



**PROJECT MANAGEMENT PROFESSIONALS**

**STANDARD**

**2nd Version - 2025**



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Issued: April 2025 | Version: 1.0



## FOREWORD

The Institute of Project Management Professionals Ghana (IPMP Ghana) proudly presents this inaugural edition of the Project Management Standard for Ghana. This landmark publication marks a significant step toward institutionalising excellence, professionalism, and ethical leadership in project management practice across our nation.

In a rapidly evolving global environment, the ability to plan, execute, and deliver value-driven projects is critical to national development. Effective project management is pivotal in transforming policy ideas into tangible outcomes that improve lives and build resilient communities, from infrastructure and energy to education, health, and entrepreneurship.

This standard has been developed through extensive consultation with practitioners, academics, policymakers, and development partners. Its deliberate focus is on aligning global best practices with Ghana's unique social, cultural, economic, and governance context and the wider African region's unique social, cultural, economic, and governance context. It integrates internationally recognised methodologies with local knowledge systems, ethical imperatives, and national priorities such as the Ghana CARES Programme, Agenda for Jobs, and the Sustainable Development Goals (SDGs).

We believe this document will be vital for project managers, project sponsors, students, consultants, contractors, development practitioners, and government institutions. It offers a framework for managing projects effectively and a compass for navigating complex stakeholder environments, enhancing accountability, and promoting inclusive growth.

The IPMP Ghana Project Management Standard is more than a technical guide; it is a commitment to excellence and Ghana's future. We hope this standard will be widely adopted, adapted, and continuously improved through practice, reflection, and collaboration.

We sincerely appreciate all contributors, reviewers, and institutions whose insights and dedication have made this work possible. Together, let us elevate the discipline of project management and deliver projects that serve the present and inspire the future.

Signed,  
Prof. David Ackah (PhD)  
Executive Director  
April 2025  
Accra, Ghana



## PREFACE

The development of the Project Management Standard for Ghana represents a significant milestone in the Institute of Project Management Professionals Ghana's (IPMP Ghana) mission to promote excellence, integrity, and contextual relevance in the discipline of project management across all sectors of the Ghanaian economy.

Practitioners and policymakers alike have long recognised the need for a locally grounded yet globally aligned standard. While international project management frameworks have served as valuable references, they often fail to address the unique challenges, institutional realities, and socio-cultural dynamics encountered in Ghana and the broader West African context. This standard seeks to bridge that gap.

The primary objective of this publication is to provide a comprehensive, practical, and accessible guide for project managers, sponsors, institutions, and stakeholders. It defines essential principles, life cycle processes, governance mechanisms, ethical considerations, and professional expectations for those involved in Ghana's initiating, planning, executing, and closing projects.

This standard is informed by:

- Internationally recognized project management frameworks (such as PMBOK®, PRINCE2®, ISO 21500, and Agile methodologies)
- Ghana's national development priorities and regulatory landscape
- Lessons learned from local project delivery experiences, both successes and challenges
- The collective insights of seasoned professionals, academia, civil society, and public and private sector leaders

This first edition is a foundational reference and a living document. It is adaptable across construction, ICT, oil and gas, education, finance, healthcare, and non-profit industries and scalable across project sizes and complexity levels. It emphasises professional ethics, sustainability, gender inclusion, and results-based delivery as cross-cutting themes.

We anticipate that this standard will contribute to improved project outcomes, better resource utilisation, enhanced public trust, and ultimately, the acceleration of Ghana's development aspirations. IPMP Ghana welcomes feedback from users of this standard to support future revisions and enhancements.

We are grateful to all the professionals, institutions, and thought leaders who contributed to this document's research, drafting, and validation. Your dedication reflects the spirit of collaboration and excellence that this standard seeks to promote.

Signed,

Prof. David Ackah (PhD)

Chairperson, Technical Working Group

Project Management Standard Committee

Institute of Project Management Professionals Ghana (IPMP-Gh)

April 2025



## PURPOSES AND INTENDED USERS

The primary purpose of the Project Management Standard for Ghana is to establish a nationally recognised framework that guides the planning, execution, monitoring, control, and closure of projects in a consistent, professional, and ethical manner across all sectors and levels of the economy.

This standard aims to:

- **Institutionalise Project Management Best Practices in Ghana:** It provides a structured, adaptable, and context-sensitive set of principles, processes, and tools to promote efficiency, accountability, and successful project outcomes.
- **Align Project Delivery with National Development Goals:** It ensures that projects contribute meaningfully to Ghana's strategic priorities, including job creation, infrastructure development, environmental sustainability, and social inclusion.
- **Promote Professionalism and Competence:** It is a benchmark for project management practice, enabling project professionals to demonstrate credibility, enhance performance, and support career progression.
- **Foster Stakeholder Engagement and Transparency:** It encourages inclusive planning, stakeholder participation, ethical conduct, and transparent reporting, building public trust and improving project governance.
- **Serve as a Capacity-Building Resource:** It supports institutions, training providers, and academic entities in curriculum development, professional training, and skills development aligned with local and international standards.

### Intended Users of the Standard

This standard is designed for use by a broad range of stakeholders who play critical roles in project initiation, planning, implementation, and oversight.

Key users include:

- **Project Managers and Team Members:** To guide the consistent application of project processes, tools, and performance measurement techniques.
- **Government Ministries, Departments, and Agencies (MDAs):** To improve project planning and delivery within public sector institutions and ensure alignment with national policies.
- **Metropolitan, Municipal, and District Assemblies (MMDAs):** To enhance project outcomes at the local government level, especially in infrastructure, social services, and community development.
- **Private Sector Companies:** To strengthen operational efficiency and competitiveness through structured project execution and value delivery.

- **Development Partners and Donor Agencies:** To promote harmonised and results-based project design, implementation, and evaluation within funded initiatives.
- **Consultants and Contractors:** To ensure professional service delivery that meets local regulatory and quality standards.
- **Training Institutions and Academia:** To inform curriculum development, academic research, and training programs that reflect practical and professional project management standards.
- **Civil Society Organisations and NGOS:** To improve project planning, community engagement, and monitoring in social development and humanitarian programs.
- **Students and Aspiring Professionals:** To provide a clear understanding of project management principles and standards as they prepare to enter the profession.
- **Policymakers and Regulators:** To guide the development of policies, laws, and regulations that support project success and public value.

This standard is not prescriptive but is designed to be flexible and scalable, allowing users to tailor its application to suit specific project types, organisational needs, and levels of complexity.



# PROJECT MANAGEMENT PROFESSIONALS STANDARD

## CHAPTER ONE

## INTRODUCTION





## 1.1 PURPOSE OF THE STANDARD

The Project Management Standard developed by the Institute of Project Management Professionals Ghana (IPMP Ghana) provides a structured and unified framework for the effective planning, execution, monitoring, and successful delivery of projects across various sectors in Ghana. This standard is designed to promote excellence and professionalism in project management by establishing a common language, methodology, and set of practices applicable to all types of projects, regardless of size or complexity.

*The purpose of this standard is to:*

- Promote consistency and quality in project management practices across public and private institutions in Ghana.
- Support the development of competent Project Management Professionals through a comprehensive body of knowledge and clearly defined processes.
- Provide a reference guide for certification, education, professional development, and ethical conduct for project managers.
- Ensure alignment with international standards while addressing Ghana's unique socioeconomic and cultural context.

## 1.2 SCOPE AND APPLICABILITY

This standard applies to all individuals and organisations engaged in project management activities in Ghana, including project sponsors, managers, teams, consultants, regulators, and academics. It is relevant to the construction, energy, education, healthcare, ICT, finance, and public administration sectors.

Whether a project is executed within a small enterprise or a large government agency, this standard serves as a practical guide for initiating, planning, executing, monitoring, and closing projects efficiently and in a value-driven manner. It is also a benchmark for assessing organisations' project performance and maturity levels.

