best practices as well as layout the domestic context for enhanced application in practice. This shall enable program/project leaders to give appropriate support and guidance to their project managers, project management teams and project teams;

    b. Project managers, project management teams and project team members, so that they have a common basis upon which to compare their project standards and practices with those of others;

c. Program/Project Management and Consultancy experts, practitioners, managers, government officials, young professionals, academicians in the domain, relevant institutes who are involved in the execution of Infrastructure Projects across the country.

2. Overview of the InBoK

- The InBoK is organized around Baseline-Approach program/project execution.

- InBoK currently has 21 sections under seven distinct parts that cover a program life cycle. The tone of the InBoK is suggestive in some cases and prescriptive in some sections which are new to the traditional project management.

- Though the sections are written keeping in view of governmental organizations implementing the programs and delivering projects, the concepts described are applicable to contractors as well. For both contractors and the client, delivering the project within budget, within time with desired quality is important.

- However, there are project elements for contractors such as arranging working capital and achieving bid profitability are not a part of the InBoK. These are normally taken care of by the commercial procedures and financial controls in the contractor organizations. Both Client (owner) organization and contracting organization have their roles to play for the success of a program and their organizations have to be geared for it.

3. Future Development of InBoK

- Following the development of the first edition of the InBoK, it shall be subject to further revisions and newer editions to keep abreast of the latest in the domain and maintain regular updates.

- Additionally. sector/industry-specific *extensions* of InBoK shall be developed, i.e. specialised practices suited for each industry/sector, that may be developed by NICPP in collaboration with the respective ministry.

4. Why India Needs a Unique InBoK

- While many international practices like PMI's PMBoK, IPMA's ICB4 etc. as well as ISO 21500:2012 Guidance on Project Management exist, many nations have developed their own systems of Program/Project Management, e.g. UK's Project Delivery Functional Standard and Japan's Project and Program Management (P2M)

- India has embarked on the process of developing its own standard and guidance in InBoK, because:

i. InBok is designed for the Indian infrastructure industry and takes into account the challenges specific to India. This contextualization to India makes InBok differ from the rest of the knowledge bodies.

ii. InBok has been developed specifically for the infrastructure industry, while the existing PM standards are more generalised for common use, with an increasing bend towards IT.

iii. InBok is a highly application-oriented knowledge repository with focus on the Program Management approach, integrated with project management of constituent projects; while existing frameworks are centred around the Project Management Process as a standalone domain, and do not necessarily serve/provide an integrated approach.

IV. Conceptualising Program & Project Management Certification

1. Four-Level Certification System

India shall have a 4-level system of Program/Project Management, housed in NICPP:
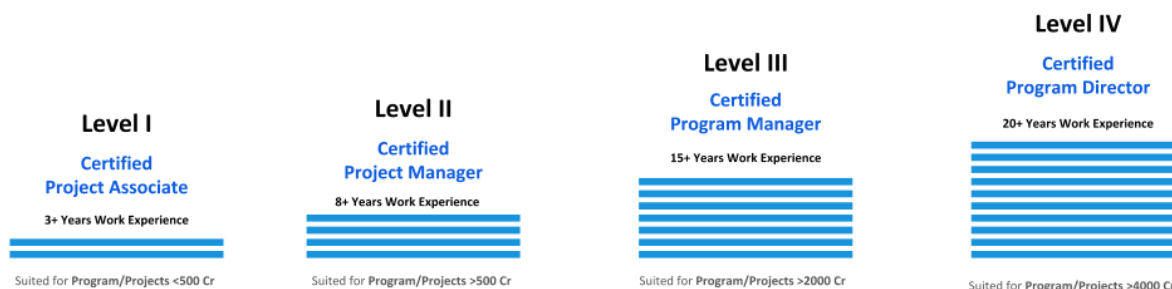
- This will be a 4-Level *charter system*, representing both competence and experience in the domain, representing a program/project professional's journey, spanning from early-stage professionals contributing to projects in various functions, to leaders responsible for delivering India's most massive and complex programs.

- The initial levels of certification shall focus on Project Management, with an increasing focus on Program Management for successive levels. Since complex programs are composite of multiple constituent projects, therefore, levels of certification are successively and respectively linked to professionals with experience of a complex and large-scale program/project.

- NICPP certifications shall be linked to the scale and complexity of a Project/Program that a professional may be deemed suited/eligible to lead, since a practitioner who is competent to manage an easier, less complex endeavour may not yet be suitable for managing those that are more complex.

  ○ Taking a cue from the Task Force Report on Program/Project Management, all future public-sector/PPP programs/projects of a given scale and complexity may be entrusted to a professional basis the level of certification the professional holds.

  ○ These certified professionals are envisioned to be embedded based on their level of certification in the Government, Public Sector Units, private firms, Project Management Consultancies, banks and rating agencies to drive efficiency in Indian programs/projects

  ○ The contours of each level have been defined based on an analysis of public sector projects, as well as time and cost overrun trends across projects. *(Appendix I)*

○ In addition to the estimated capital expenditure of a Program/Project, a Complexity Matrix may be adapted to act as a multiplier. *(Appendix II)*

○ NICPP shall maintain a public database of certified professionals, including Names, Certification Levels and other relevant details so that such details may be verified easily for various purposes.

2. Understanding What Each Level Means

- **Level I - Certified Project Associate (CPA):** The entry-level certification for professional with an experience band of 3 to 7 years, CPA is aimed at providing the foundations of Project Management to various professionals working in a larger project/program in limited functions to introduce a common language of PM across the organisation, as well those leading small projects who may benefit from the foundational concepts.

- **Level II - Certified Project Manager (CPM)**: CPM certification is meant to represent competence and experienced professionals who can be entrusted with projects of significant scale (500 Cr+). These professionals, with experience of 8+ years, have learnt the fundamentals of the industry, and with experience in various functions associated with an infrastructure project, are ready to lead and bring the diverse experiences and skill-sets together.

- **Level III - Certified Program Manager (CPgM):** CPgM are professionals with 15+ years of experience, have executed constituent projects of significant scale and complexity, and are ready to be entrusted with infrastructure programs composite of multiple projects. They understand not just the nuances of project execution, but challenges of integration across projects.

- **Level IV: Certified Program Director (CPgD):** Certified Program Director are mid-senior and senior professionals who are equipped and proficient in complex infrastructure programs of significant scale (4000 Cr+). They are responsible not just for program and project success, but for giving strategic direction and decision-making and shall be entrusted with India's most ambitious and challenging infrastructure programs and projects

*The full gamut of expected competencies of professionals at each level is detailed in the Competency Framework in **Appendix III.***

3. Requirements, Assessment and Certifications

- **Non-Sequential Levels:** The NICPP levels will be non-sequential, i.e. an experienced manager may apply directly for a Level III certification without having to go through Level I and Level II processes.
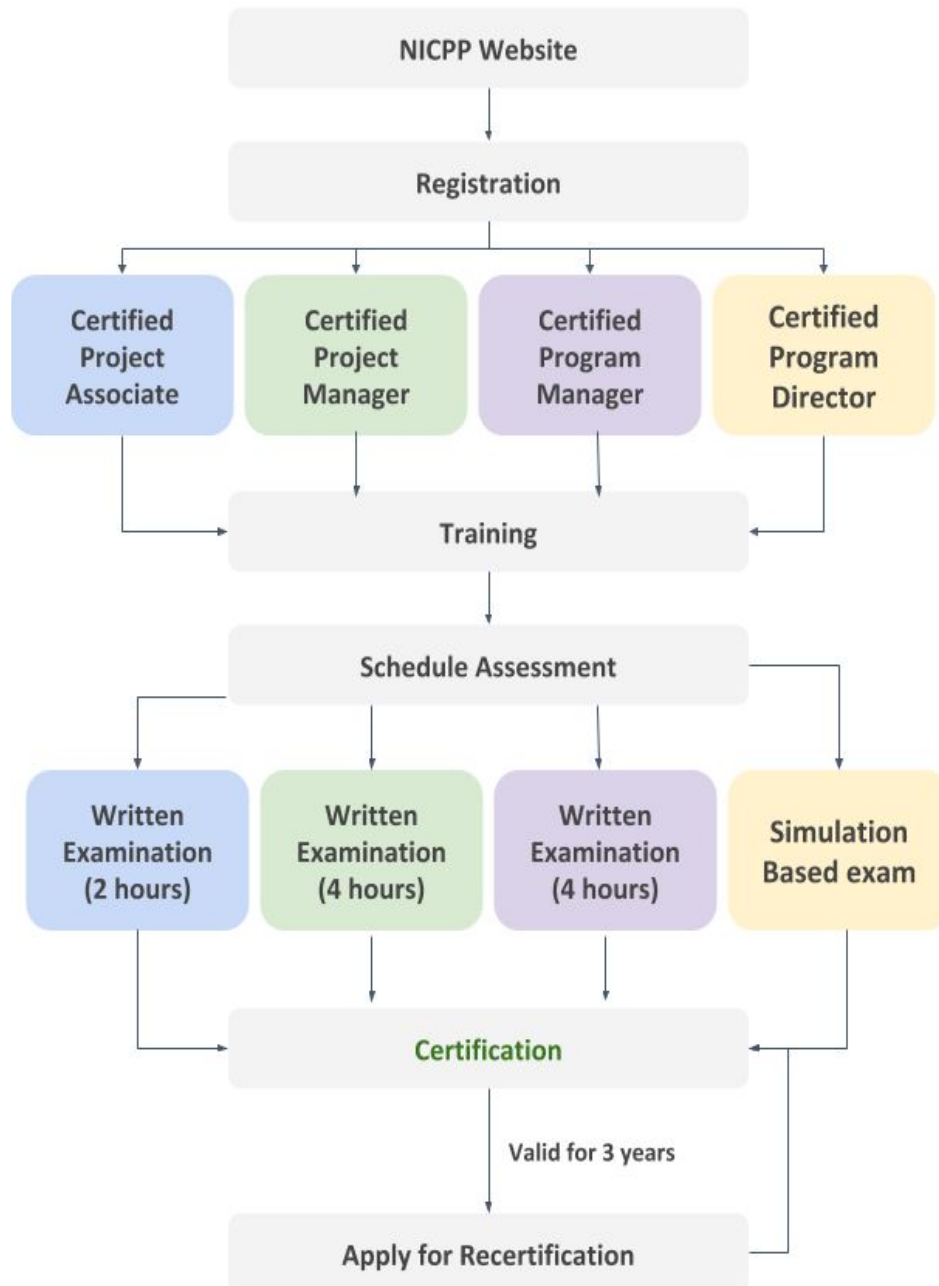
- **Differentiated System, Increasing Difficulty:** Each level of certification shall have unique criteria for eligibility, assessment and certification to reflect the change in expectations from a professional in increasingly complex programs and projects through their professional journey.

