

## Introduction

We, the PMDAN and IPMA professionals and practitioners, recognise that our projects, programmes and project portfolios, impact people, society and the natural environment in various ways, both locally and globally. Project, programme and project portfolio management are growing disciplines in an increasingly globalised world. Through this growth we are presented with new challenges, both in our individual endeavours as professionals and on the whole as a profession.

We believe that by committing to acting ethically we will make our projects, programmes and project portfolios better and that this will serve to further our profession. The PMDAN Code of Ethics and Professional Conduct lays out the minimum duties we hold towards the project, programme or project portfolio owner, our team, stakeholders and society. The Code contains ethical principles to guide all project managers, IPMA certified professionals, PMDAN officials and employees, IPMA officials and employees.

## Fundamental Principles

We acknowledge that the PMDAN / IPMA community and the relations between PMDAN / IPMA professionals and their clients depend upon trust, mutual respect and the appreciation of our diversity.

We welcome the fact that we, as members of the PMDAN / IPMA community and as certified professionals, work in environments that are charged with various sensitive political, cultural and moral challenges, and we believe we are best equipped to embrace those challenges by being open to and respectful of our differences.

When working with clients, project owners and other stakeholders we act with integrity, accountability and transparency. We realise that our work in project, programme or project portfolio management may present us with a variety of ethical challenges and we believe that it is through these values that we will best be able to meet them.

Signature

Date

---

Full name/Corporate Name

## The PMDAN Code of Ethics and Professional Conduct

We welcome the diverse origins of ethical norms—secular and religious alike—and seek to treat difference with respect. I/We sign the Project Managers Development Association of Nigeria (PMDAN) Code of Ethics and Professional Conduct to demonstrate adherence to fundamental principles that must guide all our professional conduct and practice.

### 1. To Whom the Code Applies.

The PMDAN Code of Ethics and Professional Conduct consists of norms that all professionals and practitioners should follow, including:

- 1.1. Anyone working for or within the Project Managers Development Association of Nigeria (PMDAN), whether in a volunteer capacity or as a paid staff.
- 1.2. Anyone working for or within the International Project Management Association (IPMA), whether in a volunteer capacity or as a paid staff.
- 1.3. Anyone working for or within an organization that has adopted the PMDAN Code of Ethics and Professional Conduct.
- 1.4. Anyone working for or within a project and / or a programme that has adopted the PMDAN Code of Ethics and Professional Conduct.
- 1.5. Anyone that has signed the PMDAN Code of Ethics and Professional Conduct (e.g. on a voluntary basis, through PMDAN membership or through an IPMA Certification).

### 2. Our Professional Ethics.

We acknowledge that the integrity of our profession and practice is protected and sustained by our reputation.

- 2.1. Whenever possible, we avoid real or perceived conflicts of interest, and disclose them to affected parties when they do exist.
- 2.2. We reject all forms of bribery.
- 2.3. We do not participate in projects, programmes or project portfolios which cannot succeed without compromising the principles laid out in this code.
- 2.4. We strive to maintain and improve upon our professional competences and we take on only projects that we are appropriately qualified to manage.
- 2.5. We are realistic and truthful in our bidding procedures and we expect the same from our business partners.
- 2.6. We make reasonable forecasts and provide truthful and accurate reports.
- 2.7. We make realistic contracts, honour our contractual obligations and deliver results accordingly.

### 3. Commitments to Project Owners and Stakeholders.

We value our clients, project owners and stakeholders and are especially mindful of the duties owed to them.

- 3.1. We respect confidentiality and only release and/or discuss confidential information with people.
- 3.2. In our stakeholder engagement we remain conscious of the possible consequences our work may have for other interested parties and strive to minimize any negative impact.
- 3.3. We are our own guard against any bias and unethical influences.