## 1.3 ALIGNMENT WITH GLOBAL STANDARDS

The IPMP-Gh Project Management Standard is informed by internationally recognised frameworks such as the Project Management Institute's PMBOK® Guide, PRINCE2®, and ISO 21500:2021. While embracing these global principles, this standard is customised to reflect Ghana's development landscape's realities, challenges, and opportunities. It encourages harmonisation without compromising local relevance.

## 1.4 GHANAIAAN CONTEXT AND REGULATORY FRAMEWORK

Ghana is a rapidly developing country with ambitious national development goals under frameworks like the Ghana Shared Growth and Development Agenda (GSGDA) and Ghana Vision 2030. Effective project management is critical for translating policy into impactful results. Therefore, the standard integrates national laws, procurement policies, local content regulations, and institutional mandates.

It also recognises the need to address challenges unique to Ghana, such as capacity gaps, resource constraints, regulatory bottlenecks, and socio-cultural dynamics. Through this contextual lens, the standard encourages adaptable, inclusive, and sustainable project management practices that contribute meaningfully to national development.

# PROJECT MANAGEMENT PROFESSIONALS STANDARD

## CHAPTER TWO

### PROJECT MANAGEMENT PRINCIPLES





## 2.0 INTRODUCTION

This chapter outlines the foundational principles that guide professional and ethical project management practice in Ghana. These principles reflect a commitment to excellence, accountability, stakeholder value, and sustainable development.

### 2.1 ETHICAL LEADERSHIP AND INTEGRITY

Project Management Professionals must act with honesty, fairness, and transparency. Ethical behaviour is fundamental in building stakeholder trust and ensuring responsible decision-making throughout the project lifecycle. Key practices include:

- Adhering to a code of ethics and professional conduct.
- Avoiding conflicts of interest and corruption.
- Ensuring confidentiality and responsible use of information.
- Promoting fairness in resource allocation and team management.

### 2.2 SUSTAINABILITY AND SOCIAL RESPONSIBILITY

Projects must be managed with a long-term view of environmental, social, and economic impacts. Project Management Professionals are expected to:

- Incorporate sustainability objectives in project design and implementation.
- Promote the inclusive participation of marginalised groups.
- Minimise adverse environmental impacts and support green initiatives.
- Align project goals with national development priorities such as the SDGS and Ghana's Vision 2030.

### 2.3 STAKEHOLDER VALUE AND ENGAGEMENT

Effective stakeholder management is essential to the success of any project. Project Management Professionals must:

- Identify and analyse stakeholder needs and expectations early in the project.
- Maintain open and regular communication with all stakeholders.
- Foster collaboration, consensus-building, and conflict resolution.
- Ensure stakeholders derive measurable value from project outcomes.

### 2.4 RISK-BASED THINKING

Proactive risk identification, assessment, and mitigation are crucial to project success. Risk-based thinking encourages:

- Establishing a risk-aware culture within project teams.
- Using structured risk management tools such as risk registers and heat maps.
- Continuously monitoring and updating risk responses.
- Ensuring contingency planning and resource readiness.

### 2.5 ACCOUNTABILITY AND TRANSPARENCY

Transparency and clear lines of accountability ensure that project objectives are trustworthy and auditable. Project teams must:

- Define clear roles, responsibilities, and reporting mechanisms.
- Maintain accurate and up-to-date documentation.
- Disclose performance results and lessons learned.
- Uphold fiduciary responsibility in the use of public or donor funds.

These principles form the ethical and professional foundation of all project management practices advocated by IPMP Ghana. All members and certified practitioners must uphold and integrate them into every project lifecycle phase.



# CHAPTER THREE

## PROJECT LIFE CYCLE AND PROCESS GROUPS



### 3.0 INTRODUCTION

This chapter describes a structured approach to managing projects through defined phases and process groups. The life cycle provides a framework for systematically delivering project outcomes efficiently, predictably, and in control.

### 3.1 PROJECT LIFE CYCLE OVERVIEW

The life cycle represents a project's sequential phases from initiation to closure. Each phase has distinct objectives, activities, and deliverables. The standard life cycle phases in IPMP Ghana include:

- Initiation
- Planning
- Execution
- Closure

Projects may vary in complexity and size, but all projects should proceed through these five fundamental phases to ensure quality and accountability.

#### 3.1.1 INITIATION PHASE

**Purpose:** Define the project at a high level and obtain authorisation to proceed.

##### *Key Activities*

- Develop the Project Charter.
- Conduct initial stakeholder identification and analysis.
- Define preliminary scope, objectives, and success criteria.
- Identify initial risks, assumptions, and constraints.
- Appoint a project manager and establish the project governance structure.

##### *Deliverables*

- Approved Project Charter
- Stakeholder Register
- Preliminary Business Case or Needs Assessment

#### 3.1.2 PLANNING PHASE

**Purpose:** Establish the total scope, refine objectives, and define the course of action required to attain the goals.

##### *Key Activities*

- Develop the Project Management Plan (integrating all knowledge areas).
- Define scope, schedule, budget, quality metrics, and resource requirements.
- Develop the Risk Management Plan.
- Create communication, procurement, and stakeholder engagement plans.

##### *Deliverables*

- Project Management Plan
- Detailed Work Breakdown Structure (WBS)
- Gantt Chart or Schedule Network Diagram
- Risk Register
- Budget and Resource Plans

#### 3.1.3 EXECUTION PHASE

**Purpose:** Complete the work defined in the project plan to achieve objectives.

##### *Key Activities*

- Manage teams and resources.
- Execute tasks and deliverables.
- Procure goods and services.
- Engage stakeholders and manage expectations.
- Ensure quality assurance and change control processes.



**Deliverables**

- Completed deliverables (outputs or products)
- Procurement documents and contracts
- Status reports and performance updates

**3.1.4 CLOSURE PHASE**

**Purpose:** Formally close the project or phase and document outcomes.

**Key Activities**

- Obtain formal acceptance of deliverables from stakeholders.
- Close contracts and procurements.
- Archive project documents and reports.
- Conduct post-implementation reviews and lessons learned workshops.
- Release resources and celebrate achievements.

**Deliverables**

- Final Project Report
- Client or Sponsor Acceptance Certificate
- Lessons Learned Register
- Archived Project Records

The life cycle approach ensures consistency, predictability, and transparency across all projects. It also supports adaptive management, especially in dynamic environments where conditions may change.

**3.2 PROJECT MANAGEMENT PROCESS GROUPS**

The Project Management Process Groups provide a structured approach to managing projects. Each group represents a phase of the project lifecycle and consists of interrelated processes that produce specific deliverables. The standard Process Groups phases in IPMP Ghana include:

- Initiation
- Planning
- Execution
- Monitoring & Controlling
- Closure

Below is an outline of the five Process Groups, **their purpose, key processes, and deliverables:**

**3.2.1. INITIATING PROCESS GROUP**

- Defines the project at a high level.
- Obtains authorisation to start the project.
- Identifies key stakeholders and initial scope.

**Key Processes****Develop Project Charter**

- Formalises project existence.
- Defines project objectives, high-level requirements, and stakeholders.

**Identify Stakeholders**

- Recognises individuals/groups impacted by the project.
- Determines their influence and engagement needs.

**Deliverables**

- Project Charter (Approved document authorising the project)
- Stakeholder Register (List of stakeholders and their interests)



### 3.2.2 PLANNING PROCESS GROUP

#### *Purpose*

- Establishes the project roadmap.
- Defines scope, schedule, budget, and risk management strategies.
- Ensures alignment with business objectives.

#### *Key Processes*

- Develop Project Management Plan: Integrates all subsidiary plans (scope, schedule, cost, quality, etc.).
- Define Scope: Documents project deliverables and boundaries.
- Create Work Breakdown Structure (WBS): Breaks project into manageable tasks.
- Develop Schedule & Budget: Defines timelines and cost estimates.
- Plan Risk Management: Identifies potential risks and mitigation strategies.