- **Competence & Experience:** The NICPP certification system validates both experiences as well as competence. To attain certification at each level, each candidate will require a minimum threshold of work experience as a pre-qualification. Rigorous assessment at each level shall thoroughly test the professional's competence.

- **Digital Process, Single Platform**: The NICPP Digital Platform shall be the single point of contact to enable all aspects of a candidates' journey, from registering for assessments to finding learning resources as well as keeping abreast with the latest developments in the domain.

- **Focused on India and Infrastructure:** The certification and especially assessment shall be based on the Indian Infrastructure Body of Knowledge (InBoK) to help develop professionals suited for the Indian context.

- **Continuous Learning**: An exhaustive system of re-certification shall ensure that certified professionals remain updated and engaged with emergent best practices.

	Benchmark Qualifying Experience	Project Capex Threshold	Assessment
Certified Project Associate *(Level - I)*	3+ Years	Project Contributor or Less than ₹500 crore	Written Exam 2- Hours
Certified Project Manager *(Level - II)*	8+ Years	More than ₹500 Crores	Written Exam 4- Hours
Certified Program Manager *(Level - III)*	15+ Years	More than ₹2000 Crores	Written Exam 4- Hours
Certified Program Director *(Level - IV)*	20+ Years	More than ₹4000 Crores	Simulation-Based Assessment and Panel interview

The details of each element of a professional's journey are outlined in the subsequent sections.

V. Certification Process Overview

The broad steps in a professionals journey are illustrated below:

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                    │    NICPP Website    │
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Certified Project Associate	Certified Project Manager	Certified Program Manager	Certified Program Director

Training

Schedule Assessment

Written Examination (2 hours)	Written Examination (4 hours)	Written Examination (4 hours)	Simulation Based exam

Certification

Valid for 3 years

Apply for Recertification

1. **Digital Platform:**

   a. NICPP shall develop and maintain a digital platform which shall serve as a single point of communication for all processes, as well as for various stakeholders. The website shall provide tools like:

      - **Self Eligibility Check**: Anyone may use this tool to quickly check their eligibility and suitability for a given level of certification.

      - **Training & Resources:** The platform shall provide links to self-paced training resources as well as resources like InBoK, reference documents, journals and ebooks as well as Case Studies, Best practices and developments in the domain.

      - **Pre-Training Assessment** that a candidate can **optionally perform** to understand personalised training needs

      - All steps towards a Candidate Certification journey, including registration, fee payment, examination scheduling and results, dispute resolution to the recertification process.

      - A National Database of Certified Program/Project Professionals

   b. The digital platform shall be developed in modules. The initial development shall be facilitated by QCI and then transitioned to NICPP.

2. **Training**

   ○ Since the aim for NICPP certification is to ensure a clear understanding of PM concepts and fundamentals, InBoK-based training in Program/Project Management shall be mandatory for all professionals applying for NICPP certification at any level.

   ○ The self-paced training shall adopt best practices from MOOCs, and will provide around 24 contact hours of training, developed by Indian experts in industry and academia

   ○ External training centres may provide more in-depth, experiential learning of InBoK concepts. Such training centres may be given recognition in the future

3. **Eligibility For Certification**

   ○ **Eligibility Criteria:** To be eligible for attempting any level of NICPP Assessment, a prospective candidate shall have to fulfil the following requirements:

      ○ **Have requisite work experience**:
         - Total work experience (in months) shall be the primary criteria for eligibility.
         - Having additional qualifications or prior certifications may reduce the number of years required for each level

- Illustration: For Level - III (Certified Program Manager), a typical candidate needs 15 years (*180 months*) of experience; however, a candidate with a Master's and PhD in related fields shall be eligible in 12 years (*144 months*) only

  ○ **Complete Formalities:** Registering for an exam will also require the candidate to complete formalities, including:
    - Complete InBoK Training, either online or through a Recognised Training Centre
    - Provide evidence for Work Experience, Education, Certifications and other details.

○ **Eligibility Evaluation**

  ○ The entire process of eligibility check shall be online through NICPP Digital Platform

  ○ The **Self Eligibility Check** tool shall assist the candidates in establishing requirements for the level of certification they're aiming for.

  ○ The Training obtained by the candidate shall be automatically tracked by the Digital Platform

  ○ The documents uploaded by a candidate shall undergo detailed verification (*Desktop Assessment*) to establish the credibility of the submitted documents.

*The details of Eligibility Criteria for each level are outlined in **Appendix IV***

4. Assessments

○ The cornerstone of NICPP certification has to be a rigorous and trusted assessment system.

○ The assessments shall be based on InBoK with an increasing level of difficulty as well increasing focus on Programmatic skills for each level of certification.

○ The assessments shall be rigorous and aim to test conceptual soundness as well as the ability to apply concepts to real-life situations and problems.

○ The entire assessment system, from candidate registration to the result-declaration and all other processes involved will be done digitally, hosted or coordinated on a single platform owned and operated by NICPP.

○ To the extent possible, exams shall be available both from home as well as at an examination centre. The candidate will be allowed to select the mode of assessment, i.e., centre-based assessment or home-based assessment.

- All assessments will be proctored, maintaining the highest level of authenticity and credibility. The home-based assessments will use online proctoring, which will be required to ensure that no malpractices are being used during the assessment.

- **Differentiated Assessment:** Since the expectations from a PM change with career progression, NICPP exam will conduct different assessments for each level.

  - **Level I, Level II and Level III:**

    - Separate written exams will be conducted for Level I, II and III. The difficulty will increase progressively for each level.
    - The exams will be MCQ based, testing conceptual understanding of InBoK, numerical/mathematical application of concepts as well as basic case-study based application.
    - Level I examination will be 2 hrs long with 100 questions, while Level II and III examinations will be of 4 hrs with 200 questions each.

  - **Level IV:**

    - Level IV candidates will go through a simulation-based assessment, followed by a panel interview.

    - Simulation-Based Assessment: This will focus primarily on case-study/application of Program Management principles.

    - Panel Interview: A panel of NICPP Distinguished Fellows and Professionals from government, industry and academia shall conduct a detailed interview of the candidate. The interview will include exhaustive discussion of Programs/Project handled, case studies, theoretical or any other question related to the profession.

  - **Development of Question Bank**

    - The Question Bank for the examination shall be developed in strict confidentiality by NICPP following the best global practices.

    - For the initial development, experts in Program/Project Management from Indian Academia shall be asked to develop questions/case studies for respective areas of expertise.

    - The questions developed shall be attributed with Level of Questions (Level I - II/III), Level of Difficulty (Easy, Medium, Hard) and InBoK Knowledge Area(s)

    - The developers shall submit questions to a Centralised Review Committee that shall monitor the consistency and quality of questions.

*The details of the examination process, the exact pattern of questions, distribution across knowledge areas as well as other guidelines are outlined in **Appendix V and Appendix VI***

5. Recertification

- Recertification is the process of renewing certification to demonstrate a sustained commitment to professional development in a field. It ensures that a certificate holder represents a high degree of contemporary competency.