Signature

Date

---

Full name/Corporate Name

- 3.4. We take reasonable precautions to protect ourselves and our teams against illegal activity and we report any criminal intent or actions to the appropriate authorities.
- 3.5. We keep project owners and stakeholders appropriately updated at all times.
- 3.6. We encourage our clients to critically reflect on their expectations and the ethical implications of the project outcome.

#### **4. Commitments to Co-workers and Employees.**

- 4.1. We hire people who are well-suited for our projects, programmes and project portfolios, based on their background and experience.
- 4.2. We ensure the highest level of health and safety measures and we provide a healthy and safe working environment.
- 4.3. We do not participate in projects, programmes or project portfolios that require unsustainable overwork or harmful working conditions.
- 4.4. We provide training, protective equipment or other methods necessary to ensure a safe working environment.
- 4.5. If our projects, programmes or project portfolios require that housing facilities are provided, we ensure our employees have access to reasonable privacy and personal hygiene facilities.
- 4.6. When we encounter challenges deriving from social and cultural differences, we deal with them in a cultural sensitive way.
- 4.7. We honour the rights of individuals within our teams to celebrate their culture and customs to the extent that it does not inappropriately undermine the morale and mission of our team.
- 4.8. We do not make use of child labour, forced or bonded labour, or demand illegal overtime.
- 4.9. We do not accept any form of mental or physical punishment, including any kind of harassment or bullying.
- 4.10. We do not condone any form of sexual harassment and take precautions to prevent it taking place.
- 4.11. We do not prevent workers from associating freely with a workers' association or group of their choosing, or from engaging in collective negotiations.
- 4.12. We pay at least the legal minimum wage or the local industry standard, if higher than minimum wage, and compensate fairly for overtime.
- 4.13. We do not discriminate on the basis of gender, ethnicity, religion, sexual orientation, age or on any other arbitrary grounds.

#### **5. Responsibility towards the Wider Society.**

We strive to understand the cultures we work in, find common ground and establish mutual respect.

- 5.1. We do not participate in undermining or harming local communities, societies and economies.
- 5.2. We comply with the relevant laws and regulations of Nigeria or countries we are working in.
- 5.3. We remain neutral and do not take a political stance in conflict situations.
- 5.4. We accept social responsibility and seek to develop our professional practices accordingly.
- 5.5. We uphold and promote high ethical standards even when working under the influence of companies, corporations, institutions or governments whose practices or policies are morally lacking.

Signature

Date

---

Full name/Corporate Name

## 6. Sustainability and the Natural Environment

- 6.1. We strive to minimize possible damaging effects to the environment, which may come about as a consequence of our projects, programmes and project portfolios.
- 6.2. We promote awareness of environmental responsibility among our teams, within our organisations and in society.
- 6.3. We think long-term with regard to the environment and strive for sustainable development.
- 6.4. We do what we can to reduce waste and emissions to air, ground and water and encourage the recycling of materials and used products.
- 6.5. We handle, store and dispose of hazardous waste in an environmentally safe manner.
- 6.6. We use resources efficiently in our projects and programmes and avoid waste.

## 7. Our Educational Mission

- 7.1. We raise awareness of the values and principles portrayed in our Code of Ethics and Professional Conduct among our teams.
- 7.2. We incorporate what we know about technology, science and management of projects, programmes and project portfolios to develop the people with whom we work.

## Appendix 1: Definitions

### Project owner

Refers to any individual, group, organisation, institution, association, NGO, governmental agency or transnational body that has initiated and/or has a vested stake in the project, programme or project portfolio.

### Stakeholder

Refers to anyone who is directly or indirectly affected by, or who has to bear the consequences of, the project, programme or project portfolio either in delivery or outcome.

### Conflict of interest

Refers to any situation where personal interests may conflict with professional or public interests, or where one party's obligations towards a second party affect its ability to uphold its obligations to a third party.

*With the Code of Ethics and Professional Conduct, stated above, I am aware and agree to adhere to them.*

*Member of PMDAN*

Signature

Date

---

Full name/Corporate Name