#### *Deliverables*

- Project Management Plan (Comprehensive guide for execution)
- Scope Statement & WBS (Detailed breakdown of work)
- Schedule Baseline (Gantt Chart/Network Diagram)
- Cost Baseline (Budget Estimate)
- Risk Register (List of risks and responses)

### 3.2.3 EXECUTING PROCESS GROUP

#### *Purpose*

- Performs the work defined in the project plan.
- Coordinates people and resources.
- Ensures deliverables meet quality standards.

#### *Key Processes*

- Direct and Manage Project Work: Executes tasks as per the project plan.
- Manage Quality: Ensures deliverables meet defined standards.
- Acquire & Manage Team: Assigns roles and ensures team performance.
- Manage Stakeholder Engagement: Maintains communication with stakeholders.

#### *Deliverables*

- Approved Deliverables (Completed project outputs)
- Quality Control Measurements (Test reports, inspections)
- Team Performance Assessments
- Updated Stakeholder Engagement Plan

### 3.2.4 MONITORING & CONTROLLING PROCESS GROUP

#### *Purpose*

- Tracks project performance against the plan.
- Implements corrective actions when deviations occur.
- Ensures the project stays on track.

#### *Key Processes*

- Monitor & Control Project Work: Tracks progress and performance.
- Perform Integrated Change Control: Evaluates and approves/rejects changes.
- Validate Scope: Formal acceptance of deliverables by stakeholders.
- Control Costs & Schedule: Uses Earned Value Management (EVM) for tracking.

#### *Deliverables*

- Performance Reports (EVM, variance analysis)
- Change Requests & Decisions (Approved/rejected changes)
- Verified Deliverables (Accepted by stakeholders)

### 3.2.5 CLOSING PROCESS GROUP

#### *Purpose*

- Formally completes the project or phase.
- Documents lessons learned.
- Releases project resources.

#### *Key Processes*

- Close Project or Phase: Finalises all activities.
- Close Procurements: Completes contracts with vendors.

#### *Deliverables*

- Final Project Report (Summary of performance)
- Lessons Learned Documentation
- Formal Project Sign-Off (Stakeholder acceptance)

#### Summary Table of Process Groups

Process Group	Purpose	Key Deliverables
Initiating	Authorise the project	Project Charter, Stakeholder Register
Planning	Define project roadmap	Project Management Plan, WBS, Risk Register
Executing	Perform project work	Approved deliverables, Quality reports
Monitoring & Controlling	Track and control performance	Performance reports, Change logs
Closing	Formal project completion	Final report, Lessons learned

The Project Management Process Groups provide a structured approach to managing projects from start to finish. Each group has distinct purposes, key processes, and deliverables, ensuring systematic project execution and control.



# PROJECT MANAGEMENT PROFESSIONALS STANDARD

## CHAPTER FOUR

### KNOWLEDGE AREAS





## 4.0 INTRODUCTION

Project management knowledge areas represent core disciplines essential to successfully managing a project. Each knowledge area contains specific processes integrated throughout the project life cycle. The IPMP Ghana standard identifies ten knowledge areas consistent with global best practices and adapted to the Ghanaian context.

### 4.1 INTEGRATION MANAGEMENT

Ensures that the various elements of the project are properly coordinated.

#### Key Processes

- Develop Project Charter
- Develop Project Management Plan
- Direct and Manage Project Work
- Monitor and Control Project Work
- Perform Integrated Change Control
- Close Project or Phase

### 4.2 SCOPE MANAGEMENT

Involves defining and controlling what is included and excluded in the project.

#### Key Processes

- Plan Scope Management
- Collect Requirements
- Define Scope
- Create Work Breakdown Structure (WBS)
- Validate Scope
- Control Scope

### 4.3 SCHEDULE MANAGEMENT

Focuses on the timely completion of the project.

#### Key Processes

- Plan Schedule Management
- Define Activities
- Sequence Activities
- Estimate Activity Durations
- Develop Schedule
- Control Schedule

### 4.4 COST MANAGEMENT

Ensures the project is completed within the approved budget.

#### Key Processes

- Plan Cost Management
- Estimate Costs
- Determine Budget
- Control Costs (using Earned Value Management and variance analysis)

### 4.5 QUALITY MANAGEMENT

Ensures that project outputs meet the required quality standards.

#### Key Processes

- Plan Quality Management
- Manage Quality (Quality Assurance)
- Control Quality (Quality Control)

## 4.6 RESOURCE MANAGEMENT

It covers identifying, acquiring, and managing physical and human resources.

### *Key Processes*

- Plan Resource Management
- Estimate Activity Resources
- Acquire Resources
- Develop and Manage Team
- Control Resources

## 4.7 COMMUNICATION MANAGEMENT

Focuses on the timely and appropriate generation, distribution, and storage of project information.

### *Key Processes*

- Plan Communications Management
- Manage Communications
- Monitor Communications

## 4.8 RISK MANAGEMENT

Involves identifying, assessing, and controlling project risks.

### *Key Processes*

- Plan Risk Management
- Identify Risks
- Perform Qualitative and Quantitative Risk Analysis
- Plan Risk Responses
- Implement Risk Responses
- Monitor Risks

## 4.9 PROCUREMENT MANAGEMENT

Deals with acquiring goods and services from outside the project team.

### *Key Processes*

- Plan Procurement Management
- Conduct Procurements
- Control Procurements
- Close Procurements

## 4.10 STAKEHOLDER MANAGEMENT

Ensures effective engagement of stakeholders to meet their needs and expectations.

### *Key Processes*

- Identify Stakeholders
- Plan Stakeholder Engagement
- Manage Stakeholder Engagement
- Monitor Stakeholder Engagement

These ten knowledge areas interact dynamically across all phases of the project life cycle. Mastery of each area allows project managers to apply a holistic approach to managing diverse and complex projects in Ghana's public and private sectors.



# PROJECT MANAGEMENT PROFESSIONALS STANDARD

## CHAPTER FIVE

### PROJECT GOVERNANCE



## 5.0 INTRODUCTION

Project governance provides the framework for project decisions. It defines the structures, roles, responsibilities, processes, and policies necessary to ensure that projects are aligned with organisational goals, managed responsibly, and delivered successfully.

### 5.1 GOVERNANCE STRUCTURES

Effective project governance requires well-defined structures to oversee project performance, accountability, and alignment with strategic objectives.

Typical structures include:

- **Project Steering Committee:** Provides strategic direction, approves significant decisions, and ensures alignment with organisational goals.
- **Project Sponsor:** Serves as the executive champion, provides resources, and supports conflict resolution.
- **Project Management Office (PMO):** This office provides guidance, support, standards, and oversight for project managers and teams.
- **Project Board (in larger projects):** Ensures high-level coordination and integration among departments or stakeholders.

### 5.2 ROLE OF THE PROJECT MANAGEMENT OFFICE (PMO)

The PMO is a centralised unit that standardises project-related governance processes and facilitates sharing resources, tools, and best practices.

Functions of a PMO include:

- Developing and enforcing project management methodologies and standards.
- Providing project documentation templates and software tools.
- Supporting project managers with training, coaching, and advisory services.
- Monitoring project portfolios and ensuring alignment with strategic priorities.
- Conducting post-project evaluations and reporting to senior management.
- Depending on the entity's size and complexity, PMOS may be established at the organisational, program, or departmental level.

### 5.3 OVERSIGHT, AUDIT, AND COMPLIANCE

Oversight ensures that projects are conducted according to established standards, legal requirements, and ethical principles.

*Key activities include:*

- Internal and external project audits.
  - Performance reviews and milestone checks.
  - Compliance with public procurement regulations (e.g., Public Procurement Act, 2003 – Act 663 as amended).
  - Application of anti-corruption and financial management practices.
- Oversight mechanisms should be independent, timely, and transparent, communicating results to relevant stakeholders.

### 5.4 ESCALATION AND DECISION-MAKING FRAMEWORK

Projects must have defined escalation pathways and decision-making protocols to ensure the timely resolution of issues and operational continuity.

*Examples include:*

- Thresholds for cost overruns, schedule delays, or scope changes that require sponsor or board approval.
- Documentation and communication of significant issues requiring executive attention.
- Conflict resolution procedures at various levels of the project hierarchy.