- The NICPP recertification process shall be composed of three elements:

  - **Compulsory Self-Learning Modules** aimed to enable continuous professional development, ensuring that a certified professional keep up to date with developments in the profession,
    - These may be self-learning courses or other modules provided by the Digital Platform.
    - It shall be **mandatory** to complete 5 NICPP-hosted self-learning modules in a single year.

  - **Structured & Unstructured Activities** aimed at promoting professional engagement and contribution to the PM profession India, be it professional practice or contribution to knowledge.
    - **Structured activities** are those that can be substantiated with proof and comprises 60% weight towards the process.
    - **Unstructured Activities:** These are activities that may not be substantiated with proof but contribute towards the development of the professional and the profession by way of conferences, informal learnings, etc.
    - Any extra credits earned for these activities can be transferred to the following year.

- To maintain the validity of a NICPP certification it shall be required to recertify **every 3 years** to ensure knowledge upgradation of professionals.

- A **Professional Development Units System** shall be the basis of recertification which shall strive to give credit to professional engagement. A professional would need to accumulate **180 PDUs over a 3- year period** to maintain certification.

*The details of the recertification process, including exact weights and activities covered, are outlined in **Appendix VII***

VI. Distinguished Fellows of NICPP

1. Overview

- Distinguished Fellows shall be an honorary recognition, given to those with a lifetime of distinguished contribution to the field, practice and profession of Program Management for the benefit of India and its people.

- Distinguished Fellows will lend expertise, credibility and guidance to the initiative, and enable accelerated adoption of the concepts of program management across all stakeholders in India.

- Tenure & Numbers:

    - All fellows shall serve a tenure of 3 Years.

    - The tenure of a Distinguished Fellow may gain a one-time extension of tenure of 2 years on the specific recommendation of the NICPP Council

    - A maximum of 21 selected DIstinguished Fellows can form the cohort of distinguished fellows.

2. Selection of Distinguished Fellows At Initiation

- A DFSC (Distinguished Fellow Selection Committee)* consisting of 3-5 members shall be constituted for the initial selection and support of Distinguished Fellows in the interim period.

- This committee shall be disbanded once a group of 12-15 Distinguished Fellows of NICPP has been formulated, who can further take up the process of electing Distinguished Fellows and supporting various functions.

- Each member of the committee will propose a few nominees for distinguished fellows of NICPP based on their professional achievements.

- The committee will then discuss each nomination on the basis of the factors included in the **Distinguished Fellows Eligibility Matrix *(Appendix VIII)*** and finalize a list of recommended Distinguished Fellows.

- The final list of recommendations will be approved by the NPMPF Steering Committee.

3. Developing the Distinguished Fellows Eligibility Matrix

- Distinguished Fellows shall be selected fundamentally on the basis of **Distinguished Fellows Eligibility Matrix *(Appendix VIII)***

- The Distinguished Fellows Eligibility Matrix is an attempt to categorize and make objective the achievements and contributions of a candidate.

- Upon the election of the first set of Distinguished Fellows, they shall take up the process of further defining the Distinguished Fellows Eligibility Matrix as well as adopting the detailed process of selecting future Distinguished Fellows.

- This may include identifying relevant examples of achievements of professionals from the respective sector and attempt to make the Distinguished Fellows Eligibility Matrix as objective as possible while also maintaining sector-specific nuance and free of bias towards any specific sector or career track (Government, PSUs, Academia or Industry)

4. Tentative Process of Election of Distinguished Fellows:

- **Step 1 - Nomination**: Distinguished Fellows can be self-nominated or by existing members of NICPP.

- **Step 2 - Initial Filtering:** Initial filtering based on Eligibility Matrix for Distinguished Fellow, with a thorough check of the candidate's professional engagement and achievements by the NICPP. A backend committee will be tasked to score a candidate based on their professional achievements.

- **Step 3 - Long List**: A NICPP Selection Committee shall select a *long list* from filtered candidates from Step 2 following the prescribed regulations framed by NICPP Council.

- **Step 4 - Final Election/Shortlist:** The *long list* of nominees (recommended by the NICPP Selection Committee) will be shared by the committee of to existing Distinguished Fellows, who shall finalise the election for the year.

VII. Capability Development: Sensitisation Workshops and Capsule Training

1. Introduction

- With the vision of the Indian government to increasingly invest in large scale infrastructure projects and programs, the upskilling of all stakeholders driving these programs becomes imperative.

- For this purpose, a Capability Development program is imperative to enhance the country's capacity to deliver these increasingly complex infrastructure programs more efficiently in the short term.

- Therefore, NICPP envisions undertaking the Capability Development initiative to provide workshops to sensitize and equip different stakeholders in the lifecycle of an infrastructure project in the Program and Project management tools and techniques.

2. Capability DevelopmentApproach

- The Capability Development Program is aimed at sensitization, training and capacity development of government officials and other key stakeholders in Indian Infrastructure Programs and projects towards adoption and implementation of key Program/project management skills, tools and techniques.

- In this regard, a **two-pronged approach** is being proposed:

    a. **Awareness Workshops** aimed at sensitizing the infrastructure industry stakeholders on the institutionalization of Program/ Project Management in the country and the path ahead

    b. **Capsule Training** aimed at focused, module-based training of government officials and PSU officials.

- The Capability Development Program will be conducted after the launch of initiative for a period of up to 6 months but may be extended further depending on need and reception.

    a. Awareness Workshops may be launched first, conducted in batches

    b. Similarly, Capsule Training for Level IV may be conducted

    c. Taking into consideration the current pandemic scenario, digital platforms shall be used for conducting the workshops. QCI's Training and Capacity Building Division (TCB) will support the same through webinars.

3. **Awareness/Sensitization Workshops:**

- **Objectives:** The primary objectives for awareness/sensitization workshops are to:

    a. Create massive awareness around the institutionalization of Program/ Project Management

    b. Allow exchange of ideas, views and knowledge of Program/ project management among industry peers and stakeholders

    c. Enable sharing of Indian as well as global best practices of Program/ Project Management among industry peers

    d. Introduce important tools, frameworks and emerging technologies of Program Management

    e. Establish a common language of Program/Project Management in the Indian infrastructure ecosystem.

- **Target Audiences for Sensitisation:**

    a. A **Top-Down** approach by nomination or shortlisting audiences from ministries/ PSUs/Private sector together shall be adopted.

    b. It is proposed to have awareness workshops for all stakeholders of the infrastructure industry:
        - Government ministries
        - PSU officials
        - Project Management Consulting firms
        - Infrastructure firms

    c. Workshop batches shall be planned like a peer-to-peer interaction, across industry and government, for professionals in the similar bracket of years of experience

    d. Nominations for the audience selection to be given by NITI Aayog, DoPT or respective ministries

4. **Capsule/ Module-Based Training:**

- **Objectives:** Capsule training will be designed based on audience-specific modules, specifically to:

    a. Introduce critical Program Management skills and best practices from India and around the world

    b. Disseminate key concepts on available Program/Project Management tools and technologies linked to InBoK

c. Provide knowledge and skills specific to the requirements of the current roles and responsibilities of professionals

● These capsule training may be conducted in modules. However, it shall be separate from the full-fledged training courses offered by recognized/accredited institutes for NICPP certification

● **Target Audiences for Sensitisation:**

a. The capsule training(s) shall be exclusively conducted for government and PSU officials with 20+ years of experience**.**

b. Workshop batches may be planned for infrastructure industry professionals, at the domain/sector level (e.g. a batch may consist of officials from M/o Railways and other allied PSUs).

c. Nominations for the audience selection to be given by NITI Aayog, DoPT or respective ministries.

Appendix

Appendix I: Why Four-Level System

- NICPP certification system consists of 4-levels, with an increasing focus on Program Management at each level, as well as an increase in expectations from a certified professional to manage larger and more complex programs/projects.

- These levels were developed in accordance to, and on analysis of Indian Infrastructure Projects based on the data of MoSPI Reports between 2014-19. It was observed that while *Megaprojects* may constitute a small number of infrastructure projects, they have a substantial share of Capex investment and tend to have a higher proportion of time and cost overrun projects than smaller projects.

Project Cost (*Crores INR*)	Number of Projects		Total Capex of Projects		Time Overruns	Cost Overruns
		% of All		% of All		
150 - 500	2,079	54%	350,440	16%	29%	26%
500 - 2000	1,337	34%	569,532	26%	36%	25%
2000 - 4000	249	6%	360,026	16%	61%	29%
4000+	220	6%	912,419	42%	54%	33%
Total	3,885		2,192,416		35%	26%

- The various levels also mimic a typical professional's journey in the Indian infrastructure sector and is also in harmony with the practice adopted by existing certifications in India and across the globe.

