

INSTITUTE OF PROJECT MANAGEMENT PROFESSIONALS

Registered Professional Bodies No. PB. 68, 2016



CODE OF CONDUCT PROJECT MANAGEMENT PROFESSIONALS

Training Project Management Practitioners

INSTITUTE OF PROJECT MANAGEMENT PROFESSIONALS (IPMP)

Sustainable Development Goals (SDG) 2030 is aim at ending poverty, protect the planet, and ensure prosperity for all, the practice of project management is becoming critical to the success of many development, government, and nonprofit organizations (NGOs). With reduced budgets and increased demands from donors and other stakeholders, organizations need to incorporate the tools and practices of modern project management in order to achieve the expected results. Embracing and integrating formalized project management within an organization involves more than merely completing a training program.

Public and non-profit organizations are requiring certified project managers as projects grow in complexity and donors demand transparency, accountability and efficiency. Project management skills are applicable to a growing range of development areas including: Education, Water and sanitation, Health, Agriculture and natural resources, Environmental, Fundraising, Nutrition, Advocacy, Emergency and Economic development. To be successful, organizations need to support project management from the top down and create a flexible framework consisting of practices, competencies, and techniques scaled to their specific project demands.

In view of this, Institute of Project Management Professionals was established with the commitment of providing resources, develop knowledge and expertise to support development of Ghana in her efforts to achieve this ambitious goals by training and certifying project managers and practitioners in Ghana.

The Institute of Project Management Professionals (IPMP) is a Licensing and Regulatory Professional Body in Ghana, incorporated under the Companies Code, 1963 (Act 179), and duly registered as a Professional Body in accordance with the provisions of the Professional Bodies Registration Decree, 1973 (National Revolution Council Degree 143) as Chartered Project Management Institute (CPMI) to train professionals in project management with Professional Bodies Registration No. PB 68.

The institute is approved by Ministry of Education through the Ghana Education Service (GES), a registered TVET Center for Council for Technical and Vocational Education & Training (COTVET-Ghana), affiliate to National Board of Professional & Technical Examination (NABPTEX-Ghana), and American Academy of Project Management (AAPM-USA) for mentoring of its Professional Membership Examination. The institute is an accrediting member of Global Alliance of Project Management Profession, (GAPPS-Australia), and Institute of Professional Bodies Ghana.

FORWARDS

All leading professional bodies, such as Institute of Project Management Professionals (IPMP), have a code of conduct to set standards, guide the member and raise the level of trust and confidence of the public in the profession. All members must express their commitment to the code when they join profession and to subsequent changes to the code which may be agreed from time to time. We, the members of Institute of Project Management Professionals as knows Project Management Professionals Ghana to fully realize our purpose, do hereby adopt and establish this code of conduct as the guiding instrument of our professional institute on preamble below:

The demand for project management professionals and practitioners is increasingly vital to many areas of business today as a result of organizations embarking on complex projects with the view in creating unique products and services. According to Dr. David Ackah, PhD (2016) in his research article "*why many projects fail to complete in Africa*", planning projects require Professional Competence Baseline (PCB) in scope, budget, schedule and quality management which he describe as the major projects constraints known as the project trapezium. In Africa, many government projects are not completed on the scheduled project time.

This is because of delays which characterize projects in many places, including Ghana. For example, in the construction industry shortcomings like poor understanding of the project, lack of modern equipment, incompetent contractors, inadequate supervision, etc. result in delayed completion of projects, cost overruns and compromised quality. Due to its several circumstances, including political stability, relatively good governance and fast economic growth trajectory, Ghana is host to several and major development projects and landmark reforms. There is a plethora of on-going and competed projects which provide sufficient evidence of the characteristics that affect the fate of projects.

Many government projects suffer the peril of non-completion. This situation is much pronounced in government roads and bridges projects, hydropower projects, thermal power projects, housing projects, agricultural projects, educational policies & programmes, and directly affects the lives of the people and the government's development agenda. The profession of project management is changing rapidly. Organizations have evolved their ability to define and implement new areas of work, with more integration of project management principles and more focus on the long-term benefits.

Project management, then, is established as the preeminent method for making change in organizations and businesses and project, programme and portfolio managers are leading the way. The professionals of tomorrow will work in distributed environments with overlapping and often conflicting stakeholder interests, challenged with too much information and not enough communication and judged by their ability to deliver products or services that align with short and long term strategies, to deliver benefits (Dr. David Ackah, 2017).

In order to avoid the menace of projects' non-completion, regulating project professional and practitioners with professionals code of conduct has been identified as one of the root cause measure to adopt as mitigating measure. According to Martin J. Williams (2016), "Using an

original database of over 14,000 small development projects in Ghana, I estimate that approximately one-third of projects that start is never completed, consuming nearly one-fifth of all local government capital spending”.

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DEDICATION

The Institute of Project Management Professionals dedicate this code of conduct to all project management professionals in Ghana and beyond, to its members, Executive Board, and the Council Board.

ACKNOWLEDGEMENT

First and for most, Institute of Project Management Professionals wishes to express his greatest appreciation to the God for his support and guidance during and after the work.

The institute is appreciative of the immense technical and academic supports receives from members, Executive Board, and Council Board.

A special gratitude also goes to the editor who supported through the original of the manuscripts and made significant improvement on the quality of English Language. Constructive criticisms, recommendations and corrections, even though do not completely eliminate all the language error, have significant upgraded the Written Language Factor (WLF).

A personality, whose invaluable and priceless financial support has made it possible for the successful completion of this code of conduct.

PREAMBLE

All leading professional bodies, such as IPMP, have a code of conduct to set standards, guide the member and raise the level of trust and confidence of the public in the profession. All members must express their commitment to the code when they join IPMP and to subsequent changes to the code which may be agreed from time to time.

We, the members of Institute of project management Professionals to fully realize our purpose, do hereby adopt and establish this code of conduct as the guiding instrument of our institute on preamble below:

The demand for project management professionals and practitioners is increasingly vital to many areas of business today as a result of organizations embarking on complex projects with the view in creating unique products and services. According to **Dr. David Ackah, PhD (2016)** in his research article "*why many projects fail to complete in Africa*", planning projects require Professional Competence Baseline (PCB) in scope, budget, schedule and quality management which he describe as the major projects constraints known as the project trapezium.

In Africa, many government projects are not completed on the scheduled project time. This is because of delays which characterize projects in many places, including Ghana. For example, in the construction industry shortcomings like poor understanding of the project, lack of modern equipment, incompetent contractors, inadequate supervision, etc. result in delayed completion of projects, cost overruns and compromised quality.

Due to its several circumstances, including political stability, relatively good governance and fast economic growth trajectory, Ghana is host to several and major development projects and landmark reforms. There is a plethora of on-going and competed projects which provide sufficient evidence of the characteristics that affect the fate of projects.

Many government projects suffer the peril of non-completion. This situation is much pronounced in government roads and bridges projects, hydropower projects, thermal power projects, housing projects, agricultural projects, educational policies & programmes, and directly affects the lives of the people and the government's development agenda. The profession of project management is changing rapidly. Organizations have evolved their ability to define and implement new areas of work, with more integration of project management principles and more focus on the long-term benefits.

Project management, then, is established as the preeminent method for making change in organizations and businesses and project, programme and portfolio managers are leading the way. The professionals of tomorrow will work in distributed environments with overlapping and often conflicting stakeholder interests, challenged with too much information and not enough communication and judged by their ability to deliver products or services that align with short and long term strategies, to deliver benefits (Dr. David Ackah, 2017).

The professionals of tomorrow will work in distributed environments with overlapping and often conflicting stakeholder interests, challenged with too much information and not enough

communication and judged by their ability to deliver products or services that align with short and long term strategies, to deliver benefits.

In order to avoid the menace of projects' non-completion, the root causes should be identified, which should help practitioners to adopt mitigating measures. According to **Martin J. Williams (2016)**, "Using an original database of over 14,000 small development projects in Ghana, I estimate that approximately one-third of projects that start is never completed, consuming nearly one-fifth of all local government capital spending".

The profession of project management has become a global one. Organisations frequently engage in projects, programmes and portfolios that cross organisational, regional and national borders. The modern manager must work with a wide range of partners outside of his/her organisation and with a broad array of factors including industry, culture, language, socio-economic status and organisation types. Project management has to be applied taking these contextual facets into consideration. Often these broader contexts are seen as the most critical success factors. The IPMP PCB emphasizes these challenges.

It will take IPMP three years to train project, portfolio and programme management professionals in Ghana on the institute's PCB to equip them with competency-based standards of practice in managing project, portfolio and programmes. With the IPMP PCB, a new standard is available.



Signed:

Name: Dr. David Ackah, PhD

Position: Executive Director

Email: drackah@ipmp.edu.gh

ARTICLE ONE (1)
APPLICABILITY CODE OF CONDUCT

1.1 Applicability

- i. As practitioners of project management, we are committed in doing what is right and honorable. We set high standards for ourselves and we aspire to meet these standards in all aspects of our lives at work, home, and in service to our profession.
- ii. This Code of Conduct describes the expectations that we have towards ourselves and our fellow practitioners in the global project management community. It articulates the ideals to which we aspire as well as the behaviors that are mandatory in our professional and volunteer roles.
- iii. The purpose of this Code is to instill confidence in the project management profession and to help an individual become a better practitioner. We do this by establishing a profession-wide understanding of appropriate behavior.
- iv. We believe that the credibility and reputation of the project management profession is shaped by the collective conduct of individual practitioners.
- v. We believe that we can advance our profession, both individually and collectively, by embracing this Code of Conduct.
- vi. We also believe that this Code will assist us in making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity or our values.
- vii. Our hope is that this Code of Conduct will serve as a catalyst for others to study, deliberate, and write about ethics and values. Further, we hope that this Code will ultimately be used to build and evolve our profession.

1.2 Persons to Whom the Code Applies

The code of conduct applies to:

- a. All IPMP members
- b. Individuals who are not members of IPMP but meet one or more of the following criteria:
- c. Non-members who hold an IPMP certification
- d. Non-members who apply to commence an IPMP certification process
- e. Non-members who serve IPMP in a volunteer capacity.

1.3 Structure of the Code

The Code of Conduct is divided into sections that contain standards of conduct which are aligned with the five values that were identified as most important to the project management community.

1.4 Values that Support this Code

- i. Professionals from the global project management community were asked to identify the values that formed the basis of their decision making and guided their actions.
- ii. The values that the global project management community defined as most important were: professional competence and due care, objectivity, confidentiality, integrity, and professional behavior. This Code affirms these five values as its foundation.

1.5 Aspirational and Mandatory Conduct

- i. Each section of the code of conduct includes both aspirational standards and mandatory standards. The aspirational standards describe the conduct that we strive to uphold as practitioners.
- ii. Although adherence to the aspirational standards is not easily measured, conducting ourselves in accordance with these is an expectation that we have of ourselves as professionals it is not optional.
- iii. The mandatory standards establish firm requirements, and in some cases, limit or prohibit practitioner behavior. Practitioners who do not conduct themselves in accordance with these standards will be subject to disciplinary procedures before IPMP's Professional Conduct and Ethics Committee.

ARTICLE TWO (2)
FORMATION OF THE INSTITUTE

2.1 Designation

- The institute shall be known and be called the “**Institute of Project Management Professionals**” (hereinafter called “the IPMP”).

2.2 Motto

- Training Project Management Professionals

2.3 Registered Head Office

- a. The registered head office of the institute shall be in Accra, Ghana. This registered head office shall not be transferred to any other place (countries, regions, or cities) on no decision of the Governing Council.

- b. The duration of the institute is created for an indeterminate duration.

2.4 Registration

- a. A registered project management professional institute, which will be governed particularly by the laws of the Republic of Ghana (both governing non-profit making institutes) and the present Articles of Institute, is formed between the undersigned and natural persons or legal entities who adhere to the present Articles of Institute and fulfil the conditions set out hereafter.

- b. The Institute of Project Management Professionals (IPMP) shall be a Licensing and Regulatory Professional Body, in instituted under the Companies Code, 1963 (Act 179) and shall be registered as a Professional Body in accordance with the provisions of the Professional Bodies Registration Decree, 1973, the National Revolution Council Decree 143 as Chartered Project Management Institute (CPMI) to train professionals in project management and its related field.

2.5 The Institute Objectives

The Institute of Project Management Professionals shall be established under the laws of the Republic of Ghana by the Company Act 1963 (Act 179) and National Revolution Council Decree 143 with objectives of:

- a. The representation and the promotion of fundamental research and of applications in the field of project management and its related filed.

- b. To connect the innovative capacity of project management professionals steps towards self-reliance

- c. The organisation, assessment, and quality control of project management services in Ghana, African and beyond.

- d. To provide a platform for project managers, engineers, consultants & team members to share knowledge and contribute to National Development in Ghana, Africa and the World at large
- e. Research, education, training, information, and consultancy services in project management and its related fields which are of interest to or concern project management.
- f. To train professionals with skills in expediting by initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria.
- g. General representation of the professionals in project management and its related field, in particular by sitting within any body in which the interests of project management could be concerned.
- h. To eliminate the gaps between theory and practice helping to lift Ghana/Africa out of obscurity in areas of project management
- i. The study of any question and the defense of interests concerning project management or its related field in general.

The exercising of any action, if necessary in a court of law, to ensure the respect of the objectives set out above.

2.6 Institute Means

To realise its objectives, the institute shall, in particular, be able to provide or undertake to organise the following activities:

- a. To associate natural persons or legal entities with competency in or, in a more general manner, an interest in the field of project management and its related field.
- b. To provoke any form of partnership or of exchange and collaboration in the different fields of project management and related field.
- c. To promote research, whether fundamental or applied, training or information in the field of project management and, generally, in any field likely to concern project management, in any way possible, and in particular by means of various publications.
- d. To initiate acquisitions in any group, foundation, institute, which already exists or is to be created and whose purpose is similar, related to or complementary to its own.
- e. As a general rule, whether on its own account or for that of a third party, to initiate any operation, including sale of products and of services, which could be directly related to the objectives, or likely to facilitate or develop the realisation of these.

2.7 The Institute Purpose

The purpose of the institute to the members is to:

- a. Conducts examinations for its members to test the competency level
- b. Awards membership of the Institute;
- c. Evaluate the competency of persons engaged in project management
- d. Awards certificates of competency in the field of project management
- e. Research and publish on matters relating to national project development, matters of professional's interest and all relevant reports with regards to national development

4.8 Institute Vision

- To train Project Management Professionals to become the national backbone of various countries, organization and ready to meet and overcome risks/challenges.

4.9 Institute Mission

- To promote and advance the science and practice of project management in the world especially enhance development in West Africa and foster the highest level of professionalism in project success.

