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Berlin
2025

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34th World
Congress



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IPMA STANDARDS IN GOVERNMENT – CASE STUDY CAPE TOWN

Barend Daniel (Ben) Peters

» BAREND DANIEL (BEN PETERS)

Director: C3PM, City of Cape Town.

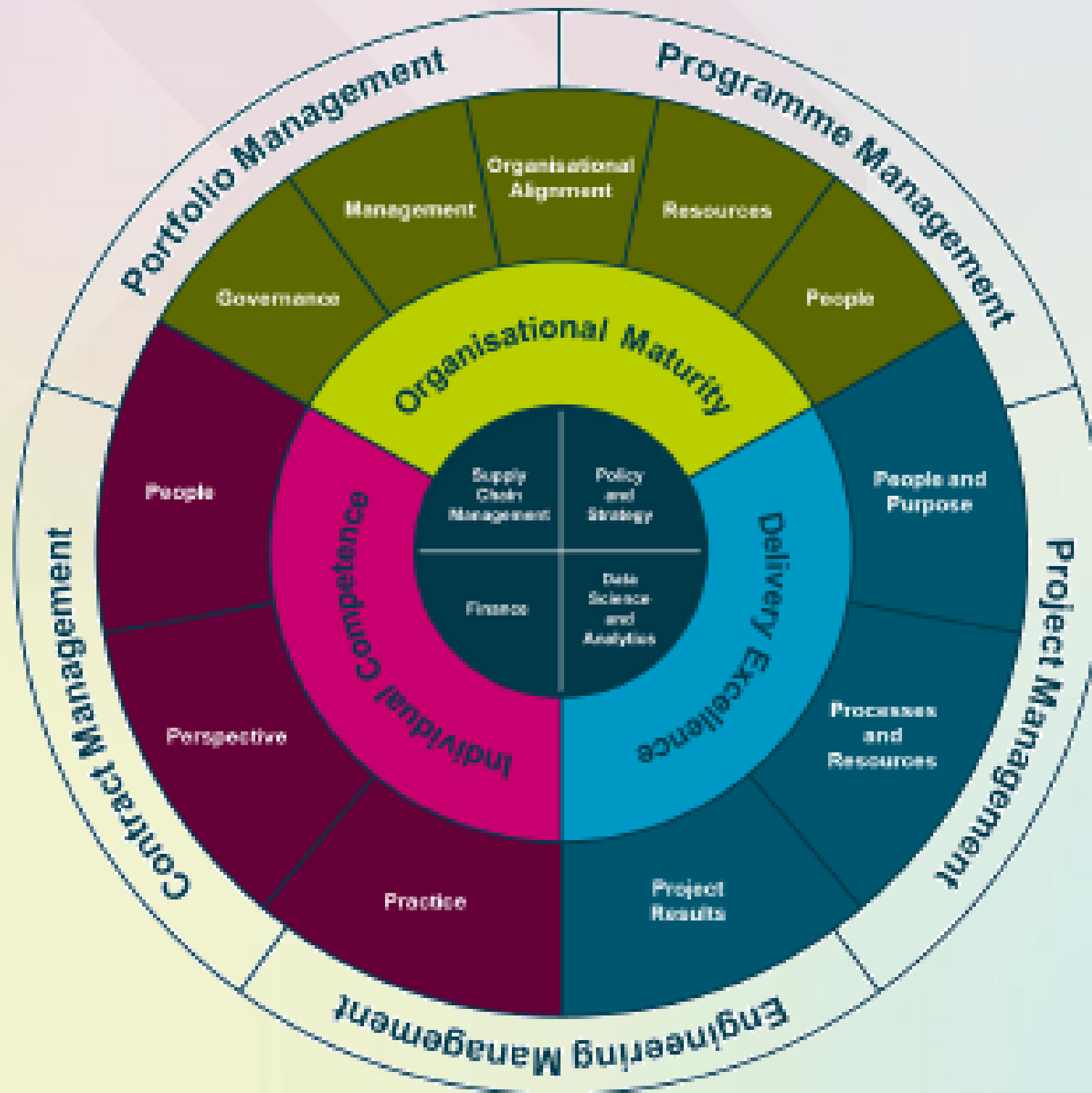
B.Eng Hons – Industrial, MBA,
Pr.CPM and Pr.Eng),

PhD – PPM Dynamic Capability
Model (in progress).





CCT STRAT VS IPMA DELTA STRUCTURES



Module O (Organisation)

PM competence of the organisations management using a multi-dimensional questionnaire