- Global Institutions like PMI and IPMA as well as Indian bodies like I2P2M and L&T IPM consist of different levels of certifications based on different parameters and focus areas.

Appendix II: Complexity Framework

- Some projects and programs are inherently harder to manage than others. Program/Project Complexity frameworks help categorise projects based on their management complexity.

- A practitioner who is competent to manage an easier, less complex endeavour may not yet be competent to manage those that are harder and more complex.

- Project and Program Complexity also provides a useful basis for categorising projects and therefore selecting the appropriate Project Manager based on their demonstrated competence.

NICPP Framework for Complexity

- The NICPP Complexity Framework identifies factors contributing to program/project management complexity.

- The tool provides a mechanism for matching competence to need by identifying the factors that affect a PM's ability to control program/project success and outcomes.

- The framework identifies 10 factors that affect the management complexity of a program/project.

Complexity Dimension	Complexity Definition	Example of High Complexity Range	Component Complexity Level
Project Scope Complexity	This factor is related to scope with multiple interfaces, complex integration and high level of imposed constraints	Complexity in execution (tunnels, bridges, flyovers etc.)	
Technical Requirements Complexity	This factor related to all technical and technological challenges in performing engineering work and construction because of the unique nature of the project	Ex: Nuclear projects, new technology and unique construction requirements	
Weather and Work Window Challenges	This factor related to weather, cultural and environmental challenges that limit the time available for performing work at the site	Ex: Longer Rainy season, Severe summer temperatures, Very cold temperatures, restrictions due to festivals, Disallowances of working at night	
Specialist Resources and Dependencies	This factor related to the rare specialist skills needed for the project in Engineering, inspection and construction	Ex: Pipe stress engineers in Hydrocarbon project design, technicians for specialized welding at the site, generally high skilled highly paid specialists	
Public Visibility, Political Intervention and Exposure	This factor related to the complexity imposed due to public visibility, unavoidable inconvenience likely to be caused to the public and high interest of the political lobbies in the project or program for varied reasons	The factor is self-explanatory. Example: Building a complex flyover in the middle of a city.	

Schedule Complexity	This factor relates to the complexity inherent with the nature of the project that poses a significant challenge to the schedule adherence	Tighter Schedules than normal, multiple critical paths than normal in the baseline schedule, prolonged approval cycles and very high lead times on critical material to be procured	
Project Location Complexity	This factor relates to complexities imposed by all the characteristics specific to the location of the project that influences project objectives on cost, schedule and quality	Complexity due to logistics (difficult to reach the site, transportation of materials, equipment, labour etc.), Constructability - Limited work window, Brownfield, rock excavation, groundwater dewatering challenge etc	
Stakeholder Complexity	This factor covers complexity and challenges related to key stakeholders' level of interest or commitment; changes in assignments (e.g., a new sponsor); and identification or discovery of new or additional stakeholders during the program. Also, the challenges involved in dealing with competing stakeholder interests. Interests may be related to the desired future state, to expected benefits, or to how the activities of the program are conducted.	Complexity due to multiple ministries being involved (Highways, Forestry, Coastal etc.) in decision making and coordination, makes stakeholder complexity very high.	
Operational Complexity	This factor covers the complexity in getting the right to/extend land acquisitions/ROW approvals and also complexities related to funding	Complexity due to ROW approvals: dealing with ministries, the general public, businesses etc.	
Supply-Chain Complexity	This factor covers the complexity and challenges related to the procurement of materials to build the facilities, logistical challenges to reach the site, approvals for multiple agencies and external agencies for the project or program	Complexity due to procurement (import of special items, import/export regulations).	
Overall Complexity Score			

● Each factor is rated from 1 to 9 using a qualitative point scale (*Very Low to Very High*), and the factors are totalled to produce an Overall Complexity Score for the program/project.

Component Complexity Level	Individual Score
Very Low	1
Low	3
Medium	5
High	7
Very High	9

- The Overall Complexity Score is mapped to a Complexity Multiplier, which can be used as a scaling factor to the capex of a program/project.

Overall Complexity Score	Overall Complexity Level	Complexity Multiplier
10 - 29	**Very Low**	0.8
30 - 49	**Low**	1
50 - 69	**Medium**	1.2
70 - 80	**High**	1.4
80 - 90	**Very High**	1.6

- For example:

  - *A Project with planned Capex of INR 3000 Cr but with a Very High Overall Complexity Score (1.6) may be too complicated for a NICPP Level - III professional and may require a Level - IV professional for effective management.*

  - *Conversely, a Project with planned Capex of INR 600 Cr but with a Very Low Overall Complexity Score (0.8) may be too simple for a NICPP Level - II professional and may be used as an excellent opportunity for giving new project managers (Level - I) safe projects to run, learning and practising their craft.*

Appendix III: PM Competence Framework

- In addition to the knowledge of fundamental concepts of Program and Project Management as described in InBoK, a PM also needs to possess and master many soft-skills and functions necessary to the success of Program/Project, as well as individual success.

- The NICPP Competence Framework lays out roles, expectations and skill-sets expected from a PM at various levels across 12 Key component areas, with expectations increasing at each level, with senior PMs expected to play increasingly strategic roles in an organisation as well as initiative.

- This framework can be used as a qualitative benchmark to access performance of a PM, select the right candidate, as well as design soft-skills training and other similar initiatives.

Key Competence Areas	Measurable Components	Level 1	Level 2	Level 3	Level 4
Domain Knowledge/ Experience	Awareness of and Knowledge to Use of State-of-the-Art Technology in the domain of program/ project implementation	Level 1	Level 2	Level 3	Level 4
	Knowledge of technical and technological nuances of program/ project				
	Business/Financial acumen in the related domain				
	Certification/Training in the domain areas/ project management				
	Continuously Monitors and is Aware of Similar Programs and projects				
	Multi-functional understanding of all phases of EPC Projects and their interrelationship in a program				
	Understanding of a Program / Project Manager roles and responsibilities				
General Management	Aligning, Promoting and Reviewing the Vision at Program/ Project level	Level 1	Level 2	Level 3	Level 4
	Develop the potential of program staff and define program roles				
	Ability to navigate effectively in contract negotiations				
	Ensure effective Communications Management - Internal and External				

			Level 2	Level 3	Level 4
	Implement Interface and Integration Management				
	Issues Management/Conflict Resolution				
	Provide Leadership and Direction in Safety, Health, Environment and Security				
	Implement effective Quality Management				
	Implement Proactive steps to prevent adversarial contractual relations and claims				
Manage Development of the Plan for the Program/Project	Knowledge and Management of Legal Issues		Level 2	Level 3	Level 4
	Human Resource Management				
	Envision the desired future state.				
	Shape and sustain the program execution approach.				
	Shape and sustain the program's business case.				
	Shape and sustain program governance.				
	Develop and integrate project baselines.				
	Define the scope of the constituent project.				
	Ensure the plan for the project reflects relevant legal requirements.				
	Document risks and risk responses for the project.				
	Confirm constituent project success criteria.				
Manage Program/ Project Progress	Secure program funding and Resources		Level 2	Level 3	Level 4
	Resource the program.				
	Implement and Monitor project progress guidelines integrating with program progress				
	Measure, evaluate, and coordinate program progress.				
	Monitor and Evaluate Internal and external program contexts for circumstances that may require changes to the program execution approach.				
	Monitor, evaluate, and control constituent project performance.				
	Monitor and manage the risks of the constituent project.				

		Level 2	Level 3	Level 4
Manage Stakeholder Relationships	Ensure that program key stakeholder interests and communication needs are identified and addressed.			
	Promote/ Ensure effective stakeholder communication at the program/project level and monitor Communication interfaces among constituent projects			
	Define Program Organization, Boundaries and governance structure	Level 2	Level 3	Level 4
	Review the program execution approach periodically and confirm or update to maintain alignment with the expected benefits.			
	Develop and implement approaches to influence ongoing stakeholder commitment and take actions to accommodate differing stakeholder interests and expectations.			
Manage Program/ Project Transitions	Manage effective and timely project start-up aligned with program design			
	Manage the transition between project phases with clear stage gates			
	Manage project closure and integration with component projects		Level 3	Level 4
	Manage Program Transition to Benefits realization and handover to operations			
Strategic Project Management	Develop Delivery and Contracting Strategies for a Project			
	Supply Chain Strategy for a Project		Level 3	Level 4
	Apply Innovation and Value Creation ideas for improving project performance			
Program/ Project Change Management	Shape and sustain program/ Project change implementation approach.			
	Advocate for change with stakeholders and secure alignment of priorities			
	Design and Implement Project Specific Change management procedure in contracts and execution plans		Level 3	Level 4
	Evaluate the effectiveness of the program change.			