2.10 Supremacy of the Institute Code

- (a) This code of conduct shall supersede any other document that regulates the conduct of members, their relationship or purpose to confer authority to Institute of Project Management Professionals or any structure falling under or formed by Institute of Project Management Professionals.
- (b) This code of conduct shall bind the governing council and all other structures established by IPMP, whether under this code of conduct or any document purporting to confer such authority.

2.11 Enforcement of the Institute Code

Any members(s) who allege(s) that:

- a) An act or omission of any person or group of persons; or
- b) Failure to observe or carry out the terms of an order of direction made or given under code of conduct, constitutes a violation of this code of conduct and contempt of the Judicial Committee.
- c) This shall in the case of Executive Board and Governing Council of IPMP, constitute a ground for removal from office.
- d) In the case of any members without any official position he/she shall be referred to the Professional Conduct & Ethics Committee of the institute for appropriate action.

2.12 Core Values

IPMP members shall subscribe to its core values known as **POCIP**:

- a. **Professional Competence and Due Care:** Members shall have a continuing duty to maintain professional knowledge and skill at the level required to ensure that a client or employer receives competent professional service based on current developments in practice, legislation and techniques. IPMP Members should act diligently and in accordance with applicable technical and professional standards when providing professional services.
- b. **Objectivity:** Members shall not allow bias, conflict of interest or undue influence of others to override professional or business judgments.
- c. **Confidentiality:** Members shall respect the confidentiality of information acquired as a result of professional and business relationships and should not disclose any such information to third parties without proper and specific authority unless there is a legal or professional right or duty to disclose. Confidential information acquired as a result of professional and business relationships should not be used for the personal advantage of the IPMP Members or third parties.
- d. **Integrity:** Members shall be straightforward and honest in all professional and business relationships.
- e. **Professional Behaviour:** Members shall comply with relevant laws and regulations and should avoid any action that discredits the profession.

2.13 Property

- All the property, real and personal, of every description now or hereafter belonging to the institute, shall remain and be vested in the institute; and all trusts for, or to be executed by the Institute under any former name or Service, shall inure to the benefit of the Institute, or in accordance with these Status.

ARTICLE (3)
DEFINITION OF TERMS

In the enactment of this code of conduct, unless the context otherwise requires:

- a. The **institute or institute** refers to the Institute of Project Management Professionals or IPMP totality, including its committees, groups, and chartered components such as chapters, colleges, and specific interest groups
- b. **"The Law"** means the IPMP code of conduct
- c. **"Appointed Day"** means the day on which the code of conduct is enacted and brought into effect by the governing council of the Institute of Project Management Professionals.
- d. **"Governing Council"** means the highest authority of the Institute of Project Management Professionals established by the Law.
- e. **Abusive Manner:** Conduct that results in physical harm or creates intense feelings of fear, humiliation, manipulation, or exploitation on another member of the institute.
- f. **Conflict of Interest:** A situation that arises when a practitioner of project management is faced with making a decision or doing some act that will benefit the practitioner or another person or organization to which the practitioner owes a duty of loyalty and at the same time will harm another person or organization to which the practitioner owes a similar duty of loyalty. The only way practitioners can resolve conflicting duties is to disclose the conflict to those affected and allow them to make the decision about how the practitioner should proceed.
- g. **Duty of Loyalty:** A person's responsibility, legal or moral, to promote the best interest of an organization or other person with whom they are affiliated.
- h. **IPMP-Sponsored Activities:** Activities that include, but are not limited to, participation on an IPMP Member Advisory Group, IPMP standard development team, or another IPMP working group or committee. This also includes group activities engaged under the auspices of a chartered IPMP component organization whether it is in a leadership role in the component or another type of component such as educational activity or event.
- i. **Professional or Practitioner:** A person engaged in an activity that contributes to the management of a project, portfolio, or program, as part of the project management profession.
- j. **IPMP Volunteer:** A person who participates in IPMP-sponsored activities, whether a member of the Project Management Institute or not.
- k. **Membership Designatory** shall include the appropriate form of reference to members who have successfully completed the IPMP Professional Qualification

- l. **“IPMP Members”** means the members who have successfully completed the Institute programme & training and have been duly admitted by institute with membership number **(e.g. MN-PM/PB68-16/1000)** and been issued with the institute membership and the professional academic certifications
- m. The masculine pronoun **“he”** is taken to refer equally to female persons.
- n. **“Regulations”** includes all rules, procedures, manuals or any other documents regulating all activities within the Institute.
- o. IPMP shall be a voluntary institution of a public character established not for gain, with institute personality and perpetual succession.
- p. No member shall have any right to the assets of IPMP and the liability of the members shall be limited to the amount of their unpaid subscription, if any.
- q. IPMP may sue and be sued in its own name and shall be registered under the laws of Ghana.
- r. **Ratification of the Code of Conduct:** This Code of Conduct takes effect upon ratification by two-thirds of ballots received from the Governing Council.
- s. **Dissolution of the Institute:** In the event of the dissolution of the institution, the institution’s assets, after financial obligations have been met, will be donated to the Education-Endowment Scholarship Fund, with the intention that the Education-endowment will continue to provide scholarship opportunities to education.
- t. **Fiscal Year:** The fiscal year of the Institute shall be from January 1st through to December 31st.
- u. **Rules of Order:** Questions of procedure shall be decided by Robert’s Rules of Order.
- v. **Seal:** The institution shall have a seal and the said seal may be used by causing it or a facsimile thereof to be impressed or affixed or in any manner reproduced. Only authorized officers (Executive Director) of the institution shall have authority to affix the seal to any document requiring it.
- w. **Gifts:** The Executive Director may accept on behalf of the Institute any contribution, gift, grant, bequest, or devise for the general purposes or for any special purpose of the Institute.

ARTICLE FOUR (4)
THE CODE OF CONDUCT

4.1 Professional Conduct

- a. IPMP is a professional body representing all those who have an interest in developing and promoting the professional disciplines of project, programme and portfolio management for the public benefit.
- b. IPMP members shall be knowledgeable, skilled and experienced professionals recognized in the Ghana and worldwide. This code applies to all IPMP members, wherever in the world they practice.
- c. IPMP members apply this knowledge, skill and experience commensurate with their grade of membership

4.2 Purpose of the Code of Conduct

- a. The code of professional conduct sets out the elements of professional standards and ethical Behaviour which the institute requires from members and shall be binding on all members of the institute.
- b. 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 behaviors recognized within the institute as appropriate for the project and programme management profession.
- c. In recognition of their obligations to clients, employers, the public at large and to the profession, all members declare that they will comply with the institute's code of professional conduct and other requirements and conditions of continuing membership of IPMP

4.3 Application of the Code of Conduct

- a. In the event of an alleged breach of this code by a member, the matter may be referred to the professional conduct and ethics committee. It will be dealt with according to the terms of reference of the code of conduct.
- b. A member may be liable to a range of sanctions, which may include dismissal from the institute, if the committee determines that he or she has breached this code.
- c. The provisions of this code shall apply to all members; and all members are expected to follow the spirit, as well as the letter of it.
- d. This code is made in accordance with, and applied under, the regulations of IPMP

4.4 Standards of Professional Conduct

- a. Members shall exercise relevant competence in accordance with the institute's professional standards and qualifications, as underpinned by the membership and the Professional Competence Baseline Framework. Members shall also:
 - i. Observe the various requirements of this code at all times;
 - ii. Act with integrity in relationships with other professionals, both within and outside the institute, as well as with non-professionals and the wider public;
 - iii. Have due regard to public health, safety and the environment; and
 - iv. Ensure that they have knowledge and understanding of relevant legislation, regulations and standards and comply with such requirements.
- b. In paragraph
 - i. 'Relevant' means the standard of competence reasonably expected of a member of IPMP when practicing as a project manager, or undertaking other functions in the sphere of project management.

4.5 Personal Responsibilities

- a. Members have personal responsibilities which go beyond those immediately implied by their contract with employers or clients. Members shall:
 - i. Act honestly and promptly and in such a manner to ensure that their client is not misled, offering appropriate professional advice and guidance;
 - ii. Respect the confidentiality of their client information;
 - iii. Act in the best interests of their employer and clients in all business and professional matters, taking account of the wider public interest concerns and those of any employee or colleague;
 - iv. Exercise sound judgment and professional discretion to ensure the public interests are safeguarded;
 - v. Ensure that their professional skills are kept up-to-date and enhanced by continuing professional development (CPD), training and education through the IPMP CPD scheme;
 - vi. Claim expertise only in areas where their skills and knowledge are demonstrably adequate;
 - vii. Declare and appropriately manage all matters which are, or could be construed as, a conflict of interests;

- viii. Not give or accept any gifts, payment or inducement of more than nominal value to or from people with a business relationship with employers or clients, nor accept inducements from third parties;
- ix. Be accurate in reporting and realistic in forecasting;
- x. Accept responsibility for their actions; and
- xi. act with due skill, care and diligence

4.6 Responsibility to the Profession and to the Institute

- b. Members have a responsibility to promote the profession in the best possible manner at all times. Members shall:
 - i. Conduct themselves in such a way as to uphold and enhance the standing and reputation of the profession;
 - ii. Uphold the values and mission of the institute and behave in a way which enhances the reputation and credibility of themselves, their employer and the institute;
 - iii. Co-operate fully with the institute, and submit promptly any information the institute may reasonably require;
 - iv. Refrain from ascribing views to, or speaking on behalf of, the institute unless authorised to do so;
 - v. Encourage and assist the professional development of staff and colleagues; and
 - vi. Report breaches of this code to the chief executive of the institute

4.7 Standards for Ethical Conduct

- a) Professional ethical behavior is about doing things ,right' so that it complies with the norms of ethical behavior and public interest such that it could, if necessary, withstand intense public scrutiny.
- b) Project professionals have a duty to report observations or concerns about ethically questionable behavior so that they can be properly investigated and resolved.

**ARTICLE FIVE (5)
MEMBERSHIP**

5.1 Professional Recognition of Membership

- a. An opportunity to be recognized professionally is important for many reasons. One being that it can provide a real sense of achievement and celebrates the knowledge and experience an individual has gained during their professional project management career.
- b. It is especially valuable because the independent standards applied when assessing for professional recognition are the same for everyone no matter the differences in their work places, job roles or how they gained the experience for their role.
- c. Professional recognition provides a pathway or framework for an individual's professional development while still allowing the flexibility for different options depending on the specialism of the individual.
- d. Gaining professional recognition raises both personal and professional credibility and so open new doors in the work environment. All of this help to improve an individual's visibility and standing in the work community and is often the starting point for further development.
- e. The requirement for professionals to maintain, improve and broaden their knowledge and skills and develop the personal qualities and competencies required in their working lives is a core component of professional recognition.
- f. Maintaining and recording CPD help to identify an individual's strengths and interest as well as any potential professional development shortfalls. It helps to keep an individual up-to-date in their role and the project management sector which we know is constantly changing.
- g. Another essential element of professional recognition is a requirement to commit to a Code of Conduct to guide the member and raise the level of trust and confidence of the public in the profession.

5.2 Membership Benefits

- i. Members shall meet certain standards of achievement based on a combination of academic qualifications and knowledge gained through relevant experience.
- ii. Members shall also be able to demonstrate a high level of achievement and exceptional professionalism in relation to project management profession.
- iii. Being a member of IPMP shall provide you with independent and external recognition for your qualifications and achievements.
- iv. It shall also provide valuable ways for you to focus on maintaining and enhancing your technical and professional skills and knowledge.

- v. IPMP shall support this intent by providing you with a professional development roadmap linking IPMP membership and professional registration with staged recognition leading to IPMP Fellowship.
- vi. This shall also build on your employer's current Continuing Professional Development (CPD) recording processes.
- vii. As part of membership with the Institute of Project Management Professionals (IPMP), members shall receive the following:
 - a. Granted the permission to use the prefix after their name (s) as designation
 - b. Gain Professional Recognition to manage both private & public project
 - c. Improve their Project Management skills in bidding for government project contract
 - d. Boost their career earnings in project management
 - e. Raise their confidence & competence level in managing projects
 - f. Improve their career progression and have the potential to earn a high salary
 - g. Be able to work anywhere of their choice, internationally – because of our world-class reputation
 - h. Have flexibility in their career choice and work in any business sector from the financial services, public practice to institute sectors
 - i. Be part of a global professional body with a reputation for driving global standards of professionalism, ethics, integrity and accountability
 - j. Have access to a range of world-renowned technical materials and research as well as comprehensive resources designed to support their continuing professional development (CPD) including: Free access to project management books and jobs adverts posted by top employers
 - k. Free access to project management standards
 - l. Technical update
 - m. Access to exclusive online and face-to-face learning opportunities
 - n. Further project management qualifications from IPMP, as well as from reputable academic and professional partners

- o. Other national project management bodies will recognize your member status.

5.3 Active Membership

Active members shall be those who fulfil the conditions provided for in the present Code of Conduct Articles of Institute; they have voting rights at general meetings they can be members of the Executive Board and they pay to the institute the subscription provided for by the present Articles of Institute. The Active Membership consists of the following:

- a. **Eligibility:** Active Membership in the institution is open to all professionals who are approved by IPMP regulation.
- b. **Dues:** Membership dues are payable to the institution, with terms and rates fixed by the Executive Board.
- c. **Privileges and Benefits of Membership:** The Privileges and Benefits of Active Membership are defined by the Executive Board. They include the right to vote in elections for members of the Executive Board and discounted fees for selected events.
- d. **Continuous Professional Development:** Members activeness including attending the institute continuous professional's development three times annually

5.4 Membership Grade

IPMP shall have three categories with nine grades of membership levels based on experience, responsibility and education. The membership of the institute shall consist categories with nine levels which are as follows:

5.4.1 Foundation Category

The foundation category shall include:

- a. Student Member
- b. Associate Member
- c. Full Member

5.4.1.1 Student Member (Certificate)

This Level shall be open to all individuals yearning to be relevant in all fields. The objective of this qualification is to empower and increase the knowledge, skills and confidence of people at various areas.

5.4.1.2 Associate Member (Advance Certificate)

This Level shall build on the knowledge gained from studying the certificate, although students with Diploma in Project Management from a recognized educational institution and professional body with one or two experiences and knowledge shall be exempted to begin their studies at this level.

Membership at this level shall be granted the permission to use the prefix **APMP** after his/her names after successfully meeting the requirement of the level and the institute.

5.4.1.3 Full Members (Professional Diploma)

This Level shall build on the knowledge gained from studying the Advance Certificate Level, although students with Advance Diploma (HND) in Project Management from a recognized educational institution and professional body with two or three years' experiences and knowledge shall be exempted to begin their studies at this level.