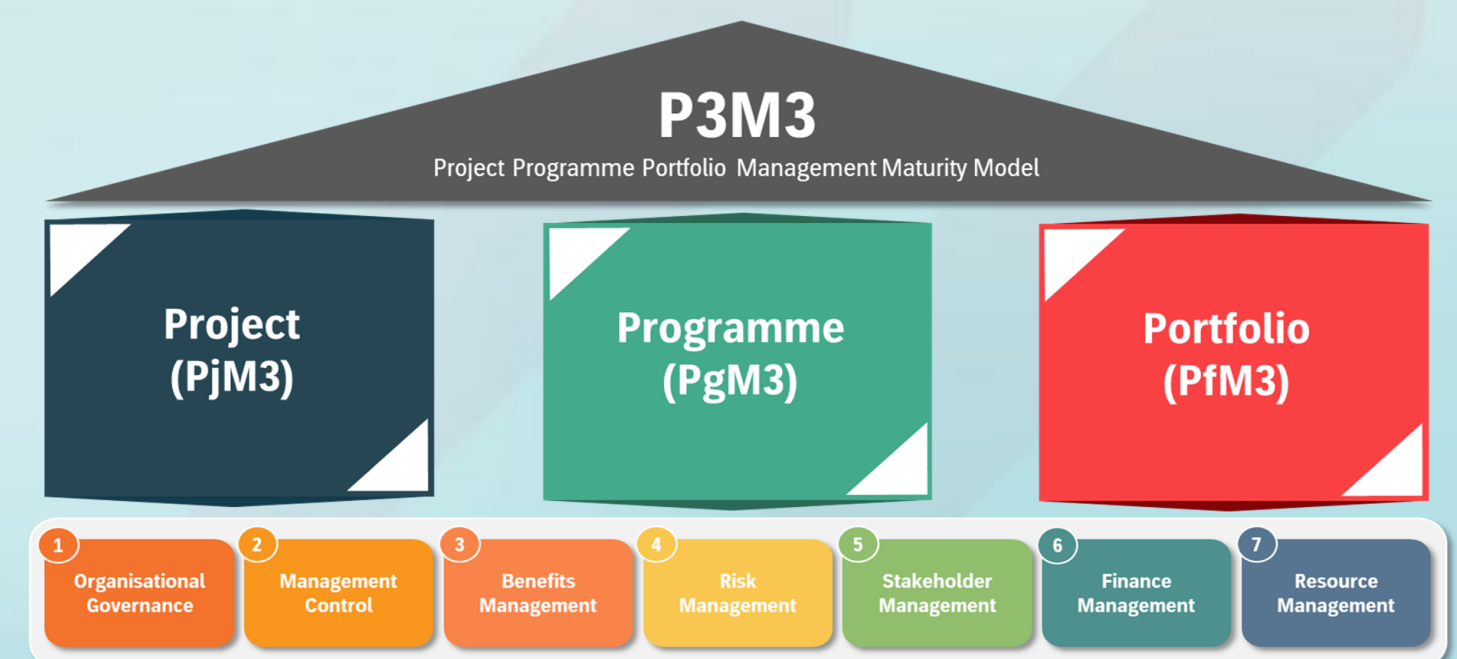
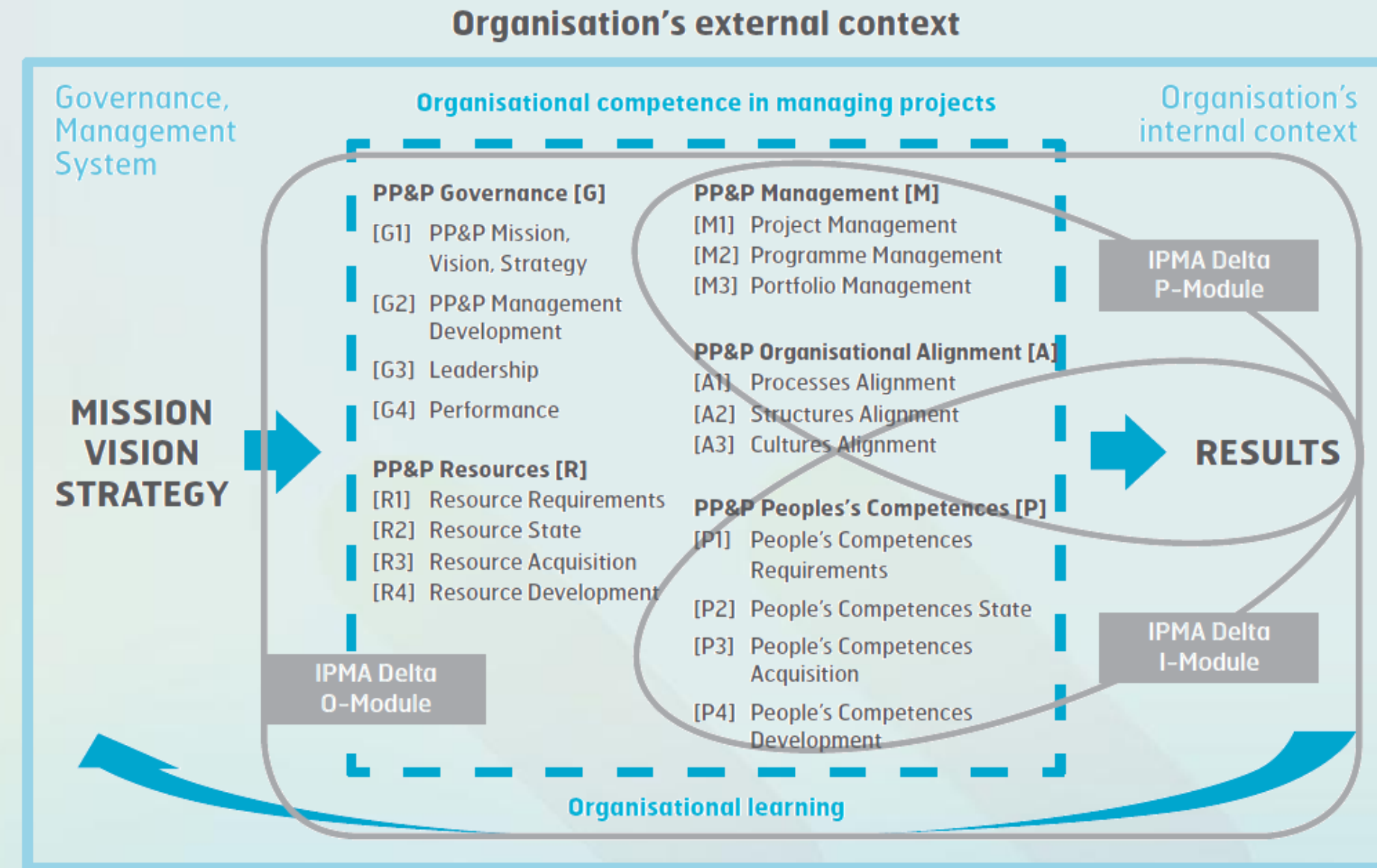
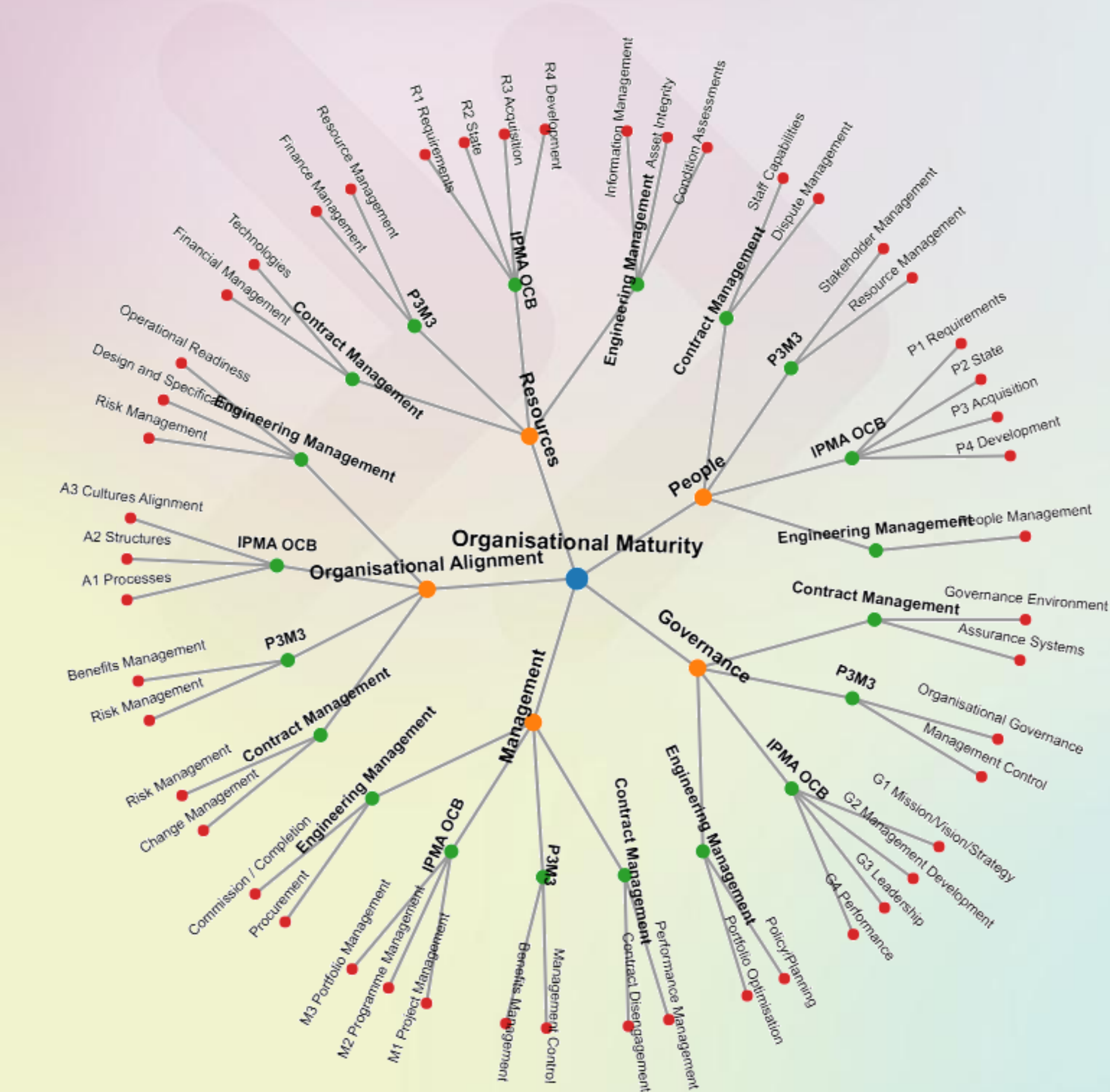
Module I (Individuals)