Direct the Management of Contracts	Shape and sustain contract and contract risk management approach.			Level 3	Level 4
	Ensure Contract management approach is devised, documented, kept current, and agreed to by pertinent stakeholders.				
	Ensure Policies, processes, and procedures to support the contract management approach are developed, approved, maintained, and communicated to pertinent stakeholders.				
	Integrate Risk management related to contracts with overall program risk management.				
	Oversee and verify contract performance.				
	Monitor compliance with policies, processes, and procedures				
	Cultivate collaborative alliances and agreements.				
	Support the evolution of collaborative agreements.				
Benefits Management	Identify and periodically review short and long-term benefits and trade-offs.				Level 4
	Shape and sustain benefits measurement and delivery approach.				
	Evaluate the attainment of expected benefits.				
Foster Collaboration	Promote a culture of collaboration and teamwork across organisational boundaries				Level 4
	Create opportunities to promote and celebrate the contribution of teams				
	Promote cross-fertilization of team capabilities throughout the organisation				
	Remove organisational barriers to collaboration and teamwork				
	Initiate, negotiate, document a collaborative agreement approach and secure acceptance by the parties to each agreement.				
	Develop Collaboration plans for each agreement to support implementation and Support the evolution of collaborative agreements.				

	Monitor and nurture relationships with collaborators to sustain commitment.				
	Assess Performance of all parties (to an agreement) against expected results and address the variances. Make changes to the agreements as required				31
Provide Program Leadership and Direction	Alignment of the program vision with the vision, mission, principles, and values of the sponsoring organization is maintained.				
	Stimulate engagement with the program vision through ongoing review, monitoring, communications, and negotiations with pertinent stakeholders.				
	Make expectations for socially responsible practices , lay dow processes/procedures and communicate to constituent projects and other pertinent stakeholders.				Level 4
	Establish Individual Roles & Responsibilities and behavioural expectations for constituent project managers .				
	Develop and Maintain plans for identifying, capturing, disseminating, and exchanging program/ project knowledge.				

Appendix IV: Eligibility Criteria & Evaluation

Eligibility Matrix

- NICPP Eligibility Criteria shall primarily depend on the total demonstrable work experience of a candidate. Having additional qualifications or prior certifications may reduce the number of years required for each level.

Level	Candidate Qualification	Minimum Total Work-Ex Required
Level IV	Diploma Only	252 Months
	Bachelor's	240 Monthz
	Bachelor's + Master's	216 Months
	Bachelor's + Master's + PhD	204 Months
Level III	Diploma Only	192 Months
	Bachelor's	180 Months
	Bachelor's + Master's	156 Months
	Bachelor's + Master's + PhD	144 Months
Level II	Diploma Only	108 Months
	Bachelor's	96 Months
	Bachelor's + Master's	84 Months
	Bachelor's + Master's + PhD	60 Months
Level I	Diploma Only	48 Months
	Bachelor's	**36 Months**
	Bachelor's + Master's	12 Months
	Bachelor's + Master's + PhD	0 Months

- *Illustration 1: For Level - III (Certified Program Manager), a typical candidate with a Bachelor's Degree needs 15 years (180 months) of experience to be eligible for applying to certification*

- *Illustration 2: A candidate with a Master's and PhD in related fields shall be eligible in 12 years (144 months) only For Level - III (Certified Program Manager)*

- Each candidate shall be required to upload/provide documentary evidence of both educational qualifications and work experience.

Other Requirements

- Completing the NICPP Recognised InBoK shall be required to be eligible for Certification for candidates of all levels.

- NICPP may impose additional reasonable requirements for eligibility, e.g. paying exam fee in full, requirements for citizenship etc.
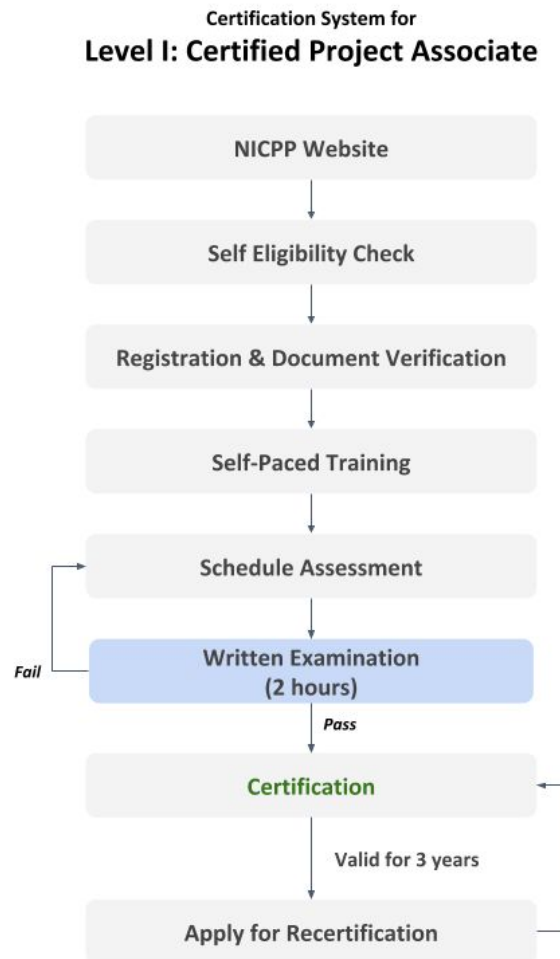
Eligibility Evaluation

- The entire process of eligibility check shall be online through NICPP Digital Platform

- The Online Training obtained by the candidate shall be automatically tracked by the Digital Platform

- The documents uploaded by a candidate shall undergo detailed verification (*Desktop Assessment*) to establish the credibility of the submitted documents.

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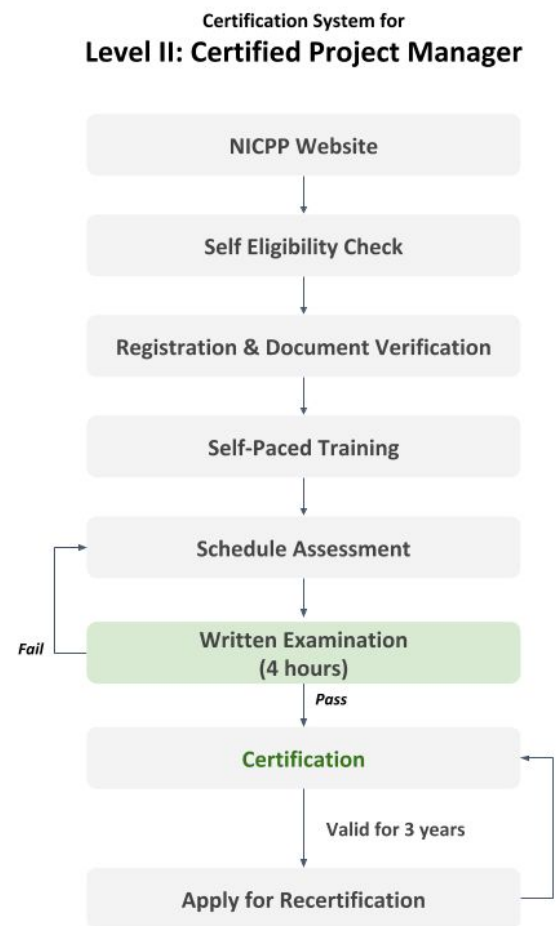# Appendix V: Certification Process Overview

Level I: Certified Project Associate (CPA)

- A Certified Project Associate (CPA) certification candidate is a professional with an experience of upto 4 years.

- CPA professionals shall be typically working or leading various functions within a project (i.e. project contributors) or are managing/leading small scale projects.

- CPA professionals shall be linked to projects with a Capex of less than INR 500 crores. These shall be typically linear projects that are less complex.

- The candidates will be qualified for receiving the certification based on clearing a rigorous 2-hour written exam conducted by NICPP nationally.

- The exams will be based on InBoK, with emphasis on the basics of Project Management.