The course is of benefit to those in middle management positions who seek to develop a more strategic view of Project Management operations. It will give them the capability to review and modify operational activities. Students also gain an understanding of key areas from an international viewpoint.

Membership at this level shall be granted the permission to use the prefix **MPMP** after his/her names after successfully meeting the requirement of the level and the institute.

5.4.2 Intermediate Category

The intermediate category shall include:

- a. Chartered Member
- b. Master Project Management Professionals
- c. Consultant & Engineer

5.4.2.1 Chartered Member (Professional Advance Diploma)

This Level shall aim at giving senior managers and leader's strategic management and decision-making skills to enable them stimulate to the highest levels of success and impact.

Membership at this level shall be granted the permission to use the prefix **ChPMP** after his/her names after successfully meeting the requirement of the level and the institute.

5.4.2.2 Master (Professional Graduate Diploma)

This Level shall include Organisational Building & Structuring. Students are expected to become familiar with analytical concepts and to use them in their management role.

They will be aware of ethical issues, sustainability, and global environmental issues. Students will develop skills and research methodology and importantly must produce a work-based project.

Membership at this level shall be granted the permission to use the prefix **MhPMP** after his/her names after successfully meeting the requirement of the level and the institute.

5.4.2.3 Major Concentration (Professional Post Graduate)

This Level shall include Project Management Consultant¹, Petroleum (Oil & Gas) Project Engineer², Project Procurement Engineering³, Project Financial Engineering⁴, Project Development Planning⁵, Project Health & Safety Engineer⁶ and Facility Management Engineer⁷.

Members at this level shall use analytical concepts in their research experience. They shall be aware of managerial decision making, project performance, sustainability, and global

environmental issues. Member candidate must be able to develop skills and research methodology and importantly must produce a work based project.

Membership at this level shall be granted the permission to use the prefix **CPMC, CPMEE, CPPE, CPFE, CPPE, CFME, PDP, or PHSE** after his/her names after successfully meeting the requirement of the level and the institute.

5.4.3 Professional Category

The professional category shall include:

- a. Fellow Member
- b. Honorary Fellow Member
- c. Distinguished Fellow Member

5.4.3.1 Fellow Member (Professional Doctorate)

This level of membership grade shall not require any professional examination but requires industrial experience of executing one-billion-dollar project as a project consultant, project manager, and a team member on the project board.

Applicant shall hold a Master's Degree from recognized academic institutions or fellow from recognized professional body with 20 - 25 years working experience as a project consultant and been able to execute one-billion-dollar project contract before applying for this membership.

Membership at this level shall be granted the permission to use the prefix **FPMP** after his/her names after successfully meeting the requirement of the level and the institute.

5.4.3.2 Honorary Fellow

The Honorary Fellow shall be granted to individuals whose expertise is not only limited to high records of academia but with a vast working experiences in executing project.

Although the individual may not necessarily need to first be IPMP Fellow, the individual must meet the primary criteria established for IPMP Fellowship: having made a significant development and/or outstanding contribution to the advancement of the profession, the project management industry.

Membership at this level shall be granted the permission to use the prefix **FhPMP** after his/her names after successfully meeting the requirement of the level and the institute.

5.4.3.3 Distinguished Fellow Member

This level of membership shall be the highest grade of membership and does not require any professional examination but requires industrial experience of executing five-billion-dollar project as a project consultant, project manager, or team member on the project board.

Applicant shall hold a Doctorate Degree from a recognized academic institution with over 30 years working experience as a project manager or Project Consultant before applying.

Membership at this level shall be granted the permission to use the prefix **DhPMP** after his/her names after successfully meeting the requirement of the level and the institute.

5.5 Routes of Membership

The Institute of Project Management Professionals shall have two routes of becoming a member. Candidate who have at least four years working experience in the Project Management field, have the opportunity of becoming a member of the institute.

5.5.1 Membership via Academic Study (MVAS)

One can become a member through studying the institute professional academic programmes to go through the tuition and write the Certification Examinations.

5.5.2 Membership via Experience (MVE)

It shall be an alternate route of becoming a member of IPMP through the assessment of relevant Project Management Work Experience. It recognizes and credits relevant project management experience, it provides a route for full members who do not have the time to go through the tuition and write the certificate examination because of pressing work responsibilities.

5.5.3 Membership Exemption

- i. Individuals with Diploma in Project Management from a recognized academic institution or professional body with two or three years' working experiences and knowledge as a project team member shall be granted exemption to the level of an associate.
- ii. Individuals with Higher/Advance Diploma in Project Management from a recognized academic institution or professional body with four to five years' working experiences and knowledge as a project team member shall be granted exemption to the level of a full member.
- iii. Individuals with Bachelor's Degree in Project Management from a recognized academic institution with six to seven years' working experiences and knowledge as a project manager shall be granted exemption to the chartered level.
- iv. In the case of individuals with Bachelor's Degree in any other area not project management related from a recognized academic institution with two to nineteen years' working experiences and knowledge as a project team member, project manager, project consultant, project director, or member of the project board and been able to execute project contract within the project management framework before applying for this membership shall be granted exemption determined by the membership committee or the executive board.
- v. Individuals with Master's Degree in Project Management from a recognized academic institution with five to six years' work experiences and knowledge as a project manager shall be granted exemption to the level of a mater project management practitioner.

- vi. Individuals with Master's Degree in Project Management from a recognized academic institution with seven to ten years' working experiences and knowledge as a project manager shall be granted exemption to the level of a project consultant or engineer.
- vii. In the case of individuals with Master's Degree in any other area not project management related from a recognized academic institution with two to nineteen years' working experiences and knowledge as a project team member, project manager, project consultant, project director, or member of the project board and been able to execute project contract within the project management framework before applying for this membership shall be granted exemption determined by the membership committee or the executive board.
- viii. In the case of individuals with Master's Degree in any other area not project management related from a recognized academic institution with twenty to twenty-five years' working experiences and knowledge as a project manager, project consultant, project director, or member of the project board and been able to execute project contract within the project management framework before applying for this membership shall be granted exemption to the level of a project consultant or engineer.
- ix. Individuals with Master's Degree in Project Management from a recognized academic institution with twenty to twenty-five years' working experiences and knowledge as a project consultant, or project director, or member of the project board and been able to execute one-billion-dollar project contract before applying for this membership shall be granted exemption to the level of a fellow.
- x. Individuals with Doctorate Degree from a recognized academic institution with twenty to twenty-five years' working experiences and knowledge as a project consultant, or project director, or member of the project board and been able to execute five-billion-dollar project contract before applying for this membership shall be granted exemption to the level of a distinguished fellow.

5.6 Conditions of Admission of New Members

For admission as an active member, the following conditions must be met:

- a. Agree with the aims of the Institute and be a natural person settled in a Ghana, Africa and beyond.
- b. Hold a position of responsibility, a function, competency or a qualification in the field of project management and its related field, and exercise one's professional activities in a project management and its related field.
- c. Applicants have to be approved by the membership committee in consultation of the executive board. The board's decisions on the subject are final.
- d. In any case, at the annual general meeting, the membership director in consultation of the executive board informs members of memberships accepted during the past year.

5.7 Loss of Membership

Membership is lost:

- a. Through death of a natural person or dissolution of a legal entity for whatever reason.
- b. Through resignation. Any member of the institute has the right to resign; to that effect, the interested party should notify the executive director of his decision, giving at least one month's notice, by registered letter with acknowledgement of receipt.
- c. Through exclusion pronounced by the Director of Ethics and Conduct in consultation with the executive board for non-payment of the membership fee, infringement of the present Articles of Institute, or the possible internal rules and regulations, or on serious grounds. The interested party will have been invited, beforehand, to appear before the Ethics Committee to give an explanation. Each IPMP member is subject to disciplinary responsibility under the code of conduct. In the case of violation of any aspect of the code of conduct, the Director of Ethics & Conduct in consultation with the Executive Board shall impose on a member:
 - i. A query (eg. For non-payment of the membership fee, dues, conference fees, attending continuous professional development three times annually, not obeying the POCIP, or IPMP social media platforms regulations)
 - ii. A suspension (for unauthorized release of information on behalf of IPMP).
 - iii. In the case of severe violation, the individual membership (person violating the code of conduct) shall automatically be revoked from IPMP membership body and will be notified in written form attached with an explanation of violation that led to the revocation.
 - iv. The decision to revoke a membership shall be made only by the Director of Ethics & Conduct in consultation with the Executive Board with a majority vote, and the member has one-month ultimatum to file a written complaint for the decision to be reevaluated, after which the decision becomes final.
- d. Through loss of one the conditions of admission.
- e. A person whose membership has been lost through the above sections of the code deprives himself or herself of the right of been a member.

5.8 Liability

- No member of the institute, even those involved in its administration, is personally liable for the commitments entered into by the said institute; only the assets of the institute are answerable.

5.9 Membership Obligation

- a. Duties to pay dues & subscription
- b. Attend meetings of the institute
- c. Respect the code of ethics of the institute
- d. Defend the Name of the institute
- e. Serve a good public image of the institute
- f. Attend to conference and any event organized by the institute
- g. Do not use the image of the institute for private or personal gain
- h. Attend the institute continuous professional's development three times annually
- i. Ready to serve on the institute mandated, adhoc or steering committee when the need arises

5.7 Membership Certificate

- a. Members of the Institute of Project Management Professionals Programmes shall be awarded certificates upon completing all the professional practicum and course requirement of the institute programme.
- b. The institute, by its Professional Bodies Approval with National Revolution Council Decree (NRCD 143) 1973, registered TVET Center for Council for Technical & Vocational Education & Training (COTVET) and its affiliation with National Board of Professional & Technical Examination (NABPTEX), has autonomy to issue certificates and transcripts to members.
- c. The institute shall issue the following certifications:
 - a. Professional Academic Certification with Transcript after the completion of all professional academic requirement of the institute as stated by this code.
 - b. Membership Certification after the completion of all membership requirement of the institute as stated by this code.
 - c. Continuous Professional Development Certificates after the completion of the Continuous Professional Development programme each quarterly as stated in this code.
 - d. Certificate of Participation to any person who attend the institute institute social responsibilities programmes, training, seminars, conferences, Continuous Professional Development, research, consultancy services, etc.
- d. All certificates issued the by the institute remains the property of the institute, and has the right to revoke those certificates and make it invalid.

ARTICLE SIX (6)

ADMINISTRATION, RESOURCE AND OPERATION

6.1 Organization Chart & Logo

The institute shall have a defined organization chart and logo which represents the human body in motion, and is depicted with enthusiasm, optimism, confidence and achievement.

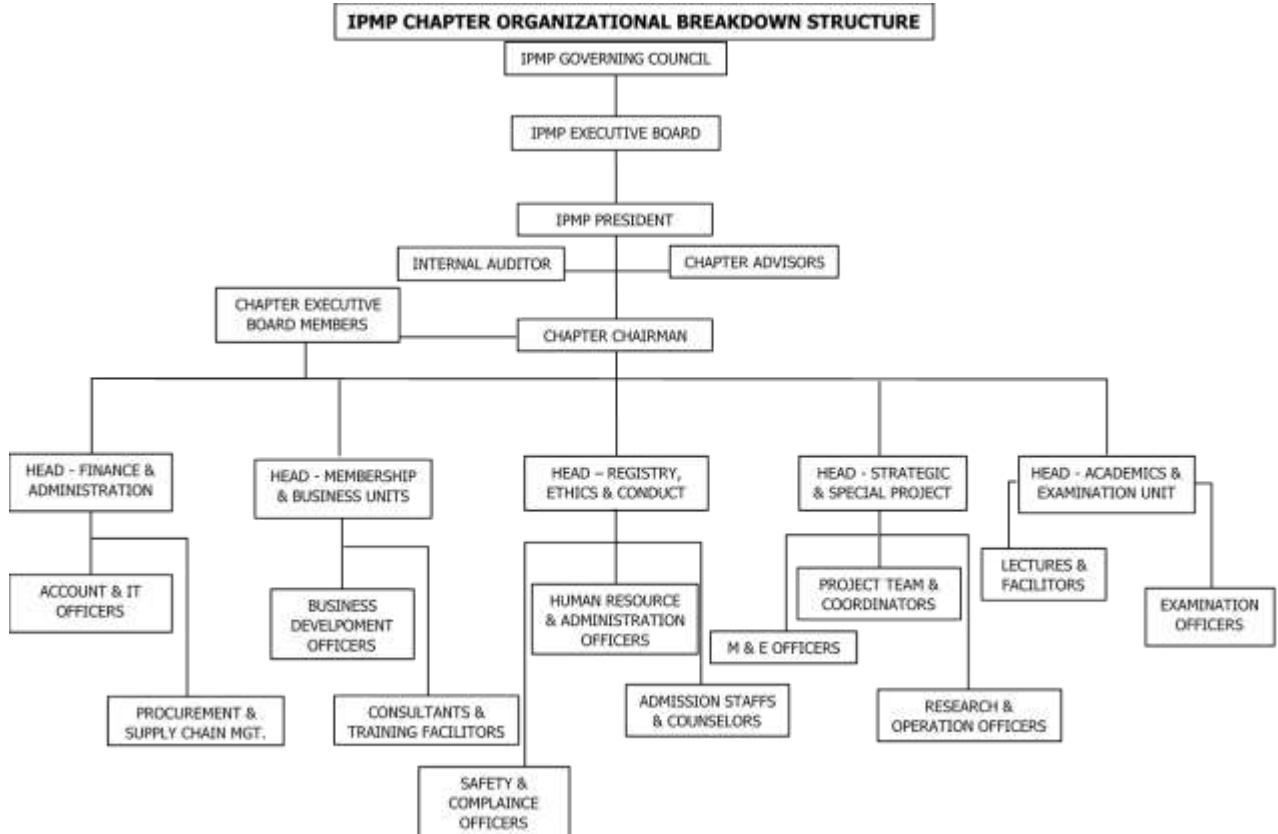
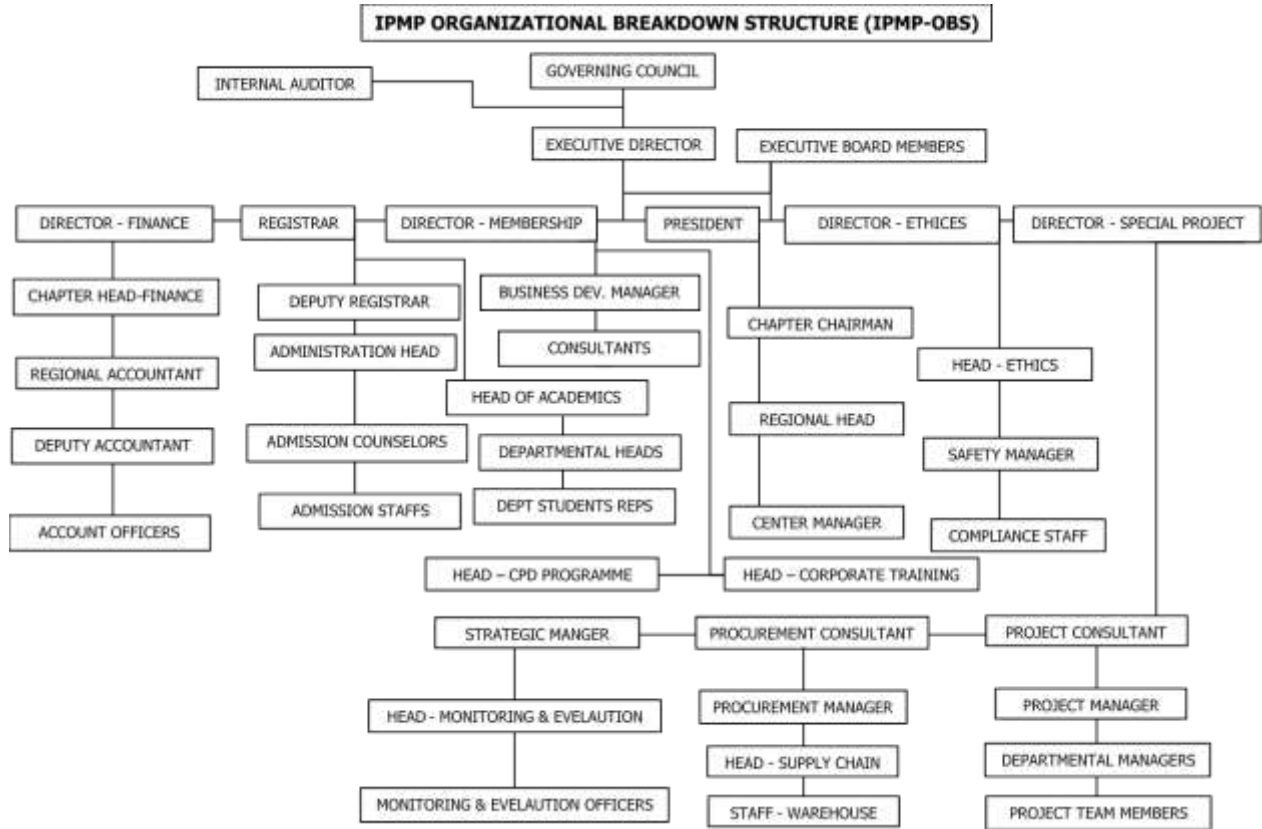
6.1.1 Institute Logo