Transparent governance enhances accountability, minimises risk, and supports consistent value delivery from projects.



# PROJECT MANAGEMENT PROFESSIONALS STANDARD

## CHAPTER SIX

### COMPETENCY FRAMEWORK



## 6.0 INTRODUCTION

The effectiveness of project management relies heavily on the competence of individuals responsible for projects. This chapter outlines the Project Management Competency Framework adopted by the Institute of Project Management Professionals Ghana (IPMP Ghana) to ensure practitioners possess the appropriate knowledge, skills, and attitudes to manage projects successfully.

### 6.1 PURPOSE OF THE COMPETENCY FRAMEWORK

The competency framework provides a structured approach to:

- Guide the development and assessment of project management professionals.
- Establish benchmarks for certification and professional recognition.
- Support career progression and continuous professional development (CPD).
- Align Ghana's project management capabilities with international best practices.

### 6.2 CORE COMPETENCY DOMAINS

IPMP Ghana recognises three broad domains of competence:

- **Technical Project Management Competence:** Focuses on applying project management tools, techniques, and methodologies.

#### *Key competencies*

- Scope, time, and cost management
  - Risk identification and mitigation
  - Quality assurance and control
  - Contract and procurement management
  - Project planning and monitoring using tools (e.g., MS Project, Primavera)
- **Leadership and Interpersonal Competence:** Emphasises soft skills and personal effectiveness in leading teams and managing stakeholders.

#### *Key competencies*

- Emotional intelligence and team leadership
  - Communication and negotiation skills
  - Conflict resolution and decision-making
  - Motivating and managing diverse teams
  - Coaching and mentoring project staff
- **Strategic and Business Management Competence:** Aligns project outcomes with organisational strategy and national development goals.

#### *Key competencies*

- Business case development and benefits realisation
- Governance, legal, and regulatory compliance
- Portfolio and program management awareness
- Environmental and social sustainability awareness
- Alignment with Ghana's development priorities (e.g., Ghana CARES, SDGS)

### 6.3 IPMP GHANA CERTIFICATION FRAMEWORK

To professionalise project management practice, IPMP Ghana provides tiered certification levels aligned with increasing levels of experience and competence. The qualification framework is a structured certification program to recognise and validate project management professionals' expertise, experience, and contributions in Ghana and beyond. The certification framework is divided into three primary categories:



- **Foundation Certification (IPMP-FLC):** For entry-level and early-career professionals.
- **Intermediate Certification (IPMP-ILC):** For mid-career professionals with substantial experience.
- **Professional Certification (IPMP-PLC):** For senior professionals and industry leaders.

Each level has multiple tiers, allowing professionals to progress based on their experience, knowledge, and contributions to the field.

### 6.3.1 FOUNDATION LEVEL

The IPMP Foundation Level Certification (IPMP-FLC) provides participants with a fundamental understanding of critical concepts and practices in project management. This program is a solid introduction for individuals new to project management or those looking to refresh their foundational knowledge. The IPMP Foundation Level Certification (IPMP-FLC) is divided into levels, including:

Level	Designation	Abbreviation	Eligibility Criteria
<b>Student</b>	Student Project Management Professional	SPMP	-Currently enrolled in a recognised academic program (diploma/degree) -Basic understanding of project management principles
<b>Associate</b>	Associate Project Management Professional	APMP	- 1-2 years of project management experience -Completion of foundational PM training/coursework
<b>Member</b>	Member Project Management Professional	MPMP	-3+ years of experience -Demonstrated application of PM methodologies -IPMP-approved exam or assessment

The IPMP Foundation Level Certification (IPMP-FLC) typically aims to equip participants with a basic understanding of project management principles and practices, preparing them for entry-level roles in project teams or providing a solid groundwork for further specialisation or certification in project management. This program benefits professionals across various industries who need to work on projects or collaborate with project teams but may not have extensive prior experience in formal project management methodologies.

To attain the Foundation Level Certification (IPMP-FLC), candidates must typically fulfil the following prerequisites:

- **Education Requirements:** You must possess a recognised diploma, higher national diploma, bachelor's, or global equivalent and five (5) years or more experience in leading project execution.
- **Project Management Education:** Complete the twenty-two CPD courses (Program Pack 2) and group project capstone of formal project management education provided by the Institute of Project Management Professionals and its Registered Education Provider (REP) or an academic institution recognised by the Institute of Project Management Professionals Ghana (IPMP).

- **Pass the IPMP Licensed Examination Online:** Successfully pass the IPMP certification exam (Program Pack 1), which tests knowledge and application of project management concepts based on the IPMP Licensed Examination Syllabus (IPMP-LES).

### 6.3.2 INTERMEDIATE LEVEL

The IPMP Intermediate Level Certification (IPMP-ILC) builds upon foundational project management knowledge and skills, aiming to effectively enhance participants' abilities to manage and lead projects of moderate complexity and size. This program typically targets individuals with prior project management experience or those who have completed the IPMP Foundation Level Certification (IPMP-FLC) training. The IPMP Intermediate Level Certification (IPMP-ILC) is divided into levels, including:

Level	Designation	Abbreviation	Eligibility Criteria
<b>Chartered</b>	Chartered Project Management Professional	ChPMP	-5+ years of PM experience -Proven leadership in managing projects - IPMP-approved certification exam
<b>Master</b>	Master Project Management Professional	MhPMP	- 8+ years of experience - Advanced PM training (e.g., Agile, PRINCE2, PMP) - Case study or portfolio submission
<b>Consultant</b>	Certified Project Management Consultant	CPMC	- 10+ years of experience - Experience in PM consulting/advisory roles - Peer review or interview assessment

The IPMP Intermediate Level Certification (IPMP-ILC) aims to equip participants with the skills and knowledge required for project management consulting services and more challenging project management roles and responsibilities. It typically involves practical exercises, case studies, and discussions to reinforce learning and application of concepts in real-world project scenarios. Completing this program can be a step towards pursuing IPMP Professional Level Certification (IPMP-PLC) or higher-level project management positions within organisations.

To attain the IPMP Intermediate Level Certification (IPMP-ILC), candidates must typically fulfil the following prerequisites:

- **Education Requirements:** You must possess a recognised bachelor's or master's degree or global equivalent and ten years or more of experience in leading project execution.
- **Project Management Education:** Complete the twenty-two CPD courses (Program Pack 2) and group project capstone of formal project management education provided by the Institute of Project Management Professionals and its Registered Education Provider (REP) or an academic institution recognised by the Institute of Project Management Professionals Ghana (IPMP).



- **Pass the IPMP Licensed Examination Online:** Successfully pass the IPMP certification exam (Program Pack 1), which tests knowledge and application of project management concepts based on the IPMP Licensed Examination Syllabus (IPMP-LES).

### 6.3.3 PROFESSIONAL LEVEL

The IPMP Professional Level Certification (IPMP-PLC) is not structured into levels like some other professional certifications, such as the Certified Associate in Project Management (CAPM) and the PMI Agile Certified Practitioner (PMI-ACP). It is a single designation aimed at experienced project managers who meet specific education and experience requirements. The IPMP Professional Level Certification (IPMP-PLC) is globally recognised and signifies high competence and expertise in project management. The IPMP Professional Level Certification (IPMP-PLC) is divided into levels, including:

Level	Designation	Abbreviation	Eligibility Criteria
<b>Fellow</b>	Fellow in Project Management	FPMP	-15+ years of PM leadership -Published works / research in PM -Board/committee contributions to IPMP -Experience in executing 1-5million-dollar projects
<b>Honouring Fellow</b>	Honouring Fellow in Project Management	FhPMP	- 20+ years of experience -Significant industry impact -Experience in executing 10-million-dollar projects -Lifetime achievement in PM -Reserved for exceptional leaders - By special invitation only
<b>Distinguished Fellow</b>	Distinguished Fellow in Project Management	DhPMP	- 20+ years of experience - Significant industry impact -Experience in executing 10-million-dollar projects - Nomination & approval by IPMP Governing Council

IPMP Professional Level Certification (IPMP-PLC) is designed to validate project management skills at a professional level that is suitable for individuals with substantial project management experience and responsibilities. It is an essential credential for project managers seeking to advance their careers and demonstrate proficiency in managing projects effectively and efficiently.