PM competence of selected project managers, team members and stakeholders using ICB 3.0

Module P (Projects)

PM competence and results in selected projects or programmes using Project Excellence Model

ORGANISATIONAL MATURITY VS MODULE 0

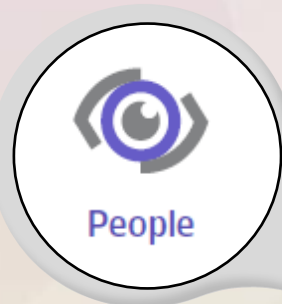


IPMA INDIVIDUAL COMPETENCE BASELINE (ICB4)

ICB 4

PEOPLE

Personal and Interpersonal competencies



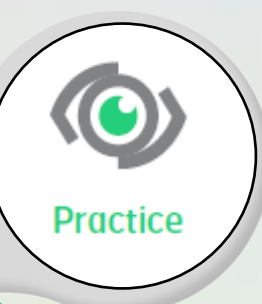
People

The Eye of Competence



PRACTICE

Competencies associated with specific methods, tools and techniques



Practice

Tailoring

PERSPECTIVE

Contextual competences that must be navigated within and across the broader environment

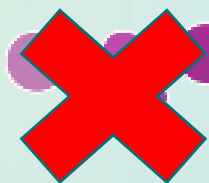


Perspective

Project Managers
Programme Managers
Portfolio Manager
Contract Managers
Engineers
Quantity Surveyors

489

Measures



133

Key Competence Indicators

Each to be assessed + scored

29

Competence Elements

Average score of KCI's within each Competence Element

3

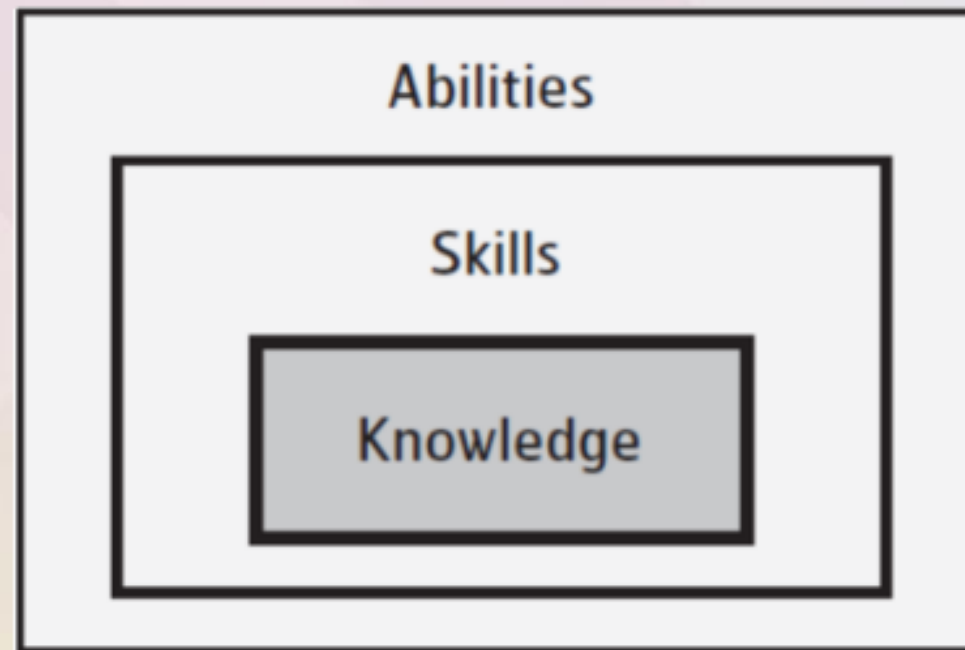
Competence Areas

Average score of Competence Elements within each Competence Area

Individual Competence

Average Score of all Competence Elements

INDIVIDUAL COMPETENCE: SELF SCORING MODEL



Knowledge is the collection of information and experience that an individual possesses. For example, understanding the concept of a Gantt chart might be considered knowledge.

Skills are specific technical capabilities that enable an individual to perform a task. For example, being able to build a Gantt chart might be considered a skill.