- i. The institute logo shall be a combination of text and visual imagery that serves two purposes. It tells members and the general public the name of the institute and it creates a visual symbol that represents the institute.
- ii. The logo must always be used in accordance in all promotion and is therefore connected with the seal of the institute on all certifications.



6.1.2 Organization Breakdown Structures

- a. The Organization Breakdown Structures (OBS) shall be an intuitive and reflection of the institute structure, one of the most common diagrams to illustrate the relationships among departments, superiors, and subordinates vividly and briefly.
- b. It shall define as a top-bottom, with icon list, architecture diagram which can automatically increase the vertical level. It shall show the correlation among organizational unit in the form of graphics and provides great convenience for members and the general public to view detailed information on the institute organizational units as well as the associated position and personnel.
- c. Purposes of Creating the institute Organization Breakdown Structures (OBS) shall be to:
 - a. Displays function division.
 - b. Allows people to know whether right and responsibility are set properly or not.
 - c. Tell if someone is under the overweight workload.
 - d. Assist people in finding if there is someone undertaking relevant work and staying idle.
 - e. Help managers to identify if some talented workers haven't been able to draw out the best in themselves.
 - f. Help managers to notice if some unqualified person holds an important position.



6.2 Annual Conference

- a. The annual conference is the institute's supreme organ; its decisions, taken regularly, are binding on dissidents and absentees who have not sought representation. It consists of all the members of the institute.
- b. Members are invited to attend an annual conference held second (2nd) Saturday of October every year and, as a general rule, each time that the interests of the institute call for such a meeting.
- c. The institute code mandate it on the executive board in consultation of governing council to called for annual conference yearly as stated above.
- d. Written notification to attend, accompanied by the agenda, is sent to every member, at least 30 days before the annual conference. Any useful information concerning the annual conference thus called will be held at the disposal of each member at the head office of the institute.
- e. Each active member only has one sole vote. Every active member can be represented by another active member, in the knowledge that one member cannot be proxy to more than two members annual voting or election.
- f. Associate and honorary members do not have voting rights and cannot represent an active member at the annual voting.

6.2.1 Competence of the Annual Conference

- a. The annual conference determines the institute's general policy within the limits of its objects and of its Articles of Institute.
- b. It hears the reports on the executive board by the membership body and on the financial and moral status of the institute.
- c. It approves the accounts of the past financial year, fixes the sum of the three-yearly subscription fee on the executive board proposal and votes the budget of the financial year.
- d. During this meeting, the place of the meeting which is to close the following financial year is also decided.
- e. It approves the possible internal rules and regulations proposed by the executive board.
- f. As a general rule, it takes a stand on every problem which does not, statutory, come within the competence of an annual conference.

6.2.2 Rules of Quorum and Majority

- a. The annual conference will only be able to deliberate legitimately if at least 20% of the active members having paid the membership fee are present or are represented.
- b. The deliberations of the annual conference are adopted in a first ballot by absolute majority of the members who are present or are represented.
- c. In the event of this majority not being reached, the deliberation will be adopted in a second ballot by relative majority of valid votes of the members who are present or are represented.
- d. In the event of votes being equal, the President has the casting vote. Votes are cast by a show of hands, unless at least a quarter of the members who are present or are represented demand a secret ballot.
- e. Voting by mail is possible when decided by the executive board for active members not being present or represented at the annual conference concerning all decisions announced in the invitation to the annual conference, using the voting material attached to the invitation and following the outlined procedure. Votes by mail must have arrived at the institute's office named in the invitation two weeks prior to the general annual conference.

6.2.3 The Institute Induction

The institute induction shall be the process of introducing new members to the institute, code, culture and processes with the aim of bringing them up to speed as quickly as possible as well as making them feel socially comfortable and aware of their professional responsibilities. The institute induct new members during the institute annual conference as stated in 6.2 (b)

6.3 The Governing Council

- a. The governing council shall be the supreme authority of the institute and shall constitute ten members. After every four years, the new elected executive board members shall put in place a new governing council.
- b. There shall be a chairman of the governing council appointed by the members of the governing council in accordance with the provisions of this code of conduct. The Governing Council shall receive allowance per their sitting and shall determine by the chair, deputy chair, and the executive director as required by this code of conduct.

6.3.1 The Composition of the Council

- a. The following executive board members by the virtue of their office shall be members of the governing council.
 - i.* Executive Director
 - ii.* President
 - iii.* Registrar
- b. Two (2) nominees from the membership body of the institute

- c. Five nominees who are an academician, industrialists, distinguished project management practitioners from well-known Institutions/Industries/Research Organizations/ besides with an evidence of experiences in executing five-billion-dollar project
- d. The governing council chair & vice council chair shall confirm on the individuals with over fifteen (15) years' working experience who have served in the position of Executive Director or Managing Director before a majority vote of the Governing Council.

6.3.2 Casual Vacancies on the Council

Any casual vacancy on the governing council occurring by resignation, incapacity or death or any other cause among the council members shall be filled as soon as convenient by the Council Chair, Vice Chair and Executive Director to appoint a person to replace the member whose place has become vacant, and the member appointed to fill a casual vacancy shall hold office for the residue of the term only.

6.3.3 Meetings of the Governing Council

- a. The governing council chair shall convey a regular council meeting, at least twice (2) in a year. However, emergency and special meetings may be convened by the Chairman for specified reasons.
- b. Notice of a regular meeting of the governing council (other than an emergency meeting) and the business to be transacted thereat shall be given in writing to each member of the Council by the Secretary not later than ten (10) days before the date fixed for such meeting.

6.3.4 Functions of the Council

The Council shall carry out all functions and powers entrusted to it by the code of conduct, as well as any functions delegated to it by the institute as agreed in conference.

- a. To adopt policy statements to articulate the institute position on project management issues to impact legislation and regulation.
- b. To amend by two-thirds vote the bylaws of the institute and to adopt rules for the conduct of its own business.
- c. To approve by two-thirds vote a schedule of dues for institute membership, multiple section membership and affiliated institutes based on recommendations of the Executive Board.
- d. To elect the Executive Board, the officers of the institute except as provided in Article 8 section 8.3.1 in the code of conduct
- e. To recognize Affiliated Institutes by a three-fourths vote. To approve the establishment, combination, or discontinuation of Sections of the Institute.

- f. To approve the establishment or dissolution of boards and standing committees of the Institute.
- g. To establish special Institute committees and task forces with specific functions to be accomplished within a specified time frame and to designate the appointment process.
- h. To receive reports and act upon recommendations from any Institute constituent, the membership body, Young Crew, women or men group, Shadow Executive Board, the Executive Board and any other group within the institute.
- i. To receive at the time and place of the annual meeting a report from Executive Director in which the work, the accomplishments, and the financial status of the Institute during the year preceding such Annual Meeting shall be reviewed and a statement made of the major activities contemplated for the ensuing year.
- j. To make available to the general membership the approved minutes of each of its meetings.
- k. To elect the Nominations Committee and elect honorary members by three-fourths vote based on recommendations of the Executive Board.

6.4 The Executive Board

The Executive Board shall also be the management members for the day to day running activities of the institute.

- a. **Composition of the Executive Board:** The executive board shall constitute the executive director and the six voting members (President, Finance Director, Registrar, Ethics & Conduct Director, Strategic & Special Project Director, and Membership Director)
- b. **Eligibility:** Active Members of the Institute are eligible to serve as members of the Executive Board.
- c. **Working Wages:** The executive director shall be a permanent working staff with salary determined by the governing council of the institute and shall have an office for his operations. The other members of the executive board shall receive a working allowance determine by the governing council
- d. **The functions of the Executive Board shall be:**
 - 1. Constitutes the principal leadership of the Institute and speaks on behalf of the Institute to Government, institute bodies, groups, within or outside the institute
 - 2. Bears the chief responsibility for overseeing the prudent use of the Institute's assets

3. Approves written communication addressed to the members, whether signed by the President or by the officers, that states a formal position of the Institute or makes a formal request on behalf of the Institute
4. Determines the Institute's membership terms and fees
5. Ensures that the annual conference decisions are executed and it is invested with the most extensive powers to carry out or authorise any actions which are not exclusively the reserve of the annual conference and which are in compliance with the institute's objects.
6. Within this framework, the executive board has, notably, the power to transfer the registered head office of the institute to any other location within the same region or city, to approve new members and, if necessary, to pronounce exclusions.

6.4.1 Professional Qualification for Executive Board Member

Candidate applying for the position of executive board member shall meet the following criteria:

- a. Hold level six membership qualification of the institute and a master degree from a recognized academic institution with transparent and high integrity leadership
- b. Five or more years' senior nonprofit management experience and solid, hands-on, budget management skills, including budget preparation, analysis, decision-making and reporting
- c. Strong organizational abilities including planning, delegating, program development and task facilitation and ability to convey a vision of the institute strategic future to governing council, members, general public, volunteers and donors
- d. Knowledge of fundraising strategies and donor relations unique to nonprofit sector, skills to collaborate with and motivate other board members of the executives and other volunteers
- e. Strong written and oral communication skills, ability to interface and engage diverse members, general public, volunteer and donor groups
- f. Demonstrated ability to oversee and collaborate with members and governing council and strong public speaking ability

6.4.2 Appointment

The executive board members of the institute shall be elected by the membership body in the manner provided in the code of conduct to serve under the governing council as the administrative management and chief disciplinary officers of the institute. The executive board members shall hold office for a period up to four (4) years and may be eligible for reappointment for another term up to two terms (8 years) only.

6.4.3 Executive Board Mode of Election

There shall be a Search Committee (SC) appointed by the governing council to oversee the elections of the five voting executive board members. The Search Committee shall determine their own procedures and make recommendations to Council for voting on the individual yearning for the executive board position.

- a. All active members shall have voting right in the election for the executive board members, provided the member at the date of the election is in Ghana.
- b. All candidates shall file their application for the election for various positions and seconded in writing to the Search Committee and shall signify in writing their willingness to stand, at least one month before Election Day. The following documents must be attached to the application:
 - a. Filled application for the position
 - b. Academic and professional certificates
 - c. Curriculum Vitae (CV)
 - d. Recommendation letter from three Fellow Members of the institute
- c. Shall have at least the institute level 6 membership and a master's degree
- d. The Returning Officer (RO) shall be the secretary of Search Committee who shall be responsible for conducting the election by secret vote.
- e. The results of the election shall be certified in writing to the governing council that the counting of the votes and the declaration of the candidates elected have been correctly carried out.

6.4.4 Resignation of Executive Board Member

The executive board member may resign his office by notice in writing addressed to the Executive Director copy to the chairman of governing council.

6.4.5 Casual Vacancies on the Executive Board Member

Any casual vacancy on the executive board member occurring by resignation, incapacity or death or any other cause among the elected member shall be filled as soon as convenient by the governing council whose place has become vacant, and the member appointed to fill a casual vacancy shall hold office for the residue of the term only.

6.5 The Executive Director

The executive director shall be the chief executive officer (CEO) or managing director of the institute, and shall always confirm on a founding member of the institute and support in all the running activities of the institute. The Executive Director by virtue of his/her office shall be a member of the governing council.

6.5.1 Functions of the Executive Director

- i. The role of the executive director is to design, develop and implement strategic plans for the organization in a manner that is both cost and time-efficient.

- ii. Managing and coordinating the work of the Executive Board, and performing other tasks defined in the area for which the Executive Board member is in charge.
- iii. The executive director is also responsible for the day-to-day operation of the organization, which includes managing committees and staff as well as developing business plans in collaboration with the other executive board members.
- iv. The governing council grants the executive director the authority to run the organization. The executive director shall be accountable to the governing council and reports to the governing council on a regular basis: quarterly, semiannually, or annually. The governing council may offer suggestions and ideas about how to improve the institute, but the executive director decides whether or not, and how, to implement these ideas.
- v. Executive Directors shall motivate and mentor members, volunteers, and staff, and may chair meetings. The executive director leads the institute and develops its organizational culture.
- vi. The executive director shall be informed of everything that goes on in the institute. This includes staff, membership, budget, company assets, and all other company resources, to help make the best use of them and raise the institute's profitability and profile.