To attain the Professional Level Certification (IPMP-PLC), candidates must typically fulfil the following prerequisites:

- **Education Requirements:** You must possess a recognised doctorate or master's Degree (PhD, DBA, MSc, MBA, MA, or global equivalent) and 20 years or more of experience leading multi-million-dollar project execution.
- **Project Management Education:** Complete the twenty-two CPD courses (Program Pack 2) and group project capstone of formal project management education provided by the Institute of Project Management Professionals and its Registered Education Provider (REP) or an academic institution recognised by the Institute of Project Management Professionals Ghana (IPMP).

- **Pass the IPMP Licensed Examination Online:** Successfully pass the IPMP certification exam (Program Pack 1), which tests knowledge and application of project management concepts based on the IPMP Licensed Examination Syllabus (IPMP-LES).

#### 6.3.4 CERTIFICATION PROCESS

- **Application Submission:** Candidates submit proof of experience, education, and professional achievements.
- **Assessment/Examination:** Depending on the level, candidates may undergo exams, case studies, or interviews.
- **Peer/Board Review:** A peer review or governing board approval may be required for higher levels.
- **Certification Award:** Successful candidates receive digital badges, certificates, and membership privileges.

#### 6.3.5 BENEFITS OF IPMP-GH CERTIFICATION

- **Industry Recognition:** Validates expertise in project management.
- **Career Advancement:** Enhances credibility for promotions and consulting roles.
- **Networking:** Access to IPMP-GH events, forums, and mentorship programs.
- **Global Alignment:** Structured tiers comparable to international PM standards.

The **IPMP Ghana Certification Framework** provides a clear pathway for project management professionals at all career stages, ensuring continuous growth, recognition, and excellence in the field.

#### 6.4 CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

Project management is a dynamic field. To remain competent, professionals must engage in continuous learning. IPMP Ghana licensed project management professionals must earn CPD credits annually to maintain their designation.

*Approved CPD activities include:*

- Attending IPMP bootcamp, seminars, workshops, and conferences
- Publishing or presenting project management research
- Participating in accredited training courses
- Mentoring or coaching junior professionals
- Engaging in professional networking and practice forums

Certified members must accumulate a minimum of CPD hours annually to maintain their credentials.

#### 6.5 ETHICS AND PROFESSIONAL CONDUCT

All certified professionals are required to adhere to the IPMP Code of Ethics, which emphasises:

- Integrity and transparency
- Professional responsibility
- Respect for diversity and equity
- Avoidance of fraud, bribery, and corruption
- Commitment to public and client interest

Code breaches are subject to disciplinary action, including suspension or revocation of certification.



# PROJECT MANAGEMENT PROFESSIONALS STANDARD

## CHAPTER SEVEN

### TAILORING, TOOLS, AND TECHNIQUES



## 7.0 INTRODUCTION

This chapter addresses the importance of tailoring project management practices to fit each project's unique characteristics. It outlines the tools and techniques IPMP Ghana recommends to support successful project delivery.

### 7.1 TAILORING PROJECT MANAGEMENT APPROACHES

No single methodology or approach fits all projects. Tailoring involves customising processes, tools, and governance structures to suit the project's size, complexity, sector, stakeholder needs, and delivery environment.

Factors to consider when tailoring include:

- Project size and budget
- Level of uncertainty and risk
- Sector (e.g., construction, ICT, health, education)
- Delivery model (e.g., agile, traditional, hybrid)
- Stakeholder expectations and regulatory requirements

*Examples of tailoring:*

- Using agile or hybrid approaches for IT and innovation projects
- Applying simplified documentation for small community-based projects
- Enhancing monitoring frameworks for donor-funded or high-risk initiatives

Project managers should document tailoring decisions in the Project Management Plan and justify the rationale to the sponsor or governance body.

### 7.2 PROJECT MANAGEMENT METHODOLOGIES

IPMP Ghana encourages project managers to be methodologically literate and capable of applying various frameworks as needed.

*Common approaches include:*

- **Waterfall (Predictive):** Linear, sequential phases are ideal for projects with a clear scope and low uncertainty.
- **Agile (Iterative):** This approach emphasises adaptive planning, rapid delivery, and stakeholder collaboration and is suitable for projects with evolving requirements.
- **Hybrid:** Combines predictive planning with agile execution. Often used in large-scale, multi-component projects.
- **Logical Framework Approach (Logframe):** Widely used in development and donor-funded projects, focusing on results, indicators, and assumptions.
- **Prince2 or PMBOK-aligned methods:** Structured approaches emphasising control, documentation, and best practices.

### 7.3 PROJECT MANAGEMENT TOOLS

Various tools can enhance efficiency, communication, and control throughout the project life cycle. IPMP Ghana recommends the following categories of tools:

- **Planning and Scheduling Tools:**
  - Gantt Charts
  - Critical Path Method (CPM)
  - Program Evaluation Review Technique (PERT)
  - Project management software (e.g., Microsoft Project, Primavera, Trello)



- **Risk Management Tools**
  - Risk Matrix or Heat Map
  - Risk Register
  - SWOT Analysis
  - Monte Carlo Simulation (advanced)
- **Communication and Collaboration Tools**
  - Email and instant messaging platforms (e.g., Microsoft Teams, Slack)
  - Virtual meeting tools (e.g., Zoom, Google Meet)
  - Document sharing and collaboration platforms (e.g., SharePoint, Google Drive)
- **Cost and Resource Management Tools**
  - Budget tracking spreadsheets
  - Resource histograms
  - Cost estimation models
  - Earned Value Management (EVM)
- **Quality and Monitoring Tools**
  - Quality Checklists and Audits
  - Performance Dashboards
  - Key Performance Indicators (KPIs)
  - Logical Framework and Results-Based Management tools

## 7.4 KNOWLEDGE MANAGEMENT AND LESSONS LEARNED

Capturing and sharing lessons learned is critical to improving project performance over time. Project teams should:

- Conduct regular reviews and debrief sessions
- Maintain a Lessons Learned Register
- Contribute to the organisational knowledge repository
- Use insights to improve future project planning and delivery

Tailoring and using tools and techniques equips project managers to handle diverse challenges and achieve optimal project outcomes in Ghana's unique development context.

# PROJECT MANAGEMENT PROFESSIONALS STANDARD

## CHAPTER EIGHT

### MONITORING, EVALUATION, AND PERFORMANCE REPORTING



## 8.0 INTRODUCTION

Effective monitoring, evaluation, and reporting are essential to ensure that projects are delivered on time, within budget, and aligned with expected outcomes. This chapter outlines the standards and guidelines for performance management as prescribed by the Institute of Project Management Professionals Ghana (IPMP-Gh).

### 8.1 MONITORING AND EVALUATION (M&E) OVERVIEW

Monitoring continuously assesses project activities to track progress, detect deviations, and inform of timely corrective action. Evaluation is the periodic, systematic assessment of a project's relevance, efficiency, effectiveness, impact, and sustainability.

#### *Objectives of M&E:*

- Ensure accountability to stakeholders and funders
- Measure progress toward achieving project goals
- Identify implementation challenges and lessons
- Provide evidence for decision-making and planning
- Promote learning and performance improvement

### 8.2 PERFORMANCE INDICATORS

Performance indicators help quantify and qualify project achievements. Indicators must be SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

#### *Types of indicators include:*

- Input indicators (e.g., funds, personnel, materials)
- Output indicators (e.g., products or services delivered)
- Outcome indicators (e.g., behaviour change, capacity increased)
- Impact indicators (e.g., poverty reduction, environmental improvement)

#### *Each indicator should be accompanied by:*

- Baseline values
- Targets and benchmarks
- Data sources and frequency of measurement
- Responsible parties for data collection and analysis

### 8.3 MONITORING TECHNIQUES AND TOOLS

Project teams should integrate monitoring practices into day-to-day management. Recommended techniques include:

- Milestone and status reviews
- Site visits and field inspections
- Activity tracking via Gantt charts or dashboards
- KPI scorecards
- Issue and risk logs
- Real-time data collection via mobile or digital platforms

### 8.4 EVALUATION TYPES AND TIMING

Qualified and independent teams should conduct the evaluation. Types of evaluation include:

- Formative Evaluation: Conducted during early or mid-project to improve implementation.
- Summative Evaluation: Conducted at or after completion to assess overall success.
- Mid-Term Review: Provides feedback for mid-course corrections.
- Ex-Post Evaluation: Assesses long-term impact and sustainability after closure.