Ability is the effective delivery of knowledge and skills in a given context. For example, being able to devise and successfully manage a project schedule might be considered ability.

1	2	3	4	5
Developing	Knowledge	Knowledge + Skill	Knowledge + Skill + Ability	Knowledge + Skill + Ability + Regularity

The extent of scores beyond three are indicative of experience (ability)

INDIVIDUAL COMPETENCE

Developed and completed self-assessment based on ICB:

- Experience
- Perspective Competence Area
- People Competence Area

The following disciplines were assessed city-wide:

- Project management or Programme management or Portfolio management
- Contract management
- Engineering or quantity surveying

Total Participants 646	PERSPECTIVE 619	PEOPLE 564
Practice - PM 323	Practice - PgM 62	Practice - PfM 57
Practice - ENG 143	Practice - QS 26	Practice - CM 364

EXPERIENCE

The average professional experience across directorates is 17.30 years.

The top three experience categories overall (in terms of absolute years) are:

Project management or administration for City of Cape Town or other client organisation – 7.78 years (45%)

Organisational management and administration – 7.85 years (44%)

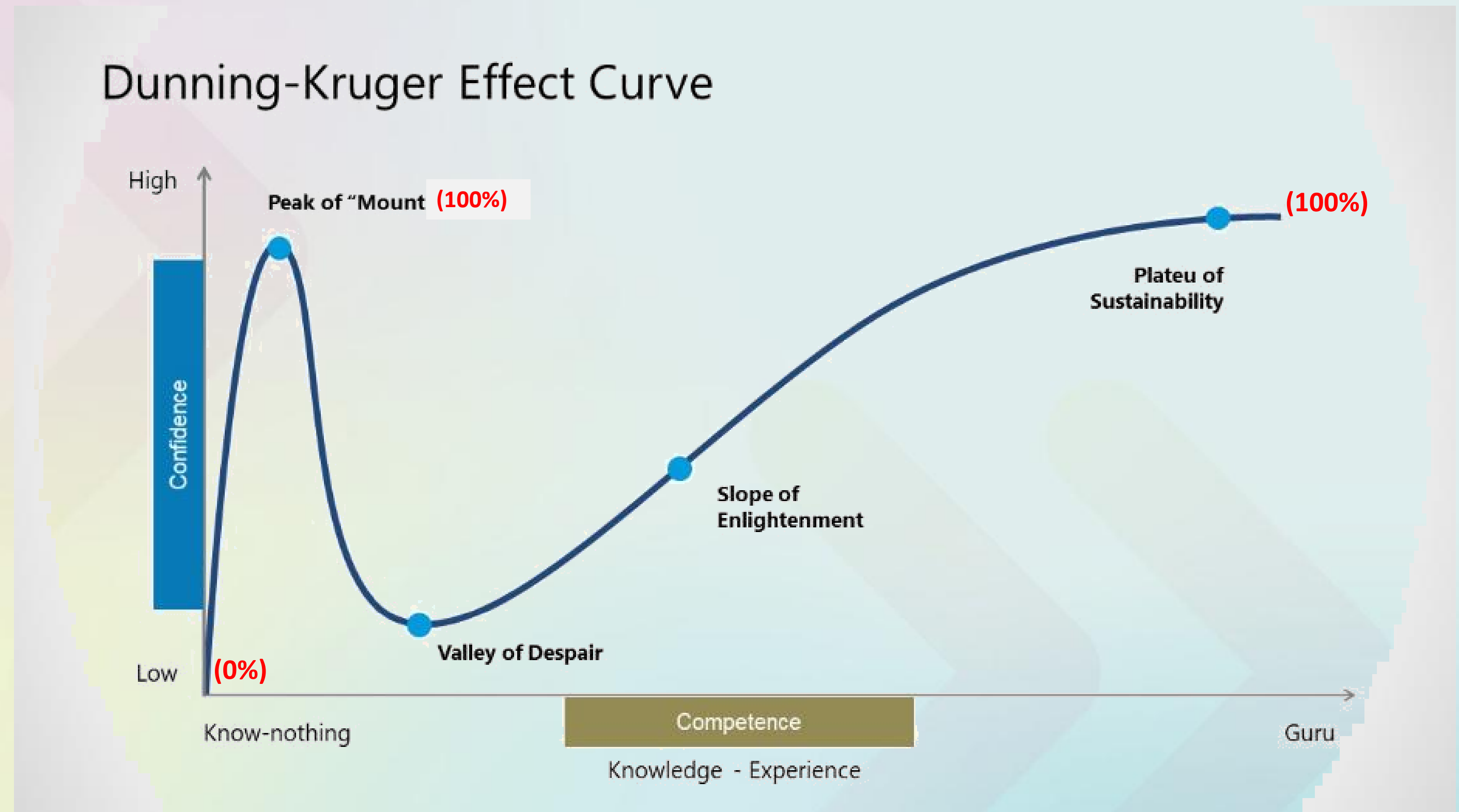
Programme management – 5.83 years (34%)

Professional Experience Experience Categories (per directorate)												
Directorate	Professional experience?	Technical design, planning, feasibility and reports	Contract administration as Principal Agent / Engineer / EA	Project management in private sector	Project Management in public sector	On-site construction management, supervision and quality control	Cost estimation, planning and reporting.	Programme management	Portfolio management	Operations and Maintenance	Project management or administration for City of Cape Town or other client organisation	Organisational management and administration
Community Services and Health	18.97	4.72	2.66	1.43	8.15	3.62	6.16	6.74	3.34	8.78	9.80	9.93
Corporate Services	17.54	4.47	2.42	2.67	5.49	1.93	3.90	3.18	2.67	4.96	8.21	8.11
Economic Growth	15.00	4.44	2.04	2.44	6.40	3.92	2.68	4.88	3.92	3.68	8.56	8.56
Energy	18.68	9.58	2.95	2.50	6.63	6.73	8.75	4.20	2.85	7.40	7.05	7.23
Finance	11.00	0.50	0.00	0.00	1.50	0.00	0.00	0.50	0.00	4.50	5.50	0.50
Future Planning and Resilience	14.13	6.06	2.53	3.72	3.13	3.40	4.92	1.40	1.13	1.74	4.75	4.45
Human Settlements	18.22	7.35	4.70	4.95	7.63	5.60	7.14	5.39	3.79	3.47	8.50	8.65
Safety and Security	15.95	3.77	2.08	0.59	4.13	1.54	3.21	2.41	1.67	2.62	6.69	8.18
Spatial Planning and Environment	20.61	7.18	3.67	1.82	8.64	3.94	5.24	4.61	2.30	7.24	7.39	8.12
Urban Mobility	17.00	6.60	5.60	3.89	6.54	5.19	7.96	3.94	2.43	5.05	7.79	7.86
Urban Waste Management	14.25	3.13	2.31	1.53	5.25	2.00	4.09	3.38	2.16	4.34	7.91	6.66
Water and Sanitation	16.28	9.63	4.59	5.66	6.19	7.13	7.56	4.53	2.72	4.13	4.81	4.78
Total	17.30	5.96	3.40	2.98	6.38	4.03	5.83	4.25	2.74	5.06	7.78	7.85

