



PRINCE2® P3M3 Report

› SETTING THE STANDARDS FOR ACHIEVING EXCELLENCE IN PROJECTS, PROGRAMMES AND PORTFOLIOS

peoplecert.org/PRINCE2-P3M3



EXECUTIVE SUMMARY

What is the current state of organizational maturity in managing projects, programmes and portfolios?

Based on an analysis of more than 100 project, programme and portfolio maturity assessments conducted by PeopleCert's Accredited Consulting Partners (ACPs) using PRINCE2 P3M3, a global best practice management maturity model, this report aims to answer that question.

Combining insights from PeopleCert's experts in the field, along with observations and advice from the front-line experience of ACPs, the report covers a number of key areas:

› Industry sectors and maturity

Two sectors have emerged as leaders in assessing and improving upon their project, programme and portfolio management maturity: construction and manufacturing alongside the public administration and governance. The report examines why this is important in these sectors, how they use PRINCE2 P3M3 to benchmark their maturity and how programme management remains a crucial element for improvement.

› Organization size and maturity

Differences in organization size have an impact on the level of maturity achieved in managing change initiatives. We explore how complexity in larger organizations and a greater focus on programmes and portfolios, versus smaller organizations' relative agility and project emphasis, influences maturity levels. And we consider the lessons that scaling enterprises can learn from those that have already scaled.

› Practice areas for improvement

While the report highlights three significant practice areas (referred to as "perspectives" in PRINCE2 P3M3) - risk management, stakeholder management and benefits management - as ripe for improvement, the maturity of benefits management presents itself as a key concern across all organizations. Therefore, our experts conduct a deeper dive into this practice area; unpicking the issues that negatively affect its management in organizations, the risks that result from this and what improvements can address the problem.

While the report extrapolates the findings from a robust quantity of PRINCE2 P3M3 assessments - and provides sound guidance for any organization needing to improve its return on project, programme and portfolio investments - it also touches on why assessment and certifying maturity level is only the starting point for embedding best practice.



INTRODUCTION

The rate of failure in organizations' principal vehicles for change and transformation - i.e., projects, programmes and portfolios - though decreasing, remains at an uncomfortably high level.

Even the most successful, well-run and managed organizations are challenged by change which involves introducing the "new" into often turbulent environments and which affects many stakeholders. And yet, the failure rate can be reduced by continually improving the maturity of project, programme and portfolio management.

Understanding organizational strengths and weaknesses in these areas needs a comprehensive maturity assessment to set a benchmark, identify improvements and create a roadmap for how to invest in enhancements, in line with organizational objectives. Repeating the maturity assessment process at a later date then reveals how well the improvements are embedded and demonstrates how the organization is maturing.

› Self perception versus evidence-based assessment

The genesis of this report was an analysis of more than 100 project, programme and portfolio maturity assessments conducted by PeopleCert's Accredited Consulting Partners (ACPs) using PRINCE2 P3M3, (Portfolio, Programme and Project Management Maturity Model) a global best practice management maturity model.

Analysing this collection of assessments from various countries between 2021 and 2025 has provided a picture of organizational maturity in managing change initiatives, based on a proven and robust assessment model.

But why is it important to trust the results of such external evaluations?

organizations' own perception of their project, programme and portfolio maturity can only ever be subjective and employees can be afraid of highlighting areas of improvement, especially in environments with lower levels of psychological safety. Equally, salaries and bonuses may be dependent on showing positive results, regardless of the facts.

Conversely, external consultants like PeopleCert's ACPs are tasked with painting the real picture of performance and maturity. In addition, their work across multiple organizations equips them with knowledge and insights based on how other enterprises have performed.

And by deploying the PRINCE2 P3M3 maturity model, they are able to generate a highly thorough and objective analysis.

› Lessons to learn from sectoral and size-related maturity

As our analysis shows throughout this report, there is a divergence between the project, programme and portfolio management maturity achieved by public sector versus private sector organizations and between larger and smaller enterprises.