6.5.2 Appointment by the Executive Director

- a. The executive shall appoint all employees (on the advice of the appropriate committee) of the institute other than members.
- b. Notwithstanding anything to the contrary in the foregoing paragraph, the executive may delegate to the Registrar or any other officer of the institute or any committee or board this right and power to make appointment.
- c. The conditions of service of the employees of the institute referred to in the foregoing two paragraphs shall be determined by the executive director with the directives or advice of the Finance Director.

6.6 The President

There shall be a president of the institute who shall be elected and be voted for by the members of the institute and who shall confer on qualified persons, degrees, diplomas and honorary titles awarded by a recognized academic institution.

6.6.1 Functions of the President

The functions of the president of the institute shall include the following:

- a. Representing the institute and its interests in public and caring about a good image in front of all stakeholders (media, other institutes, companies, educational institutions, other professional's bodies)

- b. Launching a debate on certain issues within the scope of the executive board activities and convening meetings of the executive board
- c. Taking care of introducing the institute members with the work of the executive board and institute in general
- d. Proposing the executive director, a member of the congress or other unwieldy role of the Executive Board members
- e. The appointment, assignment, remuneration and conditions of service of staff other than the persons determined by the council;
- f. The discipline, supervision and dismissal of members; and management of the budget and resources of the Institute within the approved estimates;
- g. The preparation of the annual estimates of income and expenditure for consideration by council;
 - i. Provide the Council with returns, reports and other relevant information required by the Council;
 - ii. Ensure the implementation of the decisions of the council; have the power to delegate any of the functions assigned to him by these code of conduct to any members of the institute;
 - iii. Endeavor to meet with each identified group within the Institute, at least once in a year; and
 - iv. Submit an annual/congregation report to the Council, detailing the activities of the Institute and how far these have met the objectives of the institution.

6.7 The Registrar

There shall be a registrar of the institute who shall serve as the executive secretary to the executive board and governing council and shall be responsible for maintaining the integrity of professional academic records of the institute.

6.7.1 Functions of the Registrar

The registrar shall be:

- a. Responsible for the custody of the seal and for affixing it to documents in accordance with the directions given by the executive director or as required in the code of conduct.

- b. Supervise the coordination, evaluation and certification of all induction applications, while overseeing the complete induction process to include all elements of the rehearsal and ceremony.
- c. Responsible for collecting, recording, maintaining and reporting of members records e.g., grades, registration data, transcripts, and other associated audits
- d. Provide leadership and develop appropriate recommendations for the implementation of related technology application in support of enhanced services offered through Registration and Records
- e. Organize and administer the records, registration and inductions functions, including transcript evaluations process in order to provide maximum service to members while ensuring efficient and effective workflow.

6.8 The Finance Director

There shall be a finance director of the institute who shall have a primary responsibility for managing the institute finances, including financial planning, management of financial risks, record-keeping, and financial reporting

6.8.1 Functions of the Finance Director

The Director of Finance shall:

- a. Manage the institute financial budget in consultation of president, prepare annual financial statement & report to the governing council, manage the financial activities in consultation of the other executive board members.
- b. Working with the finance committee to prepare, analyze and communicate monthly and annual financial statements and reports for all stakeholders
- c. Preparing, communicating and presenting critical financial matters to the Finance Committee and the governing council
- d. Coordinating and leading the annual audit process including liaising with external auditors and the Finance Committee of the of the institute
- e. Overseeing and leading the annual budgeting and planning process in conjunction with the executive board
- f. Actively reviewing all financial plans and budgets, including preparing financial information for grant reporting and reporting any significant changes to the executive board
- g. Working with the executive board to provide program managers with customized financial reports, costing templates and trend analysis on an as needed, monthly, quarterly and annual basis

- h. In coordination with the executive board, recruit and oversee a Controller and/or Trainer to develop necessary audit and control systems throughout the organization

6.9 The Membership Director

There shall be a Membership Director of the institute who shall be responsible for planning, writing, designing, and executing integrated strategies to grow membership.

6.9.1 Functions of the Finance Director

The Director of Membership shall perform the following as functions:

- i. Directs and oversees membership activities for a membership organization or institute.
- ii. Creates, updates, and distributes information to current members as well as prospective members.
- iii. Establishes long and short term goals, objectives and priorities for the profession in meeting the needs of membership
- iv. Ensure all member profiles are complete and accurate and quarterly reports to president with up-to-date membership list for region
- v. Annual reminders to membership to renew, annual member satisfaction survey of current membership and annual survey of non-renewing members to determine why they are not renewing

6.10 The Strategic & Special Projects Director

There shall be a Director of Strategic & Special Projects of the Institute who shall strengthen and professionalizes the integration effort, advising on optimum structures and helping to build-out dedicated teams and deliverables

6.10.1 Functions of the Strategic & Special Projects Director

The functions of Strategic & Special Projects Director shall include the following:

- i. Works closely with a variety of functional groups who are responsible for project or deal execution, to refine and develop processes; process development includes transitions timelines and milestones from the pre- to post-acquisition, or pre- and post-implementation cycles
- ii. Influences business sponsors and educates functional leads on integration best practices to help shape and embed a best-in-class integration culture at IPMP
- iii. Direct the development, and oversight of ongoing refinement of functional integration in partnership with operations and pertinent stakeholders and client partners, ensuring a seamless interface with new or existing business deal process, or innovation and improvement initiatives milestones and timelines

- iv. Act as a lead in organizing activities, project due diligence, and integration, helps shape early integration planning and further refinements as necessary throughout the project process up to hand-off to Operations
- v. Translate project or acquisition objectives into project goals, plans and actions, analyzes and documents program objectives and requirements across the company
- vi. Facilitates activities across the functional teams to scope the project, identify resource requirements, articulate deliverables and develop timetables in partnership with project management organization
- vii. Support management of initiative, contract, project or program milestones, interdependencies and communication plans, collate updates across the integration team relating to progress on key activities, completion of deliverables, issues and decision status
- viii. Analyze proposed projects, quantify impact as projected on business and prepare business case, manage and direct design, enrollment, deployment as well as governance of event's new initiatives.

6.11 The Ethics & Conduct Director

There shall be a Director of Ethics and Conduct of the Institute who shall serve as the organization's internal control point for ethics and improprieties, allegations, complaints, and conflicts of interest and provides institute leadership and advice on institute governance issues.

6.11.1 Function of the Ethics & Conduct Director

The functions of the Ethics & Conduct Director shall include the following:

- a. Develops and disseminates institute ethics statements, policies and supporting forms/acknowledgements.
- b. Provides an internal review of other institute policies to ensure institute consistency and integration with the ethics philosophies. Integrates the institute ethics message throughout the institute culture.
- c. Oversees the development and implementation of institute ethics and conflict-of-interest training and conducts ethical decision-making training for members on ethics issues and avoiding conflicts of interest.
- d. Promptly conducts investigations pursuant to complaints and allegations of ethical wrongdoing or conflicts of interest. Prepares written investigative reports as necessary.
- e. Develops and maintains confidential procedures for the handling and processing of complaints and allegations. Provides processes for the confidential hearing of employee issues related to the ethics or conflicts.

- f. Maintains an up-to-date knowledge and understanding of institute governance requirements, compliance and reporting responsibilities, and related legal benchmarks from federal and state law.
- g. Performs other related duties as assigned.

6.12 The Internal Auditor

The internal auditor shall be an independent, objective assurance and consulting activity designed to add value and improve an institute's operations. The auditor shall accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The appointment of the internal auditor shall be done by the executive board in consultation of the governing council with wage rate determining by the executive in consultation of the governing council.

6.12.1 The Functions Internal Auditor

The function of internal auditor of the institute including the following:

- a. Objectively review an institute's business processes
- b. Evaluate the efficacy of risk management procedures that are currently in place
- c. Protect against fraud and theft of the institute's assets
- d. Ensure that the institute is complying with relevant laws and statutes
- e. Audit the institute financial statement and records
- f. Make recommendations on how to improve internal controls and governance processes

6.13 External Auditor

The Executives board shall appoint an External Auditor to audit its accounts at least once every year.

6.13.1 The Functions of External Auditor

The External Auditor shall

- a. Not be a member of the institute, executive board member or the governing council of the institute
- b. Not disburse any fund of the Institute for any purpose.
- c. Audit the Institute's accounts at least once every year and report his or her findings to the governing council of the institute.

6.14 Liquidation

Liquidation of the institute will be carried out according to the rules in force in the State in which the registered head office of the institute is situated.

6.15 The Institute Source of Income

1. Membership Annual Dues as determined by the Governing Council
2. Fundraising and other means deemed to be appropriate by the Governing Council
3. Investment Activities
4. Membership Registration fees
5. Membership Subscriptions and dues

6. Training & Consultancy Service
7. Donors/grants/support
8. Investment proceeds and other legitimate source

6.16 Controls & Accountability

- a. The Institute shall maintain bank account with any reputable commercial Bank
- b. Withdrawal from the Institute's bank accounts shall be done only on approval by the Executive Director in consultation of the institute

6.17 Committees

There shall be a committee members of the institute who shall be appointed by the executive board in consultation with the governing council of the institute and who shall confirm on qualified persons, degrees, diplomas and honorary titles awarded by the Council of the Institute. Each Committee shall consist of three (3) members. Apart from the mandated Committee as stated by the code of conduct, the Executive Director, Council Chair and President shall form an adhoc or immediate Steering Committee to look into issues that needs immediate attention.

6.18 Group

There shall be a youth, women, men and other groups that shall be established in pursuance of the institute missions and visions.

6.18 Professional Conduct and Ethics Committee (PCEC)

In the pursuit of the practice of project management profession, there shall be a Professional Conduct and Ethics Committee to oversee the practice and conduct of members in execute their work as members of IPMP in order to earn and maintain the confidence of team members, colleagues, employees, employers, customers, clients, the public, and the global community at large in all respect. The committee shall be headed by an appointed member and assist by director of membership of the institute.

6.18.1 Function/Responsibilities

The functions of the committee shall include:

- i. To educate present and upcoming members on their ethical responsibilities, roles and duties as professionals. The Committee shall also be responsible for discipline among members.
- ii. To ensure that the IPMP earns and sustain the trust of the public. The identification and recommending to management for engaging event management experts/financiers/sponsors when required.
- iii. Responsible for developing innovative programs to motivate members (licensed, graduates and students) at the regional levels to expand and sustain networking among members.

- iv. Responsible for advising the Board on social concerns of members.
- v. **Quorum:** The quorum for the transaction of business shall be three (3).
- vi. **Powers:** The committee shall have power to recommend to the President the imposition of any of the penalties enumerated under this Statute. Such recommendation shall be communicated to Council.

6.19 Finance and Projects Administration Committee (FPAC)

The committee shall focus on strategic development and/or implementation of general finance and special projects in the Business Integration Department, i.e., Acquisition integration, Home Dialysis Division growth plans and current state improvement plans, or managed all projects. General administration for diverse projects within the scope of Business Integration involves total project accountabilities to move from integration and pilot phases to implementable operations of acquisitions, innovation projects/pilots, contractual relationships, care coordination programs and other integration priorities for enterprise integration. This shall be headed by the director of finance and assisted by the director of strategic & special projects

6.19.1 Functions of the Committee

The functions of the committee shall include:

- i. Strengthens and professionalizes the integration effort, advising on optimum structures and helping to build-out dedicated teams and deliverables
- ii. Advising the Board and assist management on fund mobilization strategies and investment opportunities
- iii. Working closely with a variety of functional groups who are responsible for project or deal execution, to refine and develop processes; process development includes transitions timelines and milestones from the pre- to post-acquisition, or pre- and post-implementation cycles
- iv. Ensuring that projects of IPMP are executed within the financial policies defined by the IPMP or the Board
- v. Influences business sponsors and educates functional leads on integration best practices to help shape and embed a best-in-class integration culture at IPMP
- vi. Periodically evaluating the Institute's investment policies, practices and portfolio and making appropriate recommendations to the Board
- vii. Any other function as may be prescribed by the governing council or requested by the secretariat

6.20 Professional Academics and Examination Committee (PAEC)

Subject to the code of conduct, and the approval of Council, this committee shall be headed and assisted by an Educationalist.

6.20. 1 Functions of the Committee

The functions of the committee shall include:

- i. To determine and establish the educational policy for the Institute and generally to regulate the programme of instruction and examination held by the Institute. (The policy fashioned by the Academic Board shall be in consonance with the State's Institute Educational Policy).
- ii. To promote practical research within the Institute and to require reports from the Academic Divisions concerned from time to time on research being done;
- iii. To approve the appointment of internal and external examiners on the recommendations of the Boards of the Academic Divisions/Faculties and Council;
- iv. To suspend or remove examiners for negligence or other sufficient cause during their terms of office and in the case of death, illness or resignation of an examiner or in the case of his suspension or removal to appoint a substitute;

6.21 Corporate Public Relation Committee (CPRC)

This committee shall be headed by the registrar and responsible for providing technical and professional advice to Management on publicity and public relations issues with respect to the following:

- o The media, corporate institutions, employee relations, community relations, governmental relations, client relations, international relations, and any other relevant stakeholder public relations concerns.

6.22 Professional Academics Development Committee (PADC)

Subject to the Law, and the approval of Council, this committee shall be headed and assisted by an Educationalist.

The committee shall:

- i. Periodically review and upgrade the continuing professional education and development programs and processes
- ii. Devise innovative ways by which Membership Annual Seminar (MAS) can be effectively financed and organized
- iii. Devise innovative means of increasing public and corporate participation in the Institute's MAS and consulting skills development programmes
- iv. Develop and commission development of modules and manuals for MAS of the institute

- v. Any other function as may be prescribed by the Board or requested by the research and continuing professional development directorate

6.23 IT & Information Support Committee

Subject to the Law, and the approval of Council, this committee shall be made of IT Professionals.

6.23.1 Functions of the Committee

The functions of the committee shall include:

- i. Establishing a shared vision of how information technology can add value to the institution;
- ii. Establishing information technology goals, and the strategies for achieving those goals;
- iii. Establishing principles and guidelines for making information technology decisions and managing initiatives;
- iv. Overseeing the management of institutional information technology initiatives;
- v. Providing a vehicle through which members of the end user community participate in information technology planning and decision-making;
- vi. Establishing and communicating institutional information technology priorities;
- vii. Determining information technology priorities in resource allocation;
- viii. Establishing, amending and retiring, as necessary, institutional information technology and other technology related policies, and
- ix. Determining the distribution of responsibility between the Office of Information Services, other committees and as well as end users.