Experience Category as % of Professional Experience (per directorate)												
Directorate	Professional experience?	Technical design, planning, feasibility and reports	Contract administration as Principal Agent / Engineer / EA	Project Management in Private sector	Project Management in public sector	On-site construction management, supervision and quality control	Cost estimation, planning and reporting.	Programme management	Portfolio management	Operations and Maintenance	Project management or administration for City of Cape Town or other client organisation	Organisational management and administration
Community Services and Health	18.97	26.33%	15%	8.89%	44.29%	21.40%	32.74%	31.96%	17.18%	44.88%	49.68%	50.87%
Corporate Services	17.54	24.53%	16%	14.10%	34.11%	12.87%	22.55%	17.40%	14.55%	27.50%	50.91%	48.54%
Economic Growth	15.00	25.33%	12%	13.37%	38.13%	18.91%	19.37%	23.12%	18.43%	18.85%	55.71%	50.09%
Energy	18.68	56.37%	17%	14.59%	39.91%	40.60%	50.16%	24.28%	16.08%	39.45%	42.71%	36.86%
Finance	11.00	25.00%	0%	0.00%	30.00%	0.00%	0.00%	25.00%	0.00%	45.00%	50.00%	25.00%
Future Planning and Resilience	14.13	39.27%	14%	21.31%	22.19%	22.69%	28.34%	8.79%	6.64%	13.60%	34.43%	24.40%
Human Settlements	18.22	38.26%	26%	26.30%	41.23%	33.40%	39.49%	28.03%	20.13%	20.31%	47.29%	45.08%
Safety and Security	15.95	23.52%	13%	4.85%	25.84%	10.73%	22.30%	14.87%	12.59%	17.57%	48.52%	52.47%
Spatial Planning and Environment	20.61	34.00%	17%	9.24%	46.36%	20.80%	26.81%	20.96%	9.97%	35.89%	39.11%	42.02%
Urban Mobility	17.00	38.56%	33%	22.61%	37.54%	27.54%	43.77%	22.09%	13.74%	29.10%	49.80%	48.13%
Urban Waste Management	14.25	23.42%	20%	10.16%	39.71%	15.85%	31.41%	20.41%	13.30%	27.22%	53.57%	42.52%
Water and Sanitation	16.28	57.95%	31%	27.16%	42.09%	44.66%	47.05%	28.02%	16.82%	29.26%	33.94%	30.82%
Total	17.30	34.06%	20%	16.55%	37.58%	24.07%	33.42%	22.61%	14.99%	28.45%	46.87%	44.30%

INTERPRETATION

Dunning-Kruger effect, in psychology, a cognitive bias whereby people may overestimate or underestimate their own knowledge or competence in a domain relative to objective criteria or to the performance of their peers or of people in general



COMPARING COMPETENCIES FY 24 VS FY 25

1	2	3	4	5
Developing	Knowledge	Knowledge + Skill	Knowledge + Skill + Ability	Knowledge + Skill + Ability + Regularity

City Wide assessments commenced in 2024

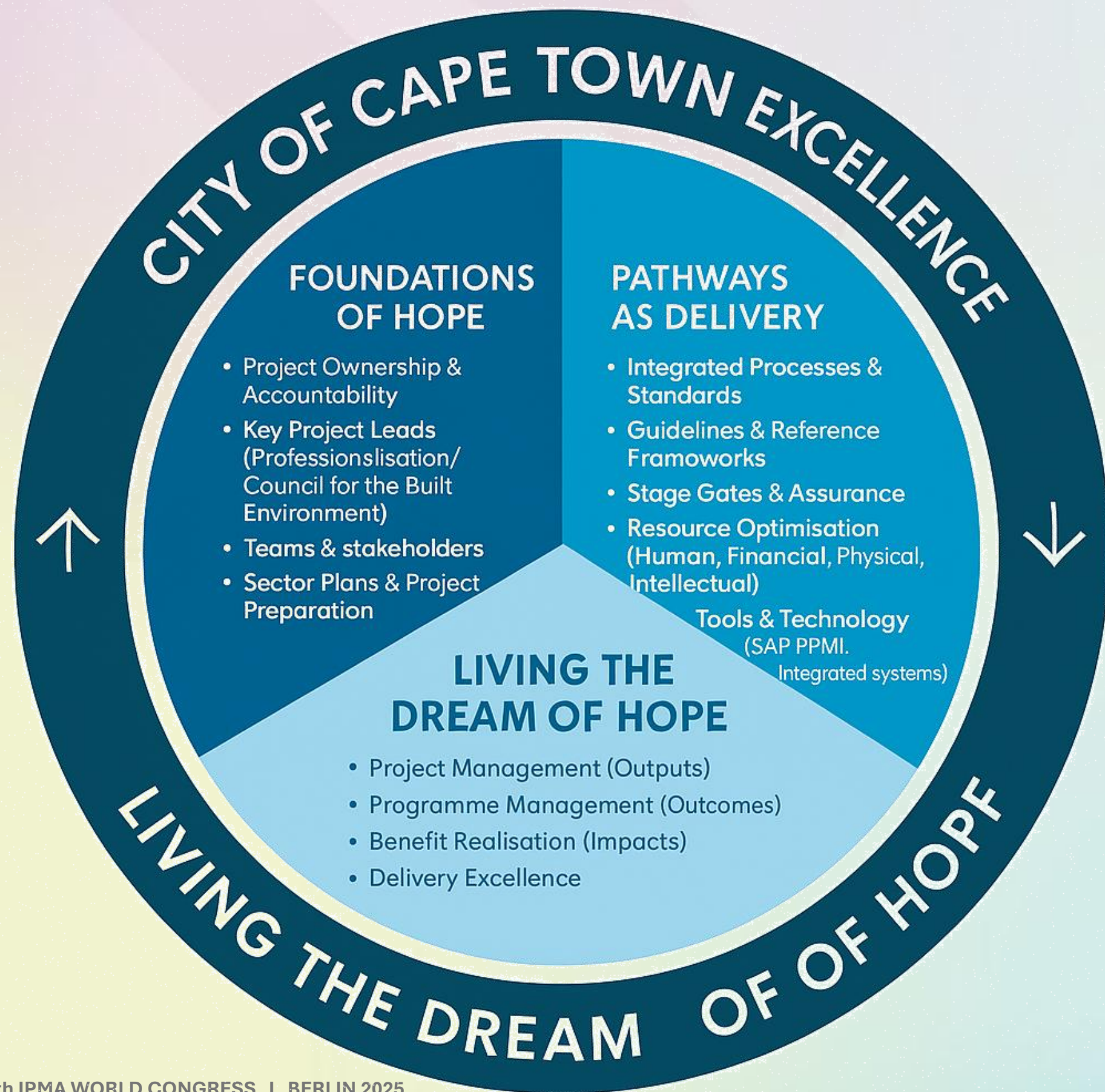
Increase in participation from **376 to 646 completed assessments (+70%)**