The pressure on public sector bodies to work diligently and adhere to standardised best practice on major, high-profile and high value projects, means they need to get their governance right. And repeated maturity assessments demonstrate, through unbiased evidence, where they are doing this effectively.

While private sector companies may have different priorities and can be more flexible with their maturity level, we feel that every sector could learn from the public sector's commitment to improving project, programme and portfolio management performance.

Similarly, small organizations shouldn't dismiss maturity in managing change as the sole province of their larger counterparts. Indeed, the private sector doesn't share the safeguards of publicly-funded institutions and managing change effectively can be a case of survival for smaller businesses.

Investing in maturity doesn't have to mean bureaucratic processes; smaller organizations can benefit from developing lighter but still defined processes which, when applied consistently, should lead to better outcomes and greater market competitiveness.

› Putting benefits at the heart of change

One of the most eye-opening results from our analysis of 100-plus PRINCE2 P3M3 assessments is the widespread weakness among organizations in managing and measuring the benefits from change.

The practice of benefits management appears to present the biggest problem for organizations, based on lack of ownership, poor understanding of outputs versus outcomes and truly recognising what constitutes a benefit. Unfortunately, when addressing the topic of benefits realisation, some people working at the project level consider it a problem for the business to solve.

Ownership of benefits and organizational maturity is vital to address this issue: paying more attention to benefits management and looking back at what was achieved from previous projects provides valuable lessons for future projects; building better business cases and business justification for projects that will deliver benefits aligned with business objectives and avoid wasting money.

KEY FINDINGS SNAPSHOT

Industries most likely to undertake project, programme and portfolio management maturity assessments (PRINCE2 P3M3)