6.24 Meetings of the Committees

- a. The Heads of the committee shall convey a meeting of all the Committee at least twice in a year. At least seven (7) days written notice shall be given to all members for ordinary meetings.
- b. Emergency meetings shall be convened by the Heads of the Committee at any time upon giving all members three (3) days' written notice by mail.
- c. A special meeting of the Committees can be conveying on the written request of at least three (3) members of the Board Committees, submitted to the president with a statement of the matters to be discussed at such special meeting. In the event of such a request the head shall convene a special meeting within seven (7) days of the receipt of the request, specifying in the notice of such meeting those matters to be considered.

- d. The quorum for the transaction of business of the Committee shall not be less than one half ($\frac{1}{2}$) of its members.

6.25 Establishing Country Chapter

Members of the **Institute of Project Management Professionals** can form country (local) chapters. The Institute encourages local chapters as a means of advancing its mission, increasing membership and preparing individuals for leadership roles on the national level. The following guide provides information on the process of forming chapters.

Institute of Project Management Professionals is an effective national organization which delivers a range of benefits to members. There are many things that can be accomplished on a local level much more effectively. Local chapters serve as a venue for members to get together, exchange views, and attend continuing education courses and social activities. Local chapters can regularly interact in a local community to provide programs or activities that directly impact the oral health. And, most importantly, a local organization is aware of and sensitive to the needs that are unique to every community. For these reasons, the creation of a local chapter would make sense and provide value to project management professionals.

6.25.1 What to Do

Starting a chapter is not a difficult process, but it is a process which requires **commitment**. It requires project management professionals who agree with the IPMP's mission and wish to take a proactive role accomplishing the mission. Without this commitment an effective chapter cannot exist.

6.25.2 Steps in getting started

Contact the national institute. Inform the Executive Director that you are interested in forming a local chapter of the IPMP. IPMP National Executive Board will provide a list of IPMP members in your country area.

1. Get two or three people who share your enthusiasm and goals to assist you in the creation of the local chapter. These members may be the founding officers of the new chapter.
2. Contact local IPMP members and students within your country. This can be done by telephone or by mail, however, the Institute recommends that you first identify individuals or members you already know. Contact them and ask them to participate in the formation of the new chapter.
3. Decide upon a structure with reference to IPMP Chapter Organizational Breakdown Structure in section 6.1.2
 - a. **The Officers:** What officers you will have and who they will be. (Recommended officers as state in IPMP Chapter Organizational Breakdown Structure in section 7.1.2)
 - b. **Dues:** A chapter is not designed to make money, but you will need funds for organizing, events, meeting expenses and so forth. The Institute will have guidelines for you to consider.

- c. **By-laws:** The chapter shall adhere to IPMP code of conduct
- d. **The initial goals of the chapter:** What do you want to accomplish for your first year? Develop your MISSION statement.
- e. **Set-up a system for record keeping and accounting:** At a minimum you will need to track:
 - o Member contact information
 - o Dues received and owed
 - o Expenses

6.25.3 What to Do, Once You Are Started

1. Organize a recruitment meeting, this should be done at a convenient place best known to you including IPMP members and members who may be interest. At the meeting be prepared to:
 - Sign up new members to both local chapter and the national institute.
 - Discuss the organization's mission and goals.
 - Disseminate a schedule of events, or to at least receive suggestions.
 - Recruit members for committees and specific activities.
 - Most importantly: **Generate enthusiasm** for the new local chapter.
2. Secure a country advisor (for country chapters) and get a commitment from the project management professionals in your country.
3. Open your bank account: Country chapters will need to become recognized as a chapter organization by their country. Then a bank account may be set up through the chapter. If that is not an option, IPMP executive board will walk you through the process under the Institute's policies.
4. Designate a location (s) for your meetings. The location will depend upon the type of meetings you will be holding. Generally, locations are easy to arrange, such as small meeting rooms at hotels or banquet rooms at a restaurant. For student chapters you may find locations within the University to hold meetings. These facilities are eager to host and cater professional meetings.
5. Publish a schedule of events. Be sure to contact mother (IPMP Ghana) to place announcements in their websites or newsletters.

6.25.4 Activities

The chapter exists to be industrious and active. It is important the chapter has a mix of activities within its structures to its structures. This will entice membership as people may join for different reasons and it will bestow the professional creditability appropriate to a chapter of the IPMP. Chapters will engage in the following activities:

1. **Continuing Education:** Chapter may provide CE classes using the National Institute's CE number. Contact the national IPMP office for requirements and restrictions. Generally, it is not difficult finding speakers and programs for a professional group. Project specialists, financial experts and vendors are usually willing to provide presentations. Depending upon the venue, it is appropriate to charge a fee above and beyond membership dues for a continuing education session, especially if dinner is provided.
2. **Community Events:** IPMP local chapters may participate or organize:
 - Project Management Fairs
 - Forum Discussions
 - CPD Trainings
 - Mentoring etc.
3. Social Events can encourage professional networking and provide organizational cohesiveness.
4. Advocacy. The IPMP national office will provide information and updates on issues the Institute is working on.
5. Organize job referral services.

6.25.5 Forms, Documents & Supplies

Any organization requires documentation to function. Be prepared to develop or request the following forms from the IPMP National.

1. Membership application
2. Certification of Membership
3. Receipt books
4. Flyers for events
5. Newsletters or informational mailings
6. Schedules of events
7. Renewal notices
8. Banner

**ARTICLE SEVEN (7)
FUNDAMENTAL PRINCIPLES**

With reference to this code, the POCIP shall form the fundamental principles of the institute to regulate its members in the field of practicing.

- a. **P** - Professional Competence and Due Care
- b. **O** - Objectivity
- c. **C** - Confidentiality
- d. **I** - Integrity.
- e. **P** - Professional Behaviors

7.1 Professional Competence & Due Care

- (a) The principle of professional competence and due care shall impose the following obligations on project management professional:
 - i. To maintain professional knowledge and skill at the level required to ensure that clients or employers receive competent professional service; and
 - ii. To act diligently in accordance with applicable technical and professional standards when providing professional services.
 - iii. Competent professional service requires the exercise of sound judgment in applying professional knowledge and skill in the performance of such service.
 - iv. The maintenance of professional competence requires a continuing awareness and an understanding of relevant technical professional and business developments. Continuing professional development develops and maintains the capabilities that enable Members to perform competently within the professional environments.
 - v. Diligence encompasses the responsibility to act in accordance with the requirements of an assignment, carefully, thoroughly and on a timely basis.
 - vi. Members shall take steps to ensure that those working under his authority in a professional capacity have appropriate training and supervision.
 - vii. Where appropriate, Members shall make clients, employers or other users of the professional services aware of limitations inherent in the services to avoid the misinterpretation of an expression of opinion as an assertion of fact.

7.2 Objectivity

- (a) The principle of objectivity shall impose an obligation on all IPMP Members not to compromise their professional or business judgment because of bias, conflict of interest or the undue influence of others.

- (b) Members shall be exposed to situations that shall impair objectivity. It is impracticable to define and prescribe all such situations. Relationships that bias or unduly influence the professional judgment of the IPMP Members should be avoided.

7.3 Confidentiality

- (a) The principle of confidentiality shall impose an obligation on IPMP Members to refrain from:
 - i. Disclosing outside the firm or employing organization confidential information acquired as a result of professional and business relationships without proper and specific authority or unless there is a legal or professional right or duty to disclose; and
 - ii. Using confidential information acquired as a result of professional and business relationships to their personal advantage or the advantage of third parties.
- (b) Members shall maintain confidentiality even in a social environment. Members should be alert to the possibility of inadvertent disclosure, particularly in circumstances involving long institute with a business associate or a close or immediate family member.
- (c) Members shall also maintain confidentiality of information disclosed by a prospective client or employer.
- (d) Members shall also consider the need to maintain confidentiality of information within the firm or employing organization.
- (e) Members shall take all reasonable steps to ensure that staff under his control and persons from whom advice and assistance is obtained respect of the professional's duty of confidentiality.
- (f) Members shall comply with the principle of confidentiality continues even after the end of relationships between members and a client or employer. When member's changes employment or acquires a new client, the members is entitled to use prior experience. The members shall not, however, use or disclose any confidential information either acquired or received as a result of a professional or business relationship.
- (g) The following are circumstances where members shall be required to disclose confidential information or when such disclosure shall be appropriate:
 - i. Disclosure is permitted by law and is authorized by the client or the employer, disclosure is required by law, for example:
 - ii. Production of documents or other provision of evidence in the course of legal proceedings; or

- iii. Disclosure to the appropriate public authorities of infringements of the law that come to light; and
 - iv. There is a professional duty or right to disclose, when not prohibited by law:
 - a. To comply with the quality review of a member body or professional body;
 - b. To respond to an inquiry or investigation by a member body or regulatory body;
 - c. To protect the professional interests of a members in legal proceedings; or
 - d. To comply with technical standards and ethics requirements.
- (h) In deciding whether to disclose confidential information, members shall consider the following points:
- i. Whether the interests of all parties, including third parties whose interests may be affected, could be harmed if the client or employer consents to the disclosure of information by the Members;
 - ii. Whether all the relevant information is known and substantiated, to the extent it is practicable; when the situation involves unsubstantiated facts, incomplete information or unsubstantiated conclusions, professional judgment should be used in determining the type of disclosure to be made, if any; and
 - iii. The type of communication that is expected and to whom it is addressed; in particular, members should be satisfied that the parties to whom the communication is addressed are appropriate recipients.

7.4 Integrity

- (a) The principle of integrity shall impose an obligation on all Members to be straightforward and honest in professional and business relationships. Integrity also implies fair dealing and truthfulness.
- (b) Members shall not be associated with reports, returns, communications or other information where they believe that the information:
 - a. Contains a materially false or misleading statement;
 - b. Contains statements or information furnished recklessly; or
 - c. Omits or obscures information required to be included where such omission or obscurity would be misleading.

7.5 Professional Behaviour

- (a) The principle of professional behaviour shall imposes an obligation on members to comply with relevant laws and regulations and avoid any action that may bring discredit to the profession. This shall include actions which a reasonable and informed third party, having knowledge of all relevant information, would conclude negatively affects the good reputation of the profession.

- (b) In executing their work, members shall not bring the profession into disrepute. members shall be honest and truthful and should not:
 - a. Make exaggerated claims for the services they are able to offer, the qualifications they possess, or experience they have gained; or
 - b. Make disparaging references or unsubstantiated comparisons to the work of others.

7.6 Professional Appointment & Client Acceptance

- (a) Before member accepting a new client relationship, members in public practice shall consider whether acceptance would create any threats to compliance with the fundamental principles. Potential threats to integrity or professional behaviour shall be created from, for example, questionable issues associated with the client (its owners, management and activities).
- (b) Client issues that, if known, shall threaten compliance with the fundamental principles include, for example, client involvement in illegal activities (such as money laundering), dishonesty or questionable project management practices.
- (c) The significance of any threats shall be evaluated. If identified threats are other than clearly insignificant, safeguards shall be considered and applied as necessary to eliminate them or reduce them to an acceptable level.
- (d) Appropriate safeguards shall include obtaining knowledge and understanding of the client, its owners, managers and those responsible for its governance and business activities, or securing the client's commitment to improve corporate governance practices or internal controls.
- (e) Where it is not possible to reduce the threats to an acceptable level, members in public practice shall decline to enter into the client relationship.
- (f) Acceptance decisions shall be periodically reviewed for recurring client engagements.
Engagement Acceptance
- (g) Project management professionals in public practice shall agree to provide only those services that the project management professionals in public practice is competent to perform. Before accepting a specific client engagement, project management professionals in public practice shall consider whether acceptance would create any threats to compliance with the fundamental principles. For example, a self-interest threat to professional competence and due care is created if the engagement team does not possess, or cannot acquire, the competencies necessary to properly carry out the engagement.

- (h) Members in public practice shall evaluate the significance of identified threats and, if they are other than clearly insignificant, safeguards should be applied as necessary to eliminate them or reduce them to an acceptable level.

7.7 Changes in a Professional Appointment

Members in public practice who are asked to replace another project management professional in public practice, or who is considering tendering for an engagement currently held by another project management professional in public practice, shall determine whether there are any reasons, professional or other, for not accepting the engagement, such as circumstances that threaten compliance with the fundamental principles. For example, there may be a threat to professional competence and due care if a project management professional in public practice accepts the engagement before knowing all the pertinent facts.

- (a) The significance of the threats shall be evaluated. Depending on the nature of the engagement, this may require direct communication with the existing project manager to establish the facts and circumstances behind the proposed change so that the members in public practice shall decide whether it would be appropriate to accept the engagement. For example, the apparent reasons for the change in appointment shall not fully reflect the facts and shall indicate disagreements with the existing project manager that may influence the decision as to whether to accept the appointment.
- (b) An existing project management professionals is bound by confidentiality. The extent to which the members in public practice shall discuss the affairs of a client with a proposed project management professional will depend on the nature of the engagement and on:
 - a. Whether the client's permission to do so has been obtained; or
 - b. The legal or ethical requirements relating to such communications and disclosure, which shall vary by jurisdiction.
- (c) In the absence of specific instructions by the client, an existing project management professionals shall not ordinarily volunteer information about the client's affairs. Circumstances where it may be appropriate to disclose confidential information are set out in the code of conduct
- (d) If identified threats are other than clearly insignificant, safeguards shall be considered and applied as necessary to eliminate them or reduce them to an acceptable level.

7.8 IPMP Members Safeguard

Such safeguards shall include:

- (a) Discussing the client's affairs fully and freely with the existing Project Management Professional.
- (b) Asking the existing project management professionals to provide known information on any facts or circumstances that, in the existing project management professional's opinion, the proposed project management professionals should be aware of before deciding whether to accept the engagement.

- (c) When replying to requests to submit tenders, stating in the tender that, before accepting the engagement, contact with the existing project manager will be requested so that inquiries may be made as to whether there are any professional or other reasons why the appointment should not be accepted.
- (d) Project Management Professional in public practice shall obtain the client's permission, preferably in writing, to initiate discussion with an existing project management professionals. Once that permission is obtained, the existing Project Management Professional should comply with relevant legal and other regulations governing such requests. Where the existing project management professional provides information, it should be provided honestly and unambiguously. If the proposed project management professional is unable to communicate with the existing project management professional, the proposed project management professional should try to obtain information about any possible threats by other means such as through inquiries of third parties or background investigations on senior management or those charged with governance of the client.
- (e) Where the threats cannot be eliminated or reduced to an acceptable level through the application of safeguards, Members in public practice should, unless there is satisfaction as to necessary facts by other means, decline the engagement.
- (f) Members in public practice shall be asked to undertake work that is complementary or additional to the work of the existing project. Such circumstances may give rise to potential threats to professional competence and due care resulting from, for example, a lack of or incomplete information. Safeguards against such threats include notifying the existing project manager of the proposed work, which would give the existing project the opportunity to provide any relevant information needed for the proper conduct of the work

7.9 Conflict of Interest

Members shall report to the stakeholders, customers, or others any actions or circumstances that could be construed as a conflict of interest. Members shall:

- (a) Avoid any private or professional activity that would create a conflict of interest or the appearance of impropriety
- (b) Avoid engaging in personal business with any supplier representative or similar person
- (c) Avoid lending money to or borrowing money from any supplier
- (d) Avoid any and all potential for nepotism
- (e) Avoid any overlap of duties in the project process
- (f) Safeguard the project process from political or outside influence

7.10 Acting Professionally

Members are required to act in a professional manner in difficult situations. Also, they are required to coaching team members to conform to the standard of conduct expected by the organization they work for.