Certification System for
Level I: Certified Project Associate

```
┌─────────────────────────────────────┐
│           NICPP Website              │
└─────────────────────────────────────┘
                  │
                  ▼
┌─────────────────────────────────────┐
│        Self Eligibility Check        │
└─────────────────────────────────────┘
                  │
                  ▼
┌─────────────────────────────────────┐
│  Registration & Document Verification│
└─────────────────────────────────────┘
                  │
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┌─────────────────────────────────────┐
│          Self-Paced Training         │
└─────────────────────────────────────┘
                  │
                  ▼
┌─────────────────────────────────────┐
│         Schedule Assessment          │
└─────────────────────────────────────┘
                  │
       Fail       ▼
┌─────────────────────────────────────┐
│         Written Examination          │
│             (2 hours)                │
└─────────────────────────────────────┘
                  │ Pass
                  ▼
┌─────────────────────────────────────┐
│           Certification              │
└─────────────────────────────────────┘
                  │ Valid for 3 years
                  ▼
┌─────────────────────────────────────┐
│       Apply for Recertification      │
└─────────────────────────────────────┘
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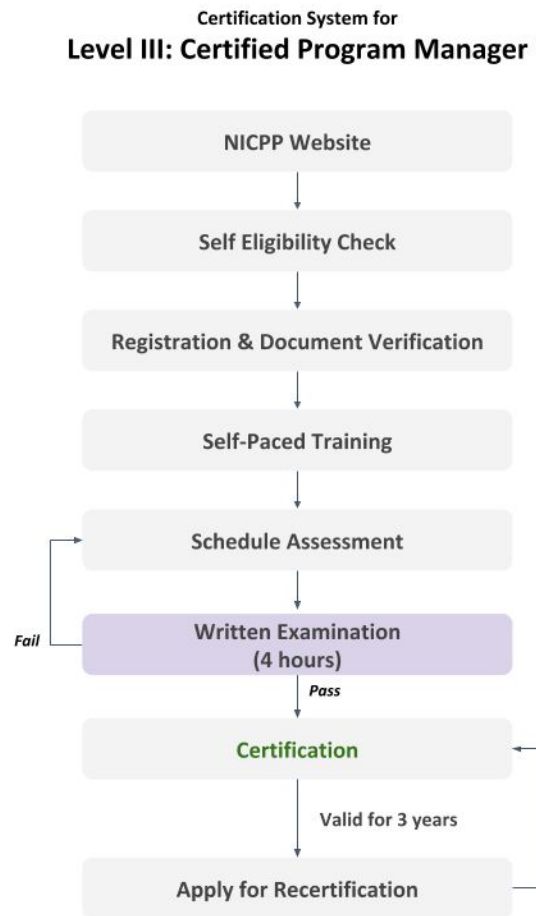
Level II: Certified Project Manager (CPM)

- A Certified Project Management (CPM) certification candidate is a young project manager with experience band of 5 to 10 years

- CPM professionals shall have worked in various roles in the infrastructure sector or have led small projects, and are now ready to lead/manage infrastructure projects of a significant scale

- CPM professionals shall be linked to projects with a Capex of more than INR 500 crores and up to INR 2000 Crores. These can be projects within larger infrastructure programs.

- The candidates will be qualified for receiving the certification based on clearing a rigorous 4-hour written exam conducted by NICPP nationally.

- The exams will be based on InBoK, with a balanced emphasis on Program and Project management fundamentals.

Certification System for
Level II: Certified Project Manager

NICPP Website

Self Eligibility Check

Registration & Document Verification

Self-Paced Training

Schedule Assessment

Fail

Written Examination
(4 hours)

Pass

Certification

Valid for 3 years

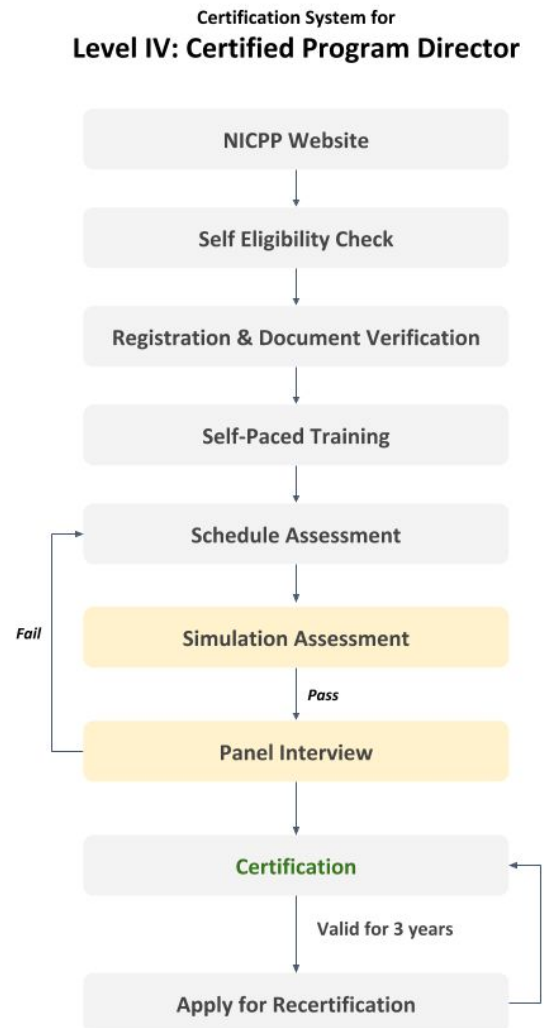Apply for Recertification

Level III: Certified Program Manager (CPgM)

- A Certified Program Management (CPgM) certification candidate is a PM manager with an experience band of 11-15 years

- Typical CPgM professionals have managed/led infrastructure projects of a significant scale and are now ready gearing to take up responsibility for complex, interdisciplinary programs

- CPgM professionals shall be linked to programs/projects with a Capex of more than INR 2000 crores and up to INR 4000 Crores. These can be made up of smaller constituent projects within a larger infrastructure program.

- The candidates will be qualified for receiving the certification based on clearing a rigorous 4-hour written exam conducted by NICPP nationally.

- The exams will be based on InBoK, with a sharp emphasis on programmatic thinking and practical application of concepts

Certification System for
Level III: Certified Program Manager

NICPP Website

↓

Self Eligibility Check

↓

Registration & Document Verification

↓

Self-Paced Training

↓

Schedule Assessment

↓

Written Examination (4 hours) — *Fail* → Schedule Assessment

↓ *Pass*

Certification

Valid for 3 years

↓

Apply for Recertification → Certification

Level IV: Certified Program Director (CPD)

- A Certified Program Director (CPD) certification candidate is a senior professional with an experience band of 16+ years in the sector

- Typical CPD professionals have managed/led complex infrastructure programs of a significant scale and can be entrusted with the most complex megaprojects.

- CPD professionals shall be linked to programs/projects with a Capex of more than INR 4000 crores.

- The candidates will be qualified for receiving the certification based on clearing a simulation-based assessment which will test their ability to cope in a real-world scenario.

- Upon clearing the simulation, the candidate will be interviewed by a panel composed of Distinguished Fellows and other experts in the field.

- The basis of the interview will be evaluation based on NICPP Competency Framework for Level IV as well as an understanding of all aspects of a program/project based on past experience, skills deployed and working knowledge.

Certification System for
Level IV: Certified Program Director

NICPP Website

↓

Self Eligibility Check

↓

Registration & Document Verification

↓

Self-Paced Training

↓

Schedule Assessment

↓

Simulation Assessment

Fail → (loop back to Schedule Assessment)

Pass ↓

Panel Interview

↓

Certification

Valid for 3 years ↓

Apply for Recertification → (loop back to Certification)

Appendix VI: Syllabus, Exam Pattern and Question Bank Development

Examination Syllabus

- The initial levels of certification shall focus on Project Management, with an increasing focus on Program Management for successive levels.

- The basis of the examination shall be InBoK, its recommended references as well as knowledge gained through the practical application of these concepts.

	InBoK Knowledge Area	Weights		
		Level 1 - CPA	Level 2 - CPM	Level 3 - CPgM
1	Program Initiation and Implementation Plan		2%	5%
2	Program Benefits Management and Governance		3%	5%
3	Pre-Project Planning and Contracting Strategies	5%	5%	5%
4	Bidding Documents Preparation and Contract Negotiations	5%	5%	5%
5	Initiation and Stakeholder Assessment	5%	5%	5%
6	Setting-up Baseline	5%	5%	5%
7	Setup and Administration	5%	3%	
8	Interface and Integration Management		5%	5%
9	Cost Monitoring & Control	10%	5%	3%
10	Schedule Monitoring and Control	10%	5%	3%
11	Management of Payment to Concessionaire/Contractor	5%	5%	5%
12	Integrated Change Management	5%	5%	5%
13	Information Management and Digital implementation	5%	5%	4%
14	Engineering / Design Management	5%	5%	3%
15	Supply Chain Management	5%	6%	6%
16	Construction / Site Management	8%	8%	6%
17	Quality Management	5%	5%	5%
18	Value Creation and Benefits Improvement	2%	3%	5%
19	Safety, Health, Environmental and Security	5%	5%	5%
20	Integrated Project Risk Management	5%	5%	10%
21	Close-out and Knowledge Management	5%	5%	5%

Examination Pattern

- The written exams of Level i - IIi shall be conducted directly by NICPP. Exams will be available both online as well as offline (*available at test centres*)

- The candidate will be able to select the time slot as per availability and will also be able to change once a few days before the examination.

- All exams will be proctored using best industry standards.

- Exams will consist of multiple-choice questions of the following types:

Difficulty Level	Description
Basic	- Conceptual questions, relatively straight forward. - Should test basic understanding. Simple calculation
Medium	- A mini-case with up to 5 related questions. - May involve calculations
Tough	- A program or project scenario with tricky logical questions. Not more than 3 questions per scenario. - May involve detailed calculations to arrive at a solution.

- Exam pattern for each of the levels will be slightly different:

Level	Exam Questions	Duration	Composition		
			Easy	Medium	Hard
Level 1 - CPA	100 Questions	120 Minutes	40%	40%	20%
Level 2 - CPM	200 Questions	240 Minutes	20%	60%	20%
Level 3 - CPgM	200 Questions	240 Minutes	20%	40%	40%

Question Bank Development

- Question Banks will be developed for the NICPP exam based on InBoK as well as references/additional resources cited in InBoK, designed to test conceptual understanding as well as a real-world application of these concepts.

- Question Banks will be developed directly on a secure digital system owned and operated by NICPP. The Question Bank authors will be given direct access where they may create questions as well as review and comment on others as needed.

- The Question Banks will be developed by a set of Indian academic experts and will undergo a process of reviewing by an expert committee.

Appendix VII: Elements of Recertification

- Recertification is the process of renewing certification to demonstrate a sustained commitment to professional development in a field. It ensures that a certificate holder represents a high degree of contemporary competency.

- The NICPP recertification process shall be composed of two elements:

What	How Much	Measurement
NICPP Modules	At least 5 per year	Auto-Detected on NICPP Website
Professional Development Units	180 point over 3 years	Activity Tracker

- **Compulsory Self-Learning Modules** aimed to enable continuous professional development, ensuring that a certified professional keep up to date with developments in the profession,

  - These may be self-learning courses or other modules provided by the Digital Platform.

  - It shall be **mandatory** to complete 5 NICPP-hosted self-learning modules in a single year.

- **Structured & Unstructured Activities** aimed at promoting professional engagement and contribution to the PM profession India, be it professional practice or contribution to knowledge.
  - **Structured activities** are those that can be substantiated with proof and comprises 60% weight towards the process.
  - **Unstructured Activities:** These are activities that may not be substantiated with proof but contribute towards the development of the professional and the profession by way of conferences, informal learnings, etc.
  - Any extra credits earned for these activities can be transferred to the following year.
  - To maintain the validity of a NICPP certification it shall be required to recertify **every 3 years** to ensure knowledge upgradation of professionals.