### 8.5 DATA COLLECTION AND ANALYSIS

Credible M&E depends on quality data. Standard methods include:

- Surveys and questionnaires
- Interviews and focus group discussions



- Document and desk reviews
- Observation and site verification
- Use of GIS and mobile data collection apps (e.g., KoboToolbox, ODK)

Quantitative and qualitative analyses should complement each other to provide a holistic understanding of project performance.

## 8.6 PERFORMANCE REPORTING

Performance reporting keeps stakeholders informed and engaged. Reports should be timely, accurate, and aligned with the communication plan.

### *Types of Reports*

- Weekly/monthly progress reports
- Quarterly performance summaries
- M&E reports (baseline, mid-term, final)
- Annual reviews and donor reports
- Project completion and lessons learned reports

### *Standard Report Contents:*

- Summary of activities and outputs achieved
- Analysis of variances in scope, schedule, or cost
- Risk and issue updates
- Financial summaries
- Stakeholder feedback and responses
- Recommendations and next steps

## 8.7 USE OF EVALUATION FINDINGS

Evaluation findings must be disseminated and utilised to improve future performance. Actions include:

- Incorporating lessons into new project designs
- Adjusting strategies and priorities based on evidence
- Sharing results with stakeholders and the public
- Integrating feedback into the institutional knowledge base

Monitoring and evaluation practices must be embedded in the project management culture and supported by both leadership and teams. Strong M&E is essential for transparency, results-based management, and public trust in Ghana's dynamic development environment.

# PROJECT MANAGEMENT PROFESSIONALS STANDARD

## CHAPTER NINE

### STANDARDS, ETHICS, AND REGULATORY COMPLIANCE



## 9.0 INTRODUCTION

Adherence to established standards, ethical principles, and legal regulations is critical in project management to maintain public trust, ensure value for money, and promote sustainable development. This chapter outlines the ethical and regulatory foundations guiding project management practice in Ghana, as endorsed by the Institute of Project Management Professionals Ghana (IPMP Ghana).

### 9.1 PROJECT MANAGEMENT STANDARDS

Standards provide consistency, efficiency, and quality assurance in project delivery. IPMP Ghana aligns with internationally recognised standards while incorporating contextual realities of Ghana and the African continent.

*Key standards include:*

- IPMP Ghana Project Management Standard (this document)
- ISO 21500: Guidance on project management
- ISO 9001: Quality management systems
- PMBOK® Guide (by PMI): Global standard for project management knowledge areas
- PRINCE2®: Structured project management methodology
- Ghana Public Procurement Act, 2003 (Act 663) as amended
- Ghana's National Development Strategies (e.g., Ghana CARES, SDGs integration)

All project teams are encouraged to apply these standards as appropriate while tailoring them to suit specific project environments.

### 9.2 CODE OF ETHICS AND PROFESSIONAL CONDUCT

All members of IPMP Ghana must uphold a strict code of ethics designed to ensure professionalism, accountability, and integrity.

*Core ethical principles:*

- **Honesty and Integrity:** Project managers must be truthful and transparent in all communications and transactions.
- **Respect and Fairness:** All individuals and stakeholder groups must be treated equitably, without discrimination or bias.
- **Responsibility:** Professionals must take ownership of their actions, deliver on commitments, and act in the public interest.
- **Competence:** Individuals should only undertake responsibilities for which they are qualified and must pursue ongoing development.
- **Conflict of Interest:** Project managers must disclose any interests affecting impartiality or objectivity.
- **Confidentiality:** Respect for client and stakeholder privacy must always be maintained.

Breaches of the code may result in disciplinary measures, including suspension, revocation of membership, or legal consequences.

### 9.3 LEGAL AND REGULATORY COMPLIANCE

Project managers must operate within Ghanaian law and relevant international treaties and obligations.

*Key areas of compliance include:*

- **Procurement and Contract Law**
  - Adherence to Act 663 (as amended) governing public procurement processes
  - Transparent and competitive bidding practices
  - Proper documentation and audit trails



- **Environmental and Social Safeguards**
  - Compliance with EPA guidelines and the Environmental Protection Act
  - Stakeholder engagement and environmental impact assessments (EIAs)
  - Avoidance of displacement, exploitation, or harm to vulnerable populations
- **Labour and Employment Regulations**
  - Observance of the Ghana Labour Act and employment rights
  - Health, safety, and welfare provisions for workers
  - Prevention of child labour, discrimination, and workplace abuse
- **Financial Accountability**
  - Adherence to Public Financial Management Act, 2016 (Act 921)
  - Transparent use of project funds and prevention of misappropriation
  - Timely financial reporting and audits

#### 9.4 ANTI-CORRUPTION AND WHISTLEBLOWER PROTECTIONS

Corruption is a significant risk to project success and national development. IPMP-Gh is committed to promoting transparency and accountability.

*Guidelines include:*

- Zero tolerance for bribery, extortion, kickbacks, or collusion
- Requirement to report suspicious activities to relevant authorities (e.g., CHRAJ, EOCO)
- Whistleblower protections under the Whistleblower Act, 2006 (Act 720)
- Mandatory ethics training for all certified professionals

#### 9.5 ROLE OF THE REGULATORY AND PROFESSIONAL BODIES

The following institutions play key roles in maintaining high standards of project governance in Ghana:

- IPMP Ghana: Certification, capacity building, ethics enforcement, and professional advocacy
- Ghana Institution of Engineers, Architects, and Surveyors: Sector-specific technical standards
- Ghana Public Procurement Authority (PPA): Oversight and compliance in public contracting
- Office of the Head of Civil Service and the Local Government Service: Project governance at various government levels

All certified project managers are expected to engage with these institutions to support national development and uphold the public good.

# PROJECT MANAGEMENT PROFESSIONALS STANDARD

## CHAPTER TEN

### IMPLEMENTATION GUIDELINES AND NATIONAL ALIGNMENT





## 10.0 INTRODUCTION

This chapter provides practical guidelines for implementing the IPMP-Gh Project Management Standard across sectors, organisations, and government levels. It also emphasises the importance of aligning project management practices with Ghana's national development agenda and global commitments.

### 10.1 INSTITUTIONALISING PROJECT MANAGEMENT PRACTICES

Organisations should embed standardised project management practices within their operations to strengthen project delivery. This involves:

- Establishing internal project management units (PMUs) or project support offices (PSOs)
- Adopting policies and frameworks based on IPMP Ghana standards
- Providing certified training for project staff
- Embedding monitoring and evaluation processes in project lifecycles
- Aligning organisational performance metrics with project success criteria

Government ministries, departments, agencies (MDAs), metropolitan, municipal, and district assemblies (MMDAs), private firms, NGOs, and development partners are all encouraged to institutionalise these practices.

### 10.2 CAPACITY BUILDING AND KNOWLEDGE SHARING

Building capacity at all levels is vital to apply standards consistently.

Recommended approaches:

- Partnering with accredited training providers to deliver IPMP-aligned courses
- Organising workshops, mentorship programs, and peer learning exchanges
- Developing an online knowledge hub for project management resources
- Creating communities of practice within sectors (e.g., health, infrastructure, education)

IPMP Ghana will collaborate with tertiary institutions to introduce project management into academic curricula, particularly in technical universities and business schools.