7.11 Relationship with Customers, Clients & Employers

- (a) Members shall provide project stakeholders with fair, honest, complete and accurate information on the preparation of estimates concerning costs, services and expected results.

- (b) Also, members shall fully and accurately disclose any professional or business-related conflicts or potential conflicts of interest in a timely manner. Perhaps this is one of the most single important issues, and project management professionals need to improve on this. There is a tendency among project teams to give good news (to disclose positives) and to avoid bad news (hide negatives). Project Management Organizations have to cultivate a culture where the bearer of bad news is not punished.

7.12 Confidentiality of Information

- (a) Members shall honour and maintain the confidentiality of privacy of customer, client, employer, and similar work information, including the confidentiality of customer, or client identities, assignments undertaken, and other information obtained through the course of a professional relationship, unless: granted by permission by the customer, client or employer; or the maintenance of the confidentiality is otherwise unethical or unlawful.

- (b) Members shall respect and protect intellectual property rights of others, and to properly disclose and recognize the professional, intellectual and research contributions of others.

7.13 Taking Responsibility of Your Own Actions

Members shall accept responsibility of their own actions. As professionals our concern for project and the organization should take precedence over our own feelings.

7.14 Respecting Differences in Diverse Cultures

Members shall interact with team and stakeholders in a professional and ethical manner by respecting personal, ethnic, and cultural differences in order to ensure a collaborative project management environment. Global competition requires awareness of cultural influences and customary practices of the country. Project managers' need to be educated in the country's cultural norms, business and management practices, also in regulations and legal contracting framework.

7.15 Members Qualification Job Placement & Wages

Members employed in private & public sector job placements and wages shall be in reference to the institutes Job Qualification Mapping for the three (3) sectors

ARTICLE EIGHT (8)
MEMBERS DISCIPLINARY

8.1 Charter and Bye-Laws

- a. The institute shall oblige under the terms of its charter and bye-laws to investigate complaints made against members for failure to observe the professional and ethical standards laid down in the Code of Conduct.
- b. The bye-laws shall give authority for a disciplinary committee to investigate complaints against members and, if it is found that they have breached the Code, to take appropriate action.
- c. IPMP shall not be a regulatory body required by statute to police the professional conduct of its members, but it shall have obligations and rights to ensure its members uphold ethical standards and, as a point of principle, treats complaints against its members with the utmost seriousness.
- d. The disciplinary process set out in IPMP' regulations shall underpin by the principles of natural justice:
 - i. The right to a fair hearing
 - ii. The right of reply
 - iii. No bias or conflicts of interest (or appearance of such)

8.2 Governance

- a. The Professional Conduct & Ethics Committee shall be part of the institute's governing body and is ultimately responsible for the integrity of the disciplinary process. The PCEC shall delegates the investigation of complaints and the recommendation of appropriate sanctions to its Council but shall be responsible for endorsing sanctions and authorising their implementation.
- b. The Professional Conduct & Ethics Committee shall form a view on its behalf and the Committee's eventual recommendation to the council carries the weight of what Charter calls a 'direction'; it is presented for formal endorsement rather than debate. The council would normally not reject the committee's direction unless it concludes that the process the Professional Conduct & Ethics Committee has followed in arriving at the direction has not been sound.
- c. Member or the complainant shall appeal against the decision, but once the appeal has been heard and a decision has been made, that decision is final.

8.3 Disciplinary Committee

The Professional Conduct & Ethics Committee shall be the Disciplinary Committee of the institute.

8.4 Making a Complaint

Any complaint about the conduct of a member shall be made in writing and address to the membership director at Head Office. The complaint shall set out the details of the alleged breach of the Code and include any supporting documentary evidence.

8.5 Disciplinary Process

a. Stage 1 - Initial Assessment

When a complaint is received, it shall be assessed by an initial review panel which shall consists of the Head of Professional Conduct & Ethics Committee, the membership director and registrar. Their job is to verify that the complaint is admissible and they will check that:

- i. Anonymous complaints could be malicious and IPMP would have no way of validating
 - a) The person named in the complaint is a current member of the institute
 - b) The complaint is in writing
 - c) The complainant is identified
 - d) The complaint relates to a breach of one or more principles of the code of conduct.
- ii. Once these criteria are satisfied, a copy of the complaint and any supporting documentation is sent to the Disciplinary Committee, and an acknowledgement is sent to the complainant.
- iii. The initial review panel shall not give an opinion on whether or not there is a case to answer. A copy of the complaint and any supporting documentation is sent to the member asking for their comments in writing, and the process is explained to them. When the member's response is received, the Disciplinary Committee is convened.
- iv. While the institute has no statutory powers to compel the member to co-operate, it shall expect its members to reply promptly to requests for information. However, if the member does not respond, then the Disciplinary Committee shall proceed with the case and reach a judgement based on the evidence to hand.

b. Stage 2 - Investigation

- i. The case file shall be sent to the members of the Disciplinary Committee to consider independently and a meeting shall be arranged to discuss the evidence and agree one of the following options:
 - a. That based on the information presented there is no case to be answered and the file can be closed;

- b. That there appears to be a case to answer but additional information or evidence is required before a decision can be made;
- c. That based on the information presented there is a case to answer and a formal hearing should be held.
 - ii. If the Disciplinary Committee decides that there is a case to answer, it shall set a date and venue for the hearing and instruct the company secretary to inform the member. The member must be given at least 5 days' notice in writing. The company secretary shall also inform the complainant who shall attend the hearing to present their case in person, but they shall be interviewed by the Disciplinary Committee separately.
 - iii. The Disciplinary Committee shall ask the complainant, the member, or any other interested party for further information or clarification of any of the points of evidence prior to the hearing. Copies of all the documents which the committee is going to consider will be sent to the member prior to the hearing.
- c. **Stage 3 - Hearing**
 - a) The member shall attend the hearing in person, submit evidence in writing or be represented by another member of the institute. If the member chooses neither to attend nor to send a representative, then the Disciplinary Committee shall consider the written evidence and reach a decision on that basis.
 - b) If the member or his/her representative attends, he or she shall be invited to present the member's response to the allegations. The Disciplinary Committee shall ask questions and shall then consider its decision in private.
 - c) The company secretary attends the hearing to take a record of the proceedings and advise on procedural matters, but does not take part in the decision-making.
 - d) The Head of committee shall adjourn the meeting if the committee decides that additional information or clarification of a particular point is required, and reconvene it at a later date. Once the decision has been made, the
 - e) Head shall prepare and signs a formal minute of the meeting, recording the decision and the rationale. A copy of the formal minute is sent to the member and to the complainant as soon as possible after the hearing, but within 5 days at the latest.

d. Stage 4 - Sanction

The Disciplinary Committee will select what it considers to be the most appropriate sanction, which shall be proportionate to the seriousness of the breach of the Code of Conduct. The options are:

- a. The Committee shall normally put its recommended sanction (its 'direction') to the next scheduled meeting of the council through the Professional Conduct & Ethics

Committee. However, if the complaint is very serious and the Committee's decision is to expel the member, then the Council may ratify the decision at a special board meeting convened for this purpose.

- b. The member shall have the right to attend and address the Professional Conduct & Ethics Committee meeting or send another member to speak on his or her behalf, or send a written submission, and the Professional Conduct & Ethics Committee must consider any such representation before formally approving (or rejecting) the committee's direction.
 - c. The member shall therefore be provided with the date, time and venue for the Professional Conduct & Ethics Committee meeting as soon as possible after the hearing. The member shall put his or her case to the Professional Conduct & Ethics Committee but shall not take any further part in the proceedings. The complainant shall also address the Professional Conduct & Ethics Committee, but separately from the member.
 - d. The executive board shall then vote on the recommended sanction by the Professional Conduct & Ethics Committee; the decision must be approved by a two thirds majority vote.
 - e. The executive board decision shall be communicated to both the member and the complainant in writing within 7 days of the meeting by the Professional Conduct & Ethics Committee.
- e. **Stage 5 - Appeal**
- i. If both parties accept the Committee's decision, the sanction shall be applied and a note made on the member's record. If either party wishes to appeal the decision, they must do so within 21 days of the communication of the decision.
 - ii. Appeals are heard by a separate, independent committee, the Ethics Review Panel. In addition to considering appeals against Professional Conduct & Ethics Committee Decisions, the Ethics Review Panel also determines whether or not the Ethical Project Mark shall be removed from individuals or organisations listed on the Ethical Project Registers.
 - iii. An appeal shall be in writing, setting out the basis for the challenge. While the appeal is pending, the Committee's decision shall remain in effect unless and until an appeal is successful.
 - iv. There are only two grounds on which an appeal against a Professional Conduct & Ethics Committee decision might be successful:
 - a) Due process was not followed

- b) New information has come to light that was not available to the Professional Conduct & Ethics Committee at the time it took its decision (such as mitigating circumstances)
- v. The Ethics Review Panel shall review the case file and determine whether or not there were any process errors or omissions. It shall not comment on the appropriateness of the sanction unless it can be shown that the Committee did not take all the available evidence into account.
- vi. The Ethics Review Panel's decision on whether to uphold or amend the sanction shall be communicated to both parties and to the Chairs of the Professional Conduct & Ethics Committee and the President. The Panel's decision is final and there can be no further appeal.

f. Stage 6 - Final Decision

- a) Whether or not there has been an appeal, if it is decided that it is in the public interest, the outcome of the hearing shall be published. Expulsions from membership shall always be reported.
- b) The member shall also be removed from the published member register and, if applicable, the ethical mark register (if the member has only been suspended for a short period or reprimanded, they shall be allowed to re-join these registers once they have completed remedial learning and re-taken the ethics test).
- c) Enquiries If you would like more information about the IPMP complaints procedure, or you wish to lodge a complaint, please contact the IPMP Secretary at Head Office, Accra, Ghana.

g. Stage 7 - The Legal Position

- a. IPMP disciplinary hearing is not a court of law and there shall not be requirement for the allegations to be proven 'beyond all reasonable doubt'. The Professional Conduct & Ethics Committee role is to take due account of all the evidence available and to make a judgement on the facts of the case on a 'balance of probabilities', based on that evidence.
- b. IPMP is not a regulatory body with a legal mandate and there shall not be provisions for legal representatives to be present. However, the Professional Conduct & Ethics Committee shall ensure that all procedures are followed correctly and that all relevant legislation, such as the Data Protection Act, is adhered to.
 - a. expulsion from membership (lifetime) or suspension from membership with conditions imposed for reinstatement or
 - b. a written reprimand with conditions imposed for continuation of membership or no sanction imposed
- c. The IPMP disciplinary process shall not designed to provide evidence for any formal legal proceedings associated with the case. However, both the member and complainant shall

be aware that any documents produced as part of the disciplinary process are likely to be “discoverable” if subsequent court proceedings occur. The Professional Conduct & Ethics Committee shall not normally consider a complaint until any ongoing legal proceedings have been concluded.

8.5 Members Submission to the Code of Conduct

The purpose of the code is to define behaviours and actions which members shall commit to maintain as long as they are members of IPMP.

- 1) Members of IPMP worldwide shall require to uphold this code and to seek commitment to it by all the parties they engage with in their professional practice.
- 2) Members shall encourage their organisation to adopt an ethical project management based on the principles of this code and raise any matter of concern relating to business ethics at an appropriate level within their organisation.
- 3) Members’ conduct shall be judged against the code and any breach may lead to action under the disciplinary rules set out in the Institute’s Charter. Members are expected to assist any investigation by IPMP in the event of a complaint being made against them.
- 4) As a member of Institute of Project Management Professionals, I shall:
 - a) Enhance and protect the standing of the profession, by:
 - i) Never engaging in conduct, either professional or personal, which would bring the profession or the Institute of Project Management Professionals into disrepute
 - ii) Not accepting inducements or gifts (other than any declared gifts of nominal value which have been sanctioned by my employer)
 - iii) Not allowing offers of hospitality or those with vested interests to influence, or be perceived to influence, my business decisions
 - iv) Being aware that my Behaviour outside my professional life may have an effect on how I am perceived as a professional.
 - b) Maintain the highest standard of integrity in all business relationships, by:
 - i) Rejecting any business practice which might reasonably be deemed improper
 - ii) Never using my authority or position for my own financial gain
 - iii) Declaring to my line manager any personal interest that might affect, or be seen by others to affect, my impartiality in decision making
 - iv) Ensuring that the information I give in the course of my work is accurate and not misleading
 - v) Never breaching the confidentiality of information I receive in a professional capacity
 - vi) Striving for genuine, fair and transparent competition
 - vii) Being truthful about my skills, experience and qualifications.
 - c) Promote the eradication of unethical business practices, by:

- i) Fostering awareness of human rights, fraud and corruption issues in all my business relationships
 - ii) Responsibly managing any business relationships where unethical practices may come to light, and taking appropriate action to report and remedy them
 - iii) Undertaking due diligence on appropriate project relationships in relation to forced labour (modern slavery) and other human rights abuses, fraud and corruption
 - iv) Continually developing my knowledge of forced labour (modern slavery), human rights, fraud and corruption issues, and applying this in my professional life.
- d) enhance the proficiency and stature of the profession, by:
- i) continually developing and applying knowledge to increase my personal skills and those of the organization I work for
 - ii) fostering the highest standards of professional competence amongst those for whom I am responsible
 - iii) optimizing the responsible use of resources which I have influence over for the benefit of my organization
- e) Ensure full compliance with laws and regulations, by:
- i) Adhering to the laws of the countries in which I practice, and in countries where there is no relevant law in place I will apply the standards inherent in this code
 - ii) Fulfilling agreed contractual obligations
 - iii) Following IPMP guidance on professional practice.

ARTICLE NINE (9)
SOCIAL MEDIA PLATFORM ETHICS

Social media has emerged as an indispensable tool for communication and interaction. In addition to its affordability, the feature with which it offers group interactions makes it more appealing. This has significantly motivated laggards (late adopters of technology) to switch to smartphones.