Lower scores likely due to the competence of new participants

Discipline	ICA 2024 # OF ASSESSMENTS	ICA 2025 # OF ASSESSMENTS
Perspective	376	619
People	376	564
PM Prac	224	323
PgM Prac	49	62
PoM Prac	28	57
Eng Prac	122	143
QS Prac	24	26
CM Prac	236	364



DELIVERY EXCELLENCE VS PEB



Capital Performance Review City Wide

Cumulative Burn Rates

Actuals Spent per Period (Year on Year Comparison)

Fin Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Fin Period	6,129,094,187.00	6,359,406,908.00	7,681,003,239.00	6,636,132,038.05	6,708,638,831.00	7,375,896,965.00	6,095,115,183.00	7,811,575,250.00	11,327,780,738.00	11,396,389,355.00	12,862,638,816.00
1	R99,744,231	R64,596,984	R93,051,786	R38,293,868	R31,622,209	R165,250,713	R36,706,981	R50,003,782	R170,449,711	R216,481,212	R264,166,345
2	R391,107,142	R358,386,032	R402,287,944	R291,023,835	R291,432,639	R632,627,352	R256,773,759	R353,410,658	R663,765,276	R729,971,907	R515,574,723
3	R737,973,710	R764,645,947	R765,560,684	R596,626,083	R685,031,151	R1,159,909,422	R588,635,900	R806,158,129	R1,172,497,900	R1,380,974,667	
4	R1,050,065,561	R1,201,382,707	R1,172,643,194	R1,029,484,026	R1,181,979,472	R1,692,025,617	R998,193,405	R1,163,687,958	R1,949,576,138	R2,258,934,505	
5	R1,446,999,944	R1,670,475,668	R1,627,146,929	R1,448,626,684	R1,766,603,820	R2,289,675,928	R1,430,376,776	R1,620,660,998	R2,628,858,848	R3,159,400,739	
6	R1,894,213,949	R2,184,367,722	R2,155,142,173	R1,848,739,378	R2,478,245,108	R2,919,874,420	R1,889,849,761	R2,165,784,709	R3,526,316,925	R4,208,670,688	
7	R2,034,797,558	R2,392,798,959	R2,325,072,380	R2,058,185,106	R2,752,802,365	R3,076,638,578	R2,094,839,202	R2,438,409,601	R3,888,506,319	R4,552,503,672	
8	R2,364,014,576	R2,711,172,422	R2,652,890,463	R2,343,489,384	R3,174,912,974	R3,479,273,681	R2,387,362,903	R2,899,645,262	R4,591,970,385	R5,202,789,265	
9	R2,744,076,886	R3,396,968,387	R3,081,976,219	R2,694,396,806	R3,836,627,238	R4,036,531,694	R2,927,189,760	R3,560,912,821	R5,192,809,990	R5,904,524,687	
10	R3,141,081,738	R3,839,812,116	R3,544,153,798	R3,227,771,431	R4,200,171,489	R4,504,553,453	R3,365,599,083	R4,119,617,623	R6,120,642,336	R6,644,574,954	
11	R3,839,008,382	R4,550,792,080	R4,115,719,272	R3,893,923,850	R4,498,077,297	R5,037,162,554	R3,917,400,189	R4,894,623,800	R7,014,363,251	R7,558,271,947	
12	R5,422,723,660	R5,832,718,002	R5,588,643,955	R5,271,891,411	R5,972,366,819	R6,528,489,088	R5,426,965,541	R6,928,927,780	R9,417,243,382	R9,351,390,162	
Total	R5,422,723,660	R5,832,718,002	R5,588,643,955	R5,271,891,411	R5,972,366,819	R6,528,489,088	R5,426,965,541	R6,928,927,780	R9,417,243,382	R9,351,390,162	R515,574,723

% of Budget Spent per Period (Year on Year Comparison)

Fin Period	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
1	1.63%	1.02%	1.21%	0.58%	0.47%	2.24%	0.60%	0.64%	1.50%	1.90%	2.05%
2	6.38%	5.64%	5.24%	4.39%	4.34%	8.58%	4.21%	4.52%	5.86%	6.41%	4.01%
3	12.04%	12.02%	9.97%	8.99%	10.21%	15.73%	9.66%	10.32%	10.35%	12.12%	
4	17.13%	18.89%	15.27%	15.51%	17.62%	22.94%	16.38%	14.90%	17.21%	19.82%	
5	23.61%	26.27%	21.18%	21.83%	26.33%	31.04%	23.47%	20.75%	23.21%	27.72%	
6	30.91%	34.35%	28.06%	27.86%	36.94%	39.59%	31.01%	27.73%	31.13%	36.93%	
7	33.20%	37.63%	30.27%	31.01%	41.03%	41.71%	34.37%	31.22%	34.33%	39.95%	
8	38.57%	42.63%	34.54%	35.31%	47.33%	47.17%	39.17%	37.12%	40.54%	45.65%	
9	44.77%	53.42%	40.12%	40.60%	57.19%	54.73%	48.03%	45.59%	45.84%	51.81%	
10	51.25%	60.38%	46.14%	48.64%	62.61%	61.07%	55.22%	52.74%	54.03%	58.30%	
11	62.64%	71.56%	53.58%	58.68%	67.05%	68.29%	64.27%	62.66%	61.92%	66.32%	
12	88.48%	91.72%	72.76%	79.44%	89.03%	88.51%	89.04%	88.70%	83.13%	82.06%	