### 10.3 ALIGNMENT WITH GHANA'S NATIONAL DEVELOPMENT AGENDA

Project managers must ensure that their projects directly contribute to the socio-economic transformation of Ghana. Alignment with the following national priorities is critical:

- Ghana Vision 2030 and National Development Policy Framework
- Ghana CARES (Obaatan Pa) post-COVID recovery programme
- Coordinated Programme of Economic and Social Development Policies (CPESDP)
- Sector-specific plans (e.g., education strategic plan, energy sector plan)
- Medium-Term Development Plans at the MMDA level

Projects should also contribute to inclusive growth, poverty reduction, gender equity, and youth employment.

### 10.4 INTEGRATION WITH SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The IPMP Ghana Standard supports global development efforts through integration with the SDGs.

Project managers should:

- Map project objectives to relevant SDG targets
- Promote sustainability, equity, and environmental stewardship
- Engage stakeholders to ensure participatory and locally relevant solutions
- Report on SDG contributions through project evaluations and completion reports

### 10.5 LOCALISATION AND CONTEXTUAL ADAPTATION

While global frameworks provide structure, implementation must reflect Ghana's context.

Tailoring considerations include:

- Language accessibility and cultural relevance
- Community-based project design and management
- Local procurement and labour utilisation
- Adaptation to regional disparities in capacity and infrastructure
- Respect for traditional leadership structures and indigenous knowledge



## 10.6 IMPLEMENTATION, MONITORING, AND FEEDBACK

The successful rollout of this Standard will be tracked through:

- Periodic national assessments of project delivery performance
- Feedback loops from certified professionals, institutions, and beneficiaries
- Annual IPMP-Gh stakeholder consultations
- Continuous improvement based on lessons learned and evolving best practices

IPMP Ghana will publish implementation toolkits, maturity models, and self-assessment guides to support adoption.

## 10.7 THE ROLE OF STAKEHOLDERS

Successful implementation requires collaboration across:

- Government: Provides leadership, resources, and policy support
- Private Sector: Applies standards to improve competitiveness and value delivery
- Academia: Integrates knowledge into teaching and research
- Civil Society: Ensures transparency and citizen oversight
- Development Partners: Aligns funding and technical support to the standard
- Certified Professionals: Champions best practices and ethical conduct

Together, these actors will transform Ghana's project landscape, reduce waste, and ensure that projects deliver lasting impact.

## GLOSSARY

**Acceptance Criteria:** The conditions that a product or project must meet to be accepted by the customer.

**Appreciative Inquiry:** An evaluation approach that focuses on identifying and building on a project's strengths.

**Adaptive Management:** An iterative approach that allows for adjustments to the project strategy based on ongoing monitoring and evaluation.

**Agile:** An iterative and flexible approach to project management.

**Agile Methodology:** An iterative approach to project management that prioritises flexibility and collaboration. It involves breaking the project into small, manageable tasks and adapting to changes quickly.

**Backlog:** A list of tasks or requirements yet to be completed.

**Baseline:** The initial data set or information used as a reference point for comparison during monitoring and evaluation.

**Baseline Year:** The initial year during which baseline data is collected.

**Baseline Budget:** The approved budget is a reference for project performance measurement.

**Baseline Schedule:** The original project schedule is a reference point for future comparisons.

**Baseline Data:** Initial data collected at the beginning of a project to serve as a basis for comparison during monitoring and evaluation.

**Baseline Scenario:** A projection of what would have happened without the project intervention.

**Baseline Survey:** A comprehensive study conducted at the beginning of a project to establish the current situation.

**Beneficiary:** Individuals or groups intended to benefit directly from the project.

**Break-even Point:** The point at which total revenues equal total costs, resulting in neither profit nor loss.

**Benchmarking:** Comparing project performance against industry standards or best practices.

**Burndown Chart:** A visual representation of work completed over time.

**Capacity Building:** Activities that enhance individuals' or organisations' skills, knowledge, and resources.

**Change Control:** The process of controlling changes to the project scope, schedule, or costs.

**Change Management:** The systematic approach to dealing with change from an organisation's perspective and on an individual level. It involves planning, implementing, and monitoring change processes.

**Change Request:** A formal proposal to modify a document, deliverable, or baseline.

**Communication Plan:** A document outlining the communication strategy for a project.

**Communication Management Plan:** A document outlining a project's communication requirements.

**Contingency Plan:** A predefined set of actions to be executed in the event of a specific trigger.

- Cost-Benefit Analysis:** The process of comparing the project's costs to its benefits to determine its overall value.
- Cost-Effectiveness:** The efficiency of a project in producing desired outcomes relative to its costs.
- Cost Overrun:** The situation where actual project costs exceed the budgeted amount.
- Conflict Resolution:** Strategies for resolving disagreements or disputes within the project team.
- Critical Chain Method:** A project management approach that focuses on resource constraints.
- Critical Path:** The sequence of stages determining the minimum time needed for an operation, considering dependencies between tasks. Identifying the critical path is vital for project scheduling.
- Cost-Effectiveness Analysis:** An economic evaluation method that compares the costs and outcomes of different project interventions.
- Counterfactual:** A scenario representing what would have happened without the project intervention.
- Cluster Sampling:** A sampling technique in which the population is divided into clusters, and a random sample of clusters is selected.
- Data Collection Plan:** A detailed plan specifying the methods, tools, and timeline for collecting project data.
- Decentralised Evaluation:** An evaluation is conducted at the project site rather than a central location.
- Dependency:** A relationship between two project tasks where the start or completion of one depends on the other.
- Deviation:** A departure from the planned course of action requiring attention and corrective measures.
- Decision Tree Analysis:** A graphical representation of decision options and potential outcomes in project decision-making.
- Deliverable:** Tangible or intangible output produced as a result of project activities.
- Due Diligence:** Thorough research and analysis conducted before making a project investment or decision.
- Earned Value Management (EVM):** A project management technique for measuring performance and progress.
- Efficiency:** The extent to which a project produces outputs with the least resources.
- Evaluation:** The systematic assessment of a project's design, implementation, and outcomes to determine its effectiveness.
- External Evaluation:** An evaluation conducted by individuals or organisations not directly involved in the project.
- Ex-Post Evaluation:** An evaluation conducted after the completion of a project.
- Feasibility Study:** An assessment of the project's practicality, including its technical, economic, and organisational aspects.
- Float (Slack):** The amount of time a task can be delayed without affecting the project schedule.



**Formative Evaluation:** An evaluation conducted during the project implementation to provide feedback for improvement.

**Gantt Chart:** A visual representation of project tasks displayed over time. It helps in planning, scheduling, and tracking project progress.

**Gap Analysis:** Identifying the difference between current and desired project performance.

**Gender Mainstreaming:** Integrating gender considerations into all project design, implementation, and evaluation aspects.

**Human Resource Planning:** Identifying and documenting project roles, responsibilities, and reporting relationships.

**Indicator:** A specific, measurable, and observable variable used to assess progress and achievement of project objectives.

**Impact:** The long-term effect or change resulting from a project intervention.

**In-Kind Contribution:** Non-monetary resources, such as goods or services, contributed to the project.

**Indicator Matrix:** A table specifying the indicators, data sources, and methods for measuring project performance.

**Innovation:** Introducing new ideas, methods, or technologies to improve project effectiveness.

**Internal Rate of Return (IRR):** The discount rate at which the net present value of a project is zero, indicating the project's rate of return.

**Joint Evaluation:** An evaluation conducted by multiple organisations or stakeholders.

**Kanban:** A visual management method to optimise workflow efficiency.

**KPI (Key Performance Indicator):** A measurable value demonstrating how effectively a project achieves its objectives.

**Kanban Board:** A visual tool used to manage the workflow within a team.

**Kickoff Meeting:** A meeting at the beginning of a project to establish goals, roles, and expectations.

**Lessons Learned:** Documentation of experiences gained during a project for future reference.

**Lessons Learned Report:** A document summarising insights gained from a project.

**Logic Model:** A visual representation of the relationships between project inputs, activities, outputs, outcomes, and impacts.