WhatsApp groups being the most interactive instant messaging platform, which has emerged to be more active than all the active SNSs (social networking sites), has numerous advantages. However, to appreciate these advantages in a better way, the institute ought to be mindful of some ethics which are necessary for virtual interactions.

This article highlights on the Group Message Settings (Preferable) and the platform Group Ethics

9.1 Group Message Settings (Preferable)

- a. IPMP Social Media Platforms (WhatsApp, Facebook, LinkedIn, Instagram, Twitter, etc.) shall have a name that represent the institute and the institute Logo shall be used as group profile picture
- b. The purpose of establishing IPMP Social Media Platforms (WhatsApp, Facebook, LinkedIn, Instagram, Twitter, etc.) must be communicate and approved by the ethics and conduct director in consultation of the executive board
- c. IPMP Social Media Platforms (WhatsApp, Facebook, LinkedIn, Instagram, Twitter, etc.) shall be managed by an administrator appointed or approved by the ethics and conduct director
- d. IPMP Social Media Platforms (WhatsApp, Facebook, LinkedIn, Instagram, Twitter, etc.) shall seek consent of individual members before adding participants to groups
- e. IPMP Social Media Platforms (WhatsApp, Facebook, LinkedIn, Instagram, Twitter, etc.) shall be a public communication platform for all members.

9.2 Group Ethics - Do's

- a. Keep to the purpose of the group, send messages for all in the Group; and not limited to certain individuals.
- b. To acknowledge and recognized individual for achievement professional.
- c. The wish of member's birthday is permitted in the group, as it is also way of celebrating our members.
- d. Advertisement related to Institute of Project Management Professionals shall be allowed since, the platforms are the means of communication to members.

- e. Keep in mind that your words can be interpreted in multiple ways, so use short sentences that can't be misinterpreted.
- f. Circulate only authentic and factual messages. Ask yourself these four questions before posting: (1) Is it true? (2) Is it relevant? (3) Is it necessary? (4) Is this a good time to post?
- g. Check the date of the news that you want to forward in the Group; and ensure it is not very old. Remember the news should be relevant to project management and its related fields
- h. It is better to be a silent spectator in the Group, than being a nuisance by responding to every message posted on the various platforms.
- i. Politely excuse yourself before you quit the group.
- j. If you are the Group Administrator: offenders in the group should be cautioned personally; and repeated offenders can be removed permanently.

9.2 Group Ethics - Don'ts

- a. Do not share irrelevant messages about other topics in a particular group.
- b. Do not post negative messages on religion, community, region, political party because it may indirectly hurt others.
- c. Do not embarrass fellow member in the group.
- d. Do not forward advertisement messages or offer messages without factual basis in the group.
- e. Avoid sending prayer-chain or surprise over recitation of prayer(s) in the group, as the purpose of the same is like the previous point.
- f. Don't be offended if others leave the group. Not everyone wants the same information.

9.3 Materials Authorized to be Shared

The code is indicated the above that not everything that is worth sharing is suitable for sharing in IPMP group. There are a few exceptions to this. They can be shared in all groups, but they are also optional. IPMP Social Media Platform should think carefully before sharing them:

- a. **Good News:** When one graduates, or birthday, may share that good news with the institute members. This type of news can be shared across all IPMP Social Media Platform Groups.

- b. **Sad News:** Death, accident, and pandemics are among the sad news you can share with the group and should be related to our members.
- c. **Invitation:** Invitation to the institute CPD, annual conference, forum discussions, press release, or open house.
- d. **Seasonal Greetings:** When it's Eid, new year and national anniversary, you can share congrats and best wishes with all groups that share with you the same celebration or understanding about it.

ARTICLE TEN (10)
MEMBERSHIP EXAMINATION (ME)

Member Examination for the programme shall be administered at the end of each membership level in all courses offered during the level. It comprises a set of questions including essays, questions and practical examinations. The Member Examination accounts for 50 percent pass grade for each course taught and examined.

10.1 Grading System

The system of grading shall basically comprise two weights: **Pass and Fail**. Score **below 50%** for any course taken in the professional programme represent a **Fail** in the course. **Passes** are recorded for scores above **50%** in any respective course.

However, the Pass mark is constituted of weighted designated by letters and description to distinguish deserving students who show excellence and professionalism in their examinations. The table below indicates the designation as applicable to the grading system of the IPMP professional Programme.

Table 1: Scores and letter grades.

Passing Percentage: Passing percentage in the examination of each subject is 50%.

Score Range (%)	Grade Designation	Description	GPA	Grade Type
80 - 100	A	Excellent	3.5 - 4.0	Pass
70 - 84	B	Very Good	2.5 - 3.4	Pass
60 - 69	C	Good	2.0 - 2.4	Pass
50 - 59	D	Credit	1.5 - 1.4	Pass
10 - 49	F	Referral	1.00	Fail
Incomplete	IC	Re-write	IC	Fail

The Institute shall ensure quality training of its members without compromising its standards, for this reason the examination pass mark is 50% for each subject. A minimum of two subjects in an examination diet must be passed at 50% and this will be recorded in the candidate favour at any time examination is conducted. When a candidate is unsuccessful in four attempts examination sitting, such a candidate shall be withdrawn from the Institute examinations.

10.2 Membership Examination Period

The Professional Examination of the IPMP (all level) is held in April, August & December of every year. Only registered students of the institute who have paid their Examination Fees. Annual Subscription and the Special Levy up to date are eligible to apply for the examinations.

10.3 Examination Registration

Candidates shall be required to register for the professional Examinations by sending a mail or picking the examination registration form from our office. Examinations and assessment are currently provided as part of the course framework of an IPMP registered or accredited training programs. The assessment is based on centralize examinations with a local and international component to the examination program. Core programs will be the first to qualify for global

assessment with specializations being assessed through course framework as currently performed. The examining body (Professional Academic & Examination committee) is responsible for providing examination questions for assessment and marking of scripts.

Examinations of IPMP will be held in all the centers will be communicated to candidates one (1) month to the examination. Change of center by candidates after submission of entry form, where one examination center has been selected on the application form will not be allowed by the Institute. Candidates are entreated to give due consideration to several factors that may influence them before they choose an examination center, because the Institute will prepare full list of candidates for each center they have personally chosen and failure to be at the venue will be treated as examination absence.

10.4 Scope of the Examinations

The examination for all papers shall be set to cover all aspects of the syllabus content of each subject.

10.5 Communication of Examination Results

The result of the examination in the form of a Grade Sheet shall communicate to all candidate at the mailing address mentioned in the examination application form. Member Candidates, who do not receive the Grade Sheets within a month from the date of official announcement of the results, should contact us for a duplicate copy. The result is also uploaded on the Association's website.

10.6 General Examinations Rules & Regulations (Part A)

- a. Copies of professional examination timetables shall be pasted on Notice Board and it shall be the duty of the student member to consult these Notice Boards for details of their examinations.
- b. If it should become necessary for any changes to be made in the timetables, student members shall be informed accordingly.
- c. Student member shall report at the examinations hall/room at least 15 minutes before the time fixed for the beginning of the examination and should occupy the places assigned to them as indicated by the invigilator or Supervisor.
- d. No student member shall enter the examination room/hall more than half-an-hour after the examination paper has been given out. In exceptional cases the candidate shall secure permission from the invigilator.
- e. No student member shall be allowed to leave the examination room until half-an-hour after the examination paper has been given out.
- f. Student member shall not take books, papers or written information of any kind to the examination hall/room unless they are specifically requested to do so. No scribbling paper or anything that can be passed from one student member to another is allowed. Rough work and calculations must be done in the answers booklet and then crossed through to

show that they are not part of the answers. You should not copy the questions into your answer booklets. In the case of multiple choice papers, rough work for calculations must be done in the question paper and under no circumstances on the answer booklet sheets.

- g. It shall be the student members' responsibility to provide for themselves such materials as pen, pencil, eraser, ruler, calculator for the examination. Borrowing of these materials will not be allowed. Candidates are to ensure that they are given the right question.
- h. Student members are to use their index numbers throughout the examination. You are particularly asked to read the instructions in the question papers before answering the questions. It is most important that student members' membership number are written correctly on all examination papers.
- i. On receipt of answer booklet, student member should carefully read the instructions on the front cover of the answer booklet and enter their index numbers and other details as required.
- j. Student members may leave the examination room/hall temporarily only with express permission of the invigilator.
- k. Any student member leaving an examination room/hall and intending to return shall be accompanied.
- l. MOBILE PHONES ARE NOT ALLOWED IN THE EXAMINATION ROOM/HALL.
- m. Student members would be told by the invigilator(s) when to start answering the questions. Student members would be allowed a reading time to check that the question paper is the correct one, all questions are readable and there are no missing pages.
- n. No communication whatsoever, between student members is permitted during the examination. A student member may attract the attention of the invigilator by raising his/her hand.
- o. As soon as the "STOP WORK" order is announced, student members are to stop writing. Student members should remain seated for their answer booklets to be collected by the invigilator/invigilation assistant before they leave the examination room. Student members have the personal responsibility for ensuring that their answer booklets are collected by the invigilator/invigilation assistant.
- p. At the end of each examination, student members should ensure that numbers of questions are entered in the order they have answered in the space provided on the answer booklet. All used supplementary sheets should be fastened following the last page of the booklets.

- q. At the end of each examination, student members should not take away any used or unused answer booklets or any material supplied for the examination.
- r. Student members who go contrary, to the spirit and letter of these examination rules and regulations may be dismissed from the examination room/hall and their papers cancelled as specified in **PART B** of this regulation.

10.7 Examination Malpractices

All examination malpractices shall be dealt with in accordance with the provisions stipulated in part B of this general rules and regulations, as well as approved internal examination regulations of the institution. These include:

10.8 Unprofessional Examination Practices with Associated Penalties (Part B)

UNPROFESSIONAL PRACTICES	PENALTIES
Bringing Prepared notes to the examination Hall which is <ul style="list-style-type: none"> • Relevant to the examination Question • Not relevant to the examination question 	<ul style="list-style-type: none"> • Cancellation of Paper • Invigilator shall withhold student answer booklet for one (1) Hour.
A student Showing up one (1) Hour late in to the Examination Hall	Shall not be allowed to sit for the particular paper unless with prior notice.
Possessing Mobile Phone during Examination for <ul style="list-style-type: none"> • Assessing information relevant to the questions • Possession without assessing information 	<ul style="list-style-type: none"> • Bared from sitting for subsequent papers in that level. • Invigilator shall withhold answer booklets for thirty (30) minutes.
Failing three or more papers per level	Shall not proceed to the next level
Communicating during examination	Invigilator shall withhold answer booklets for thirty (30) minutes for disturbing the session.
Spending more than ten (10) minutes in the washroom	Invigilator shall withhold answer booklets for thirty (30) minutes.
Removing sheets from the Examination Answer booklets	Bared from subsequent examination in that particular level.
Copying during the examination session	Cancellation of the paper in question
Insults or Assault on the Invigilator	Dismissal from the Examination hall.
Prepared notes on any part of the body	Dismissal from the examination hall
Destroying materials suspected to help establish cases of examination malpractices	Dismissal from the examination hall.

NB:

- All student members shall read and understand the general rules and regulations.

- All student's members who contravene the provisions provided in the general rules and regulations of the professional examination shall face the Examination Committee of the Institute, once found guilty on the grounds of firm evidence, the corresponding punishment shall be applied.

10.9 Declaration of Result

Results of Professional Membership Examinations at the end of each membership level shall be provided for access by the student on the internet before commencement of the next level.

10.10 Methods of Assessment

We believe that our members' competencies can best be evaluated through the following, however the Professional Academic & Examination Committee determines which of these methods to use for each course:

- a. **Performance-Based Assessment (PFA):** A member is given a task to perform and a standard rubric is used to assess his/her performance on the task.
- b. **Portfolio-Based Assessment (PtA):** A portfolio serves as a compilation of members' work meant to show growth over time. Instead of grading members solely on standardized professional membership examination, the portfolio-based assessment is used by the members and Professional Academic & Examination Committee to keep track of member progress on hands-on activities from level to levels throughout their learning process. At the end of each membership level, it is the job of the Professional Academic & Examination Committee working with that members in the course to assess how far the member has come and then to award the necessary grades according to the level of competence achieved. Portfolios could include short videos of each member performing a particular task, and/or could be detailed instruction manuals about how to perform a particular tasks methodically. *Key components of the Portfolio – Based Assessment are Exhibitions and Demonstrations.*
 - **The Exhibitions:** Exhibits are a great way for students to take ownership of their learning. Each exhibit piece is accompanied by a student-written exhibit label, which describes the piece, its academic content, and the student's personal connection to the work. Lecturers use the exhibits and exhibit labels as one of the key assessments of student learning. Exhibitions provide an avenue for others (student class mates or invited lecturers or the entire campus, etc) beside the opinion of lecturers to judge student work.
 - **The Demonstrations:** In demonstration assessments students view a short expert demonstration, record their observations, and write an explanation of what they observed and mirror back through demonstration what they observed, documented and recorded. This provides students an avenue to peer review each other's and work using standardized rubrics, or formalized assessment scales, to promote class discussion.

- c. **Project Management Professionals' Projects:** Member Candidate will do research projects in various areas of their study under the supervision of Professional Academic Development Committee in their identified research projects. The students shall be assessed and graded by their respective supervisors based on findings, publications, innovations, patents, and/or meeting short term entrepreneurship goals and achieving project execution success.
- d. **Continuous Assessment (CA):** Continuous Assessment of students in the membership programme is a strategy implemented by the institute as a matter of professional academic policy in order to determine whether the member have mastered the knowledge and skills they are taught. The CA grade for each course accounts for 30 percent of the Final Grade (FG) at the end of each membership level. The Professional Academic Development Committee assesses for CA in a variety of ways including projects execution, solving problem practical, and CDP programme attended. Member students receive feedback from their professional assessors based on their performance. The Continuous assessment is a powerful diagnostic tool that enables the students to understand the areas in which they are having problems and concentrate their efforts in those areas. The CA also allows the lecturers/professors to monitor the impact of their teaching on the students' understanding and application of skills to enhance the modification of their pedagogical strategies. The professors/lecturers also use the CA assessment outcomes to assist the students through remedial or tutorial programs.
- e. **Field Practical Training (FPT):** Students between levels 4 and 6 in this program are required to undertake the FPT. Students join in project where they will undergo training. Lecturers are supposed to supervise and grade each student three (3) times during the training. A confidential report about the student (which includes student feedback, feedback from third party and lecture field trip assessment of student performance) during the training period is used by the institute to assign a grade to the student. An average grade determined from both the lecturer's grade, student feedback and that from the confidential constitute the assessed grade for the student.