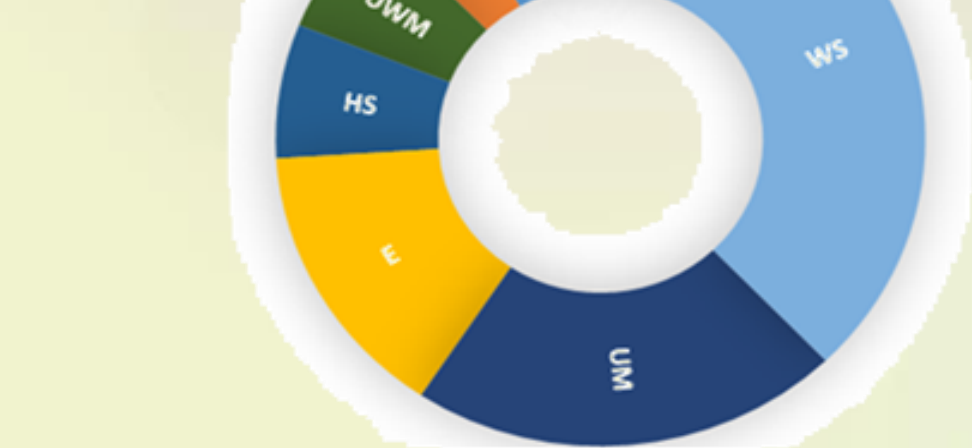
Planned Capital Expenditure per FY 10 year latest plan

124 211



Budget Percentages per Directorate 10 year latest plan

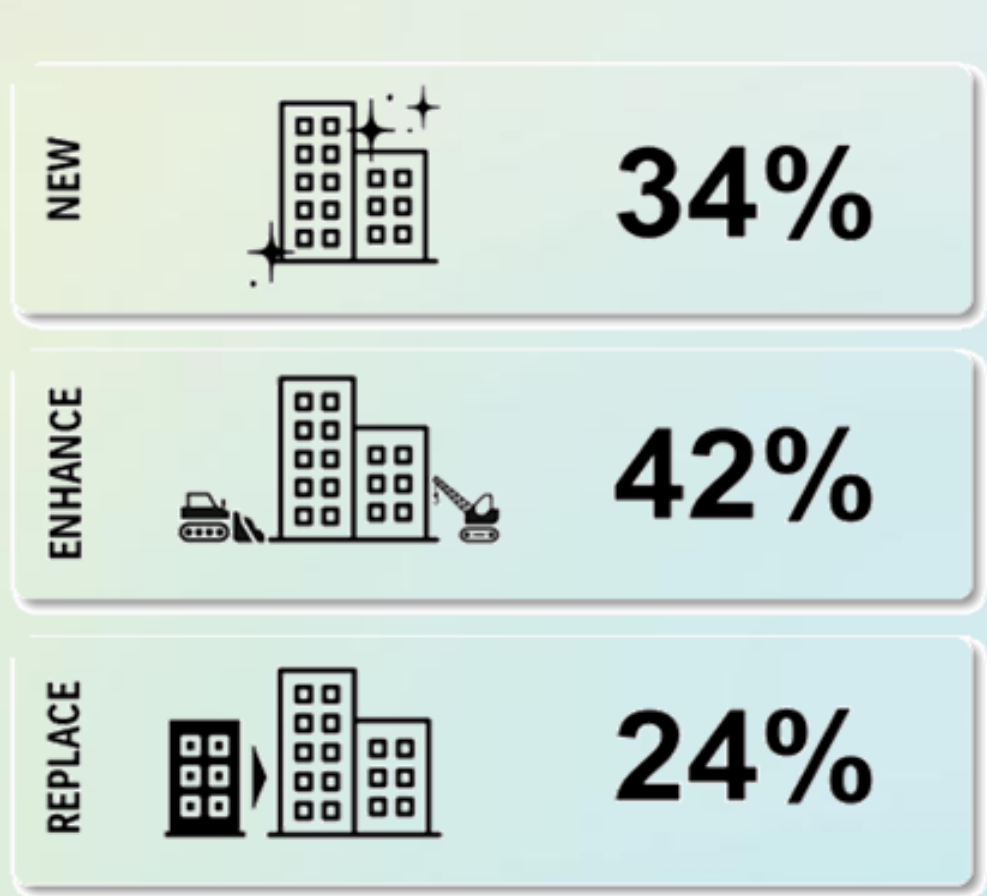
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CSH	2,4%	O_CM	0,1%
CS	4,1%	SS	2,2%
EG	0,8%	SPE	1,9%
E	14,7%	UM	21,5%
F	0,8%	UWM	6,6%
FPR	0,0%	WS	37,8%
HS	7,1%		

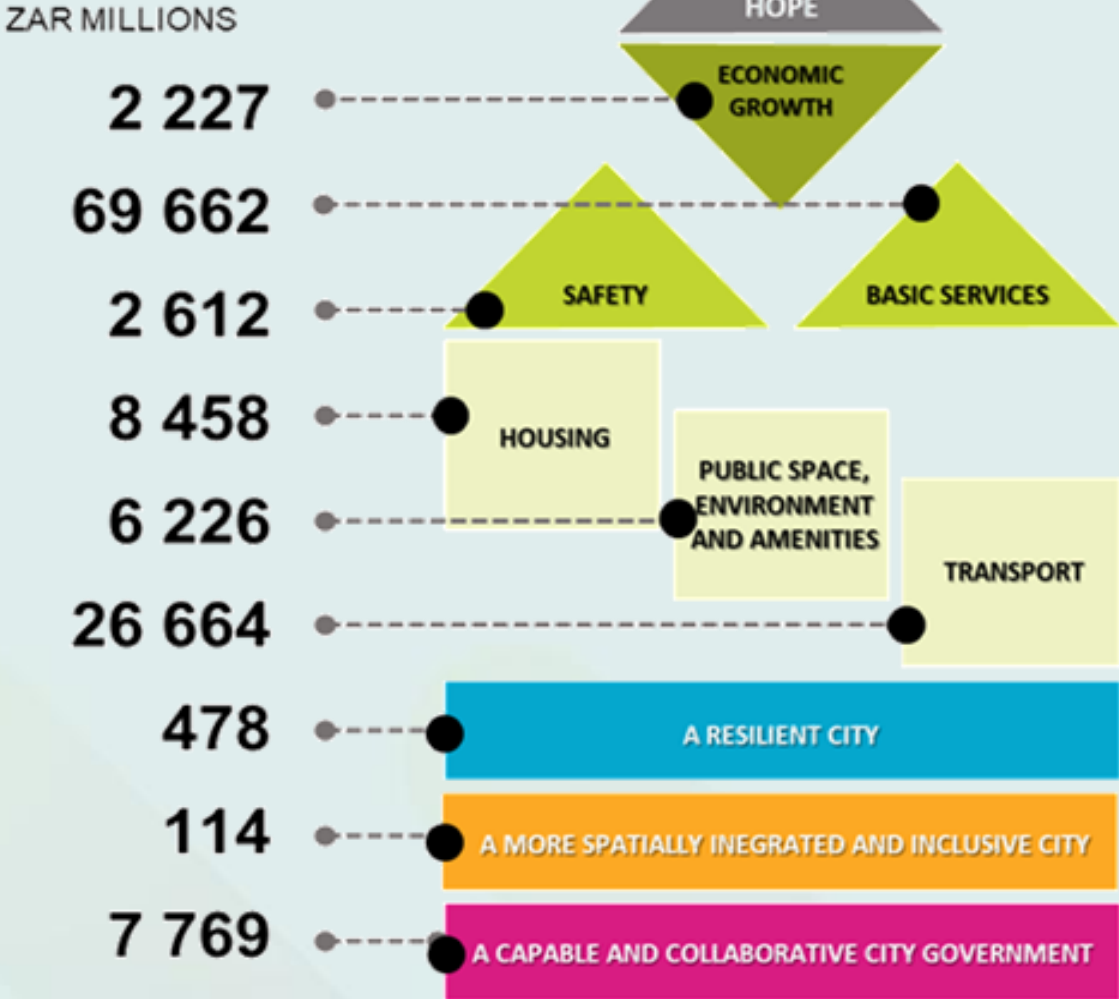
Investment Reason Description 10 year latest plan