**Milestone:** A significant event or point in time within a project.

**Milestone Chart:** A visual representation of key project milestones over time.

**Monitoring:** The systematic collection and analysis of data to track the implementation of project activities.

**Monitoring and Evaluation Plan:** A document outlining monitoring and evaluation activities' methods, tools, and frequency.

**Narrative Report:** A written account of project activities, progress, and challenges.

**Net Present Value (NPV):** The present value of a project's cash inflows and outflows, used to assess its profitability over time.

**Outreach:** The extent to which the project reaches and serves its intended beneficiaries.

**Outcome:** The immediate and intended result of a project activity.

**Output:** The tangible and direct products or services generated by project activities.

**PERT (Program Evaluation and Review Technique):** A statistical tool used in project management to analyse and represent the tasks involved in completing a project.

**PERT Chart:** A visual representation of project tasks and their dependencies.

**Performance Indicator:** Quantitative or qualitative measures used to assess the achievement of project objectives.

**Project Life Cycle:** A project's phases from initiation to closure.

**Project Manager:** The person responsible for leading the project team and achieving project objectives.

**Project Management:** Applying knowledge, skills, tools, and techniques to project activities to meet requirements.

**Project Scope:** The detailed outline of the work that needs to be accomplished during a project. It includes objectives, deliverables, constraints, and acceptance criteria.

**Project Charter:** A formal document that authorises the existence of a project and provides the project manager with the authority to apply organisational resources to project activities.

**Project Closure:** A formal project completion, including a review of its successes and challenges.

**Project Sponsor:** The individual or group responsible for initiating and funding a project.

**Project Management Office (PMO):** An organisational unit defining and maintaining project management standards.

**Project Closure Report:** A document summarising the results and outcomes of a completed project.

**Procurement Management:** The processes required to acquire goods and services for a project.

**Performance Management:** Setting expectations, monitoring progress, and providing feedback to improve project performance.

**Project Lifecycle:** The stages a project goes through, from initiation to completion and closure.

**Performance Review:** A systematic assessment of project progress and achievements.

**Participatory Evaluation:** Involving stakeholders, including beneficiaries, in the evaluation process.

**Participatory Monitoring:** Involving stakeholders in the ongoing collection and analysis of project data.

**Participatory Rural Appraisal (PRA):** A set of participatory tools and techniques for community-based data collection and analysis.

**Project Appraisal:** The process of assessing a proposed project's feasibility, viability, and potential benefits before approval and implementation.

**Post-Implementation Review:** Evaluating the project after completion to identify lessons learned and areas for improvement.

**Performance Metrics:** Quantitative measures used to assess project performance against objectives.

**Project Management Plan:** A formal document that defines how a project will be executed, monitored, and controlled.

**Quality Assurance:** Activities and processes to ensure that the project will satisfy the stakeholders' stated or implied needs and expectations regarding quality. It is the systematic process of ensuring the project satisfies the specified requirements.

**Quality Control:** Ensuring that project deliverables meet specified quality standards.

**Quality Management Plan:** A component of the project management plan that describes how quality will be managed.

**Quality Metrics:** Quantifiable measures used to assess the quality of project deliverables.

**Quality Assurance Plan:** A document outlining how quality will be assured throughout the project.

**Quantitative Data:** Numerical information, often collected through surveys, tests, or other structured methods.

**Quasi-Experimental Design:** A research design that lacks random assignment but includes control groups for comparison.

**Quality Assurance:** Measures taken to ensure project data and information accuracy and reliability.

**RACI Matrix:** A responsibility assignment matrix that defines project roles and responsibilities.

**Rapid Appraisal:** A quick and cost-effective assessment of a project's performance and impact.

**Resource Allocation:** The process of assigning and managing resources (human, financial, or equipment) to specific tasks in a project to ensure optimal use and efficiency.

**Resource Allocation:** Assigning and utilising resources efficiently to achieve project goals.

**Resource Histogram:** A bar chart representing the distribution of resources over time.

**Requirements Traceability Matrix:** A document that links requirements throughout the project life cycle.

**Resource Levelling:** Adjusting a project schedule to account for resource availability.

**Results-Based Management (RBM):** A management approach focusing on achieving defined results and outcomes.  
**Result Chain:** A visual representation of the causal links between project activities, outputs, outcomes, and impacts.

**Return on Investment (ROI):** A measure of the profitability of an investment, calculated as the ratio of the net gain or loss to the initial capital cost.

**Resource Utilisation:** Efficient allocation and management of human, financial, and material resources.

**Resource Constraints:** Limitations on the availability of resources that may impact project execution.

**Risk Register:** A document that identifies and assesses project risks.



**Risk Management:** The process of identifying, assessing, and prioritising potential risks to the project, followed by implementing strategies to mitigate or respond to them.

**Risk Mitigation:** The process of taking action to reduce the likelihood or impact of a risk.

**Risk Tolerance:** The level of risk that an organisation or project is willing to accept.

**Risk Assessment:** Identifying, analysing, and prioritising potential risks that may impact the project.

**Logical Framework Approach (LFA):** A structured planning and management methodology with an analytical framework matrix.

**Logical Framework Matrix (Logframe):** A summary table that outlines the critical elements of a project, including inputs, activities, outputs, and outcomes.

**SMART Criteria:** Specific, Measurable, Achievable, Relevant, and Time-bound criteria are used to set project objectives.

**Secondary Data:** Information collected by others and used for analysis in the project evaluation.

**Sensitivity Analysis:** An assessment of how changes in assumptions or inputs affect project outcomes.

**Sustainability:** The project can continue delivering benefits after the funding period ends.

**Stakeholder Management** involves identifying, analysing, and engaging with individuals or groups that can affect or be affected by the project. Effective communication with stakeholders is crucial for project success.

**Scope:** The sum of all products, services, and results to be provided as a project.

**Scrum:** A framework for Agile project management that emphasises flexibility and collaboration.

**Scale-Up:** Expanding successful project interventions to reach a larger population or area.

**Sprint:** A time-boxed period during which specific work is to be completed and made ready for review.

**Stakeholder:** An individual or group interested in the project's outcome, either as a contributor or affected party.

**SWOT Analysis:** An evaluation tool to identify a project's Strengths, Weaknesses, Opportunities, and Threats.

**Stakeholder Analysis:** The process of identifying and understanding stakeholders and their interests.

**Strategic Planning:** Defining the project's overall goals and objectives.

**Stakeholder Engagement:** Communicate and work with stakeholders to meet their needs.

**Stakeholders** are individuals or groups interested in or affected by the project, including beneficiaries, donors, and implementing partners.

**Team Building:** The process of turning a group of individuals into a cohesive project team.

**Team Charter:** A document defining the team's purpose, objectives, and roles.

**Theory of Change:** A comprehensive explanation of how and why a project's activities are expected to achieve the desired outcomes.

**Theory-Based Evaluation:** An evaluation approach that examines a project's underlying theories and assumptions.

**Triple Constraint:** Project management's scope, time, and cost interdependence.

**Triangulation:** The use of multiple data sources or methods to validate and strengthen the reliability of findings.

**Time Frame:** The planned duration for completing a project.

**Value Engineering:** Maximising project value by optimising costs without sacrificing quality.

**Value Management:** Maximising project value through systematically reviewing functions and features.

**Verification:** The process of confirming the accuracy and reliability of reported data.

**Work Breakdown Structure (WBS):** A hierarchical decomposition of the project team's total scope of work.

**Work Package Dictionary:** A document containing detailed information about each work package.

**Waterfall Model:** A linear project management approach with sequential stages.

## **CLOSING STATEMENT**

The IPMP Ghana Project Management Standard represents a landmark effort to institutionalise professional, ethical, and context-sensitive project practices in Ghana. By empowering individuals and institutions with this framework, IPMP Ghana aims to transform project outcomes and contribute to the country's sustainable development journey.

We encourage project managers, sponsors, development partners, educators, and policymakers to apply this standard and continuously improve it through practice, innovation, and shared learning.





**INSTITUTE OF PROJECT  
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