  - A **Professional Development Units System** shall be the basis of recertification which shall strive to give credit to professional engagement. A professional would need to accumulate **180 PDUs over a 3- year period** to maintain certification.

What		How Much	Limits
Professional Practice	Practitioner of Project/Program Management	40 hours = 1 PDU	Maximum 50 Per Year
	Teaching Project/Construction Management at an institute Full-Time	25 hours= 1 PDU	
Attending a professional development course	Professional development programs, courses and seminars	2 hours= 1 PDU	
	Courses offered by suppliers, employers or technical societies	2 hours= 1 PDU	
Contribution to Knowledge	Publish paper in peer-reviewed technical journal	20	-
	Authoring books on field of specializations	20	-
	Development of published codes and standards	20	-
	Authoring, critiquing or reviewing an article, book or course that is published by a third party	10	-
	Service on standing or ad-hoc committees of a technical or professional nature or managerial associations and societies	10	-
	Delivering seminars, workshops, symposia, conferences and webinars as a speaker, presenter or facilitator	10	-
Unstructured Activities	Mentoring less experienced professional members	2 hours = 1 PDU	Maximum 20 Per Year
	Attended conferences / academic meeting		
	Attended Seminars, technical presentations, talks and workshops		
	Attended meetings of technical, professional or managerial associations or societies		

Appendix VIII: Distinguished Fellow Eligibility Matrix

- Distinguished Fellows shall be selected fundamentally on the basis of **Distinguished Fellows Eligibility Matrix**

- The Distinguished Fellows Eligibility Matrix is an attempt to categorize and make objective the achievements and contributions of a candidate.

Distinguished Fellows Eligibility Matrix		
Category	**Sub-Category**	**Bucket**
Innovation	Invention/Discovery	Invention/Discovery
	Adoption	Adoption
		Advocacy
	Thought Leadership	Contribution to Profession
		Research
Magnitude of Work	Experience of Scale	Magnitude of the project
		Complexity of Project
	Impact	Logistic/Commercial Impact
		Sustainability of benefit
	Social Impact	Social Impact
Recognition	Formal Recognition	Awards
	Peer Recognition	Recommendations
		Felicitation

- Upon the election of the first set of Distinguished Fellows, they shall take up the process of further defining the Distinguished Fellows Eligibility Matrix

- In order to develop the Distinguished Fellows Eligibility Matrix, sector-specific committees may be formulated, with each of the sub-committees consisting of 3-4 sector experts/practitioners.

- These committees may identify relevant examples of achievements of professionals from the respective sector and attempt to make the Distinguished Fellows Eligibility Matrix as objective as possible while also maintaining sector-specific nuance and free of bias towards any specific sector or career track (Government, PSUs, Academia or Industry).

Appendix IX: The Ethical Code of Conduct for Program and Project Managers

1. **Preamble**

1.1 Purpose of the Ethical Code of Conduct: A profession-wide understanding of appropriate behaviour.

> 1.1.1 The Code sets out the elements of professional standards and ethical behaviour which is required from Members of NICPP and Certified Program and Project Professionals that shall be binding on them.

> 1.1.2 Both professionalism and ethics relate to proper, acceptable conduct. Professionalism is demonstrable awareness and application of competences and qualities, including knowledge, and appropriate skills. Ethics covers the conduct and behaviours recognised by the NICPP as appropriate for the profession.

> 1.1.3 In recognition of their obligations to clients, employers, the public at large and to the profession, all Members and Certified Program and Project Professionals declare that they will comply with the Code and other requirements and conditions to ensure continuing membership of NICPP and/or validity of the chartered status.

1.2 Application of the Code:

> 1.2.1 All Members of NICPP;
> 1.2.2 Non members who hold a program and project management certification;
> 1.2.3 Non members who apply to commence a certification process;
> 1.2.4 Non members serving NICPP in voluntary capacity.

1.3 Breach in the Application of the Code:

1.3.1 Members of NICPP may be liable to a range of sanctions, which may include expulsion from the Institute and/or revocation of the Charter status, if the assessor and/or committee determines that he or she has breached the Code.

1.3.2 A program/ project professional who identifies a breach of any other provision of the Code shall evaluate the significance of the breach and its impact on the program/ project manager's ability to comply with the fundamental principles. The manager shall also:

> a) Take whatever actions might be available, as soon as possible, to address the consequences of the breach satisfactorily; and
> b) Determine whether to report the breach to the relevant parties.

c) The Member must provide details to the NICPP as soon as reasonably practicable and, in any event, within 30 days of receiving formal notice of the matter from the relevant body. Failing to provide information to NICPP's Ethical Committee may itself give rise to disciplinary proceedings.

1.3.3 Relevant parties to whom such a breach might be reported include those who might have been affected by it.

1.3.4 The breach of the code may be invoked for following members:

a) The subject of a formal allegation of a breach of the Code (other than a 'complaint' within the meaning of NICPP's Professional Conduct Procedural Rules);
b) The subject of a caution in respect of any criminal offence;
c) The subject is convicted of any criminal offence, except:

> i. an offence for which liability is capable of being discharged by payment of a fixed penalty, or
> ii. an offence which has as its main ingredient the unlawful parking of a vehicle;

d) The subject is given absolute discharge, conditional discharge or bind-over arising from criminal proceedings;
e) Dismissed from the public sector as a result of a breach of the Civil Service Code; or
f) Removed from the membership of another Professional Association, (in each case regardless of the jurisdiction in which the circumstances occurred)

1.3.5 The Code is made in accordance with and applied under the regulations of NICPP.

2. Principles of the Ethical Code of Conduct

2.1 The Members of NICPP are committed to promote and practice the profession of program and project management for the common good of the community bearing in mind the following concerns:

2.1.1 Concern for ethical standard;

2.1.2 Concern for social justice, social order and human rights;

2.1.3 Concern for protection of the environment;

2.1.4 Concern for sustainable development;

2.1.5 Public safety and tranquillity.

2.2 The following are the fundamental principles of the practice:

2.2.1 Integrity

a) A program/ project professional shall comply with the principle of integrity, which requires him/her to be straightforward and honest in all professional and business relationships.

b) Integrity implies fair dealing and truthfulness.

c) A program/ project professional shall not knowingly be associated with reports, returns, communications or other information where he/she believes that the information:

   i) Contains a materially false or misleading statement;

   ii) Contains statements or information provided negligently; or

   iii) Omits or obscures required information where such omission or obscurity would be misleading.

d) If a program/ project professional provides a modified report in respect of such a report, return, communication or other information, the program/ project professional is not in breach of paragraph 2.2.1 (c) and on being aware, the program/ project professional shall take steps to be disassociated from that information.

2.2.2 Objectivity

a) A program/ project professional shall comply with the principle of objectivity, which requires a professional not to compromise professional or business judgment because of bias, conflict of interest or undue influence of others.

b) A program/ project professional shall not undertake a professional activity if a circumstance or relationship unduly influences his/her judgment regarding that activity.

2.2.3 Professional Competence and Due Care

a) A program/ project manager shall comply with the principle of professional competence and due care, which requires him/her to:

    i) Attain and maintain professional knowledge and skill at the level required to ensure that a client or employing organization receives competent professional service, based on current technical and professional standards and relevant legislation; and

    ii) Act diligently and in accordance with applicable technical and professional standards.

b) Diligence encompasses the responsibility to act in accordance with the requirements of an assignment, carefully, thoroughly and on a timely basis.

2.2.4 Confidentiality

a) A program/ professional shall comply with the principle of confidentiality, which requires him/her to respect the confidentiality of information acquired as a result of professional and employment relationships. He/She shall:

    i) Be alert to the possibility of inadvertent disclosure, including in a social environment, and particularly to a close business associate or an immediate or a close family member;

    ii) Maintain confidentiality of information within the firm or employing organization;

    iii) Maintain confidentiality of information disclosed by a prospective client or employing organization;

    iv) Not disclose confidential information acquired as a result of professional and employment relationships outside the firm or employing organization without proper and specific authority, unless there is a legal or professional duty or right to disclose;

    v) Not use confidential information acquired as a result of professional and employment relationships for the personal advantage of him/her or for the advantage of a third party;