124 211

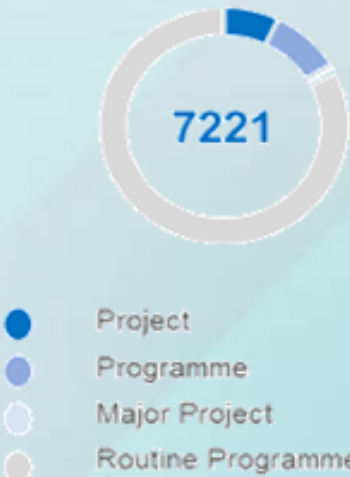


FY2022_2027 IDP Priorities

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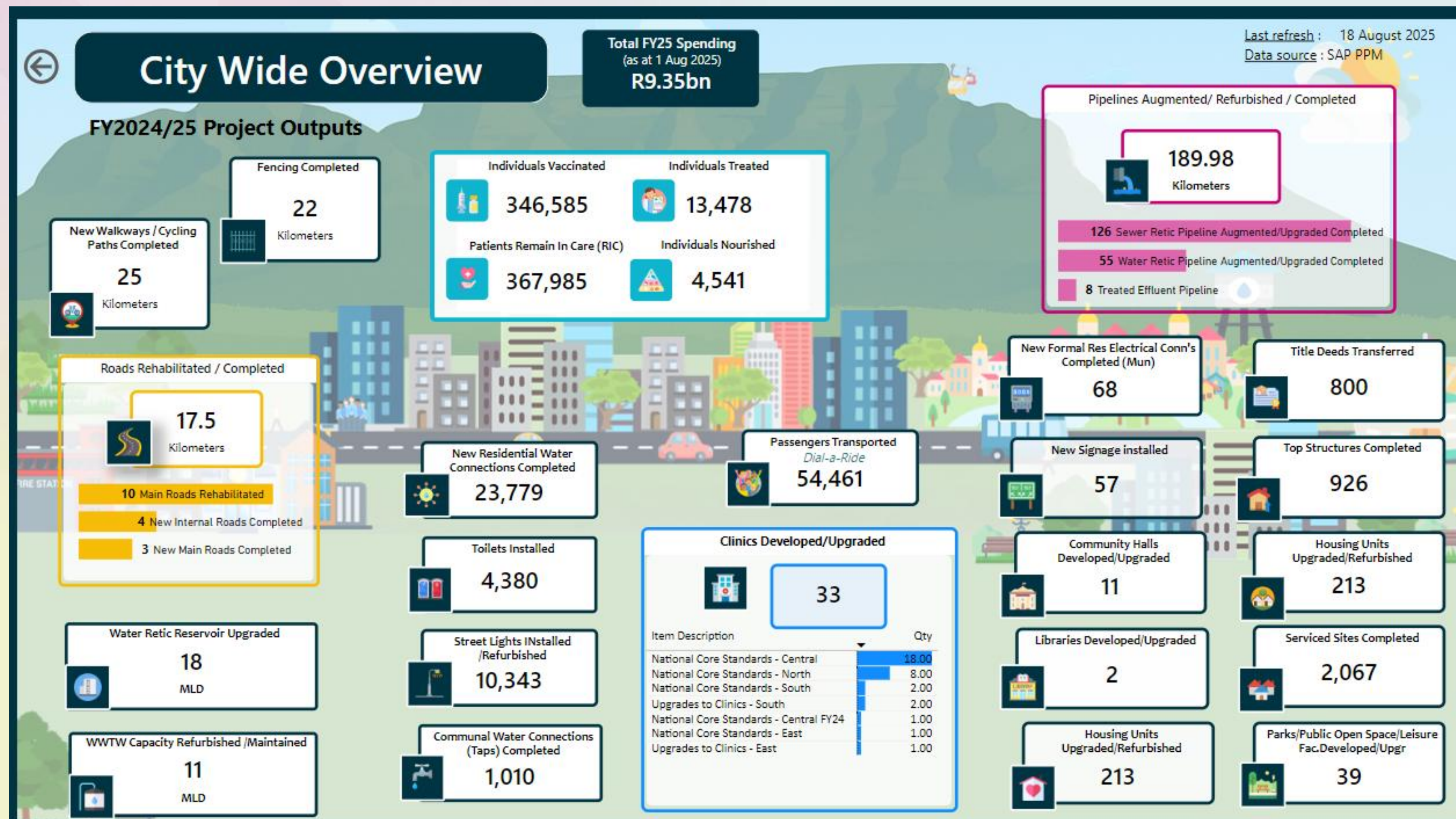
PPM ITEM TYPE



PPM LIFECYCLE SIZE



CITY WIDE OUTPUTS (FY 25)



CITY WIDE OUTPUTS (FY 25)