    vi) Not use or disclose any confidential information, either acquired or received as a result of a professional or employment relationship, after that relationship has ended; and

    vii) Take reasonable steps to ensure that personnel under the program/project professional's control, and individuals from whom advice and assistance are obtained, respect his/her duty of confidentiality.

2.2.5 Professional Behaviour/ Conduct

a) A program/project professional shall comply with the principle of professional behaviour, which requires him/her to comply with relevant laws and regulations and avoid any conduct that the accountant knows or should know might discredit the profession.

b) A program/ project professional shall not knowingly engage in any employment, occupation or activity that impairs or might impair the integrity, objectivity or good reputation of the profession, and as a result would be incompatible with the fundamental principles.

c) A program/project professional shall utilise his knowledge and expertise for the welfare, health and safety of the community without any discrimination for sectional or private interests.

d) A program/project professional shall maintain the honour, integrity and dignity in all his professional actions to be worthy of the trust of the community and the profession.

e) A program/project professional shall act only in the domains of his competence and with diligence, care, sincerity and honesty.

f) A program/project professional shall apply his knowledge and expertise in the interest of his employer or the clients for whom he shall work without compromising with other obligations to these Tenets.

g) A program/project professional shall not falsify or misrepresent his own or his associates' qualifications, experience, etc.

h) A program/project professional , wherever necessary and relevant, shall take all reasonable steps to inform himself, his employer or clients, of the environmental, economic, social and other possible consequences, which may arise out of his actions.

i) A program/project professional shall maintain utmost honesty and fairness in making statements or giving witness and shall do so on the basis of adequate knowledge.

j) A program/project professional shall not directly or indirectly injure the professional reputation of another member.

k) A program/project professional shall reject any kind of offer that may involve unfair practice or may cause avoidable damage to the ecosystem.

l) A program/project professional shall be concerned about and shall act in the best of his abilities for maintenance of sustainability of the process of development.

m) A program/project professional shall not act in any manner which may injure the reputation of the Institution or which may cause any damage to the Institution financially or otherwise.

3. Aspirational and Mandatory Conduct for the Values of the Ethical Code of Conduct

Each value below of the Code of Ethics and Professional Conduct includes both *aspirational standards[1]* and *mandatory standards[2]* for:

3.1 Responsibility

3.1.1 **Responsibility** is the duty of a program/ project professional to take ownership for the decisions he/she makes or fails to make, the actions he/she takes or fails to take, and the consequences that unfold.

3.1.2 **Aspirational Standards:**

a) A program/project professional makes decisions and takes actions based on the best interests of society, public safety, and the environment.
b) A program/project professional accepts only those assignments that are consistent with his/her background, experience, skills, and qualifications.
c) A program/ project professional shall fulfill the commitments that he/she undertakes – he/she does what he/she says he/she will do.
d) When a program/project professional makes errors or omissions, he/she takes ownership and makes corrections promptly. When he/she discovers errors or omissions caused by others, he/she communicates them to the appropriate body as soon they are discovered. He/She accepts accountability for any issues resulting from our errors or omissions and any resulting consequences.
e) A program/project professional protects proprietary or confidential information that has been entrusted to him/her.
f) A project/ program professional shall uphold this Code and hold each other accountable to it.

3.1.3 **Mandatory Standards:**

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[1] *Aspirational Standards:* The aspirational standards describe the conduct that we strive to uphold as practitioners. Though the adherence to the aspirational standards is not easily measured, the conduct in accordance with these is an expectation from the professionals—that which is not optional.

[2] *Mandatory Standards:* The mandatory standards establish firm requirements, and in some cases, limit or prohibit practitioner behaviour. Practitioners who do not conduct themselves in accordance with these standards will be subject to disciplinary procedures before PMI's Ethics Review Committee.

a) Regulations/ Legal Requirements:

   i) A program/ project professional informs themselves and uphold the policies, rules, regulations and laws that govern our work, professional, and volunteer activities.

   ii) A program/ project professional reports unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct.

b) Ethics Complaints:

   i) A program/ project professional shall bring violations of this Code to the attention of the appropriate body for resolution.

   ii) A program/ project professional shall file ethics complaints only when they are substantiated by facts.

   iii)A program/ project professional shall pursue disciplinary action against an individual who retaliates against a person raising ethics concerns.

3.2 Respect

3.2.1 **Respect** is the duty of a program/project professional to show a high regard for himself/herself, others, and the resources entrusted to him/ her. Resources entrusted to him/her may include people, money, reputation, the safety of others, and natural or environmental resources.

3.2.2 **Aspirational Standards:**

a) A program/ project professional shall inform himself/ herself about the norms and customs of others and avoid engaging in behaviors he/she might consider disrespectful.

b) A program/ project professional shall listen to others' points of view, seeking to understand him/her.

c) A program/project professional shall approach directly those persons with whom they have a conflict or disagreement.

d) A program/ project professional shall conduct himself/herself in a professional manner, even when it is not reciprocated.

3.2.3 **Mandatory Standards:**

a) A program/ project professional shall negotiate in good faith.

b) A program/ project professional shall not exercise the power of his/her expertise or position to influence the decisions or actions of others in order to benefit personally at their expense.

c) A program/ project professional shall not act in an abusive manner towards others.

d) A program/ project professional shall respect the property rights of others.

3.3 Fairness

3.3.1 Fairness is the duty of a program/ project manager to make decisions and act impartially and objectively. His/her conduct must be free from competing self-interest, prejudice, and favouritism.

3.3.2 **Aspirational Standards:**

a) A program/ project professional shall demonstrate transparency in his/her decision-making process.
b) A program/ project professional shall constantly reexamine his/her impartiality and objectivity, taking corrective action as appropriate.
c) A program/ project professional shall provide equal access to information to those who are authorized to have that information.
d) A program/ project professional shall make opportunities equally available to qualified candidates.

3.3.3 **Mandatory Standards:**

a) Situations of Conflict of Interest:

i) A program/ project professional shall proactively and fully disclose any real or potential conflicts of interest to the appropriate stakeholders.

ii) When a program/ project professional realizes a real or potential conflict of interest, he/she shall refrain from engaging in the decision-making process or otherwise attempting to influence outcomes, unless or until: he/she have made full disclosure to the affected stakeholders; he/she shall have an approved mitigation plan; and shall have obtained the consent of the stakeholders to proceed.

b) Favouritism and Discrimination:

i) A program/ project professional shall not hire or fire, reward or punish, or award or deny contracts based on personal considerations, including but not limited to, favoritism, nepotism, or bribery.

ii) A program/ project professional shall not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.

iii) A program/ project professional shall apply the rules of the organization (employer, Project Management Institute, or other group) without favoritism or prejudice.

3.4 Honesty

3.4.1 Honesty is the duty of a program/ project manager to understand the truth and act in a truthful manner both in his/her communications and in his/her conduct.

3.4.2 **Aspirational Standards:**

a) A program/ project professional shall earnestly seek to understand the truth.
b) A program/ project professional shall be truthful in his/her communications and in his/her conduct.
c) A program/ project professional shall provide accurate information in a timely manner.
d) A program/ project professional shall make commitments and promises, implied or explicit, in good faith.
e) A program/ project professional shall strive to create an environment in which others feel safe to tell the truth.

3.4.3 **Mandatory Standards:**

a) A program/ project professional shall not engage in or condone behavior that is designed to deceive others, including but not limited to, making misleading or false statements, stating half-truths, providing information out of context or withholding information that, if known, would render his/her statements as misleading or incomplete.
b) A program/ project professional shall not engage in dishonest behavior with the intention of personal gain or at the expense of another.