CONSTRUCTION AND MANUFACTURING
& PUBLIC ADMINISTRATION
AND GOVERNANCE

Sector with the most programme management maturity assessments



PUBLIC SECTOR

Highest maturity levels



MEDIUM TO LARGE-SIZED
COMPANIES

Greatest maturity gap between large and small companies



PROGRAMME MANAGEMENT

Greatest need to assess portfolio management maturity



LARGER COMPANIES

Practice improvements needed across all organizations



RISK MANAGEMENT,
BENEFITS MANAGEMENT &
STAKEHOLDER MANAGEMENT

Weakest practice overall



BENEFITS MANAGEMENT

Benefits management in the private sector



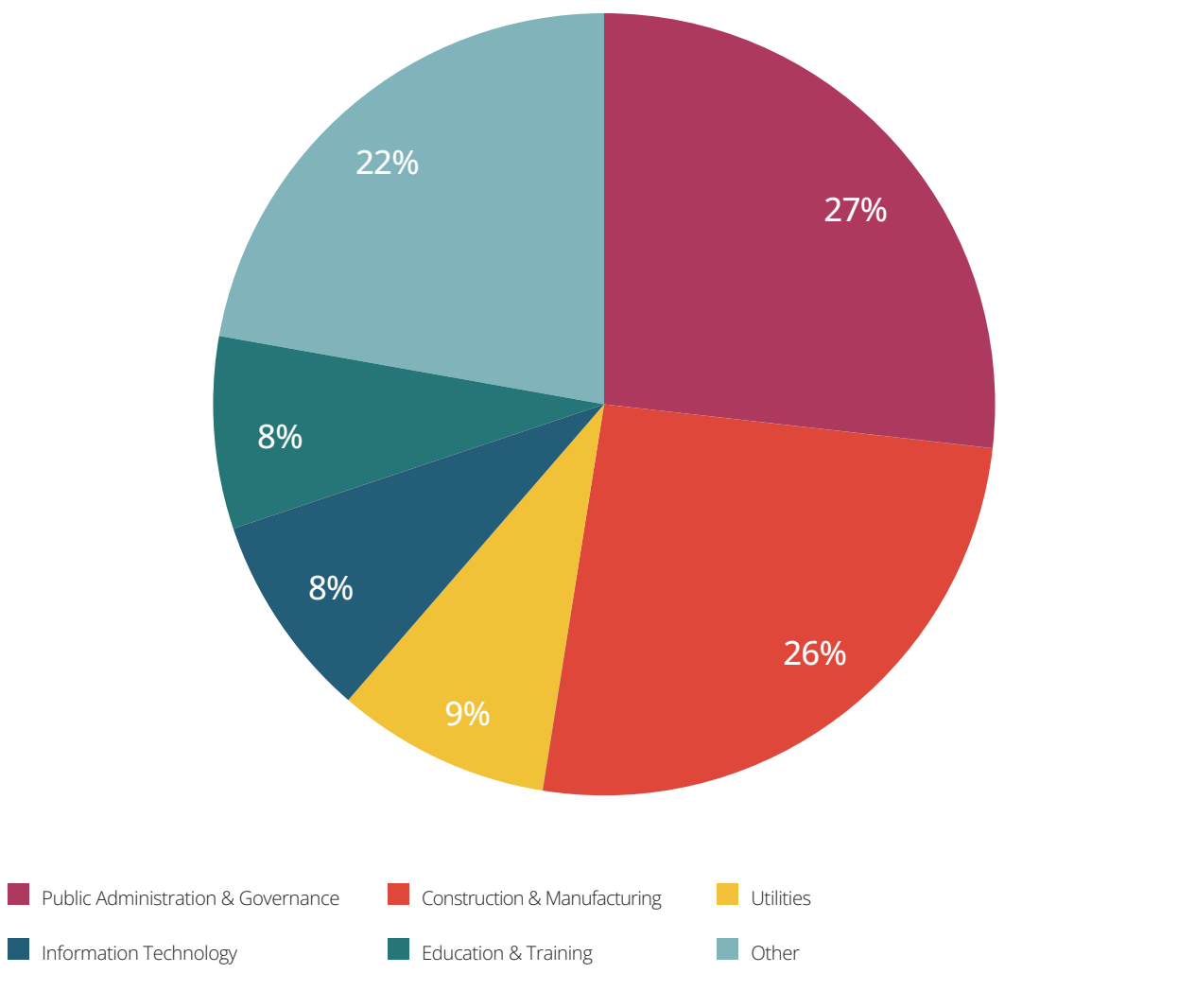
WEAKER THAN THE
PUBLIC SECTOR



ANALYSIS:

- A. INDUSTRY SECTORS:**
COMPARATIVE APPROACHES
TO MATURITY ASSESSMENT
- B. ORGANIZATION SIZE:**
ITS IMPACT ON PORTFOLIO,
PROGRAMME AND PROJECT
MANAGEMENT MATURITY
- C. PRACTICE AREAS:**
“WORK IN PROGRESS”
AND WAYS TO IMPROVE
- D. CONTRIBUTORS**
- E. ABOUT PRINCE2 P3M3**

A. INDUSTRY SECTORS: COMPARATIVE APPROACHES TO MATURITY ASSESSMENT



According to our analysis, the construction and manufacturing alongside the public administration and governance sectors are more likely to undertake maturity assessments.

Our assumption is that organizations in these sectors often need to prove their maturity to participate in public tenders. Also, it's likely that most of their work is project-based and their projects/programmes are more costly (with lower margins), therefore needing greater governance and control over costs.

Dr Baker Rickaby, Principal Consultant at consultancy Arcadis, highlighted the strong roots of project management in construction and infrastructure, noting that in these sectors, maturity assessment is essential to establish a clear baseline before moving into the delivery phase.

Wafa Alfrihidi, Managing Partner at EMpower, integrated consulting solutions providers and PeopleCert Accredited Consulting Partner - noted the large scale and complexity within construction projects along with the industry as an early adopter of project management practices. She also highlighted the huge pressure placed on governmental bodies for transparency and providing accurate data within large and often national initiatives.

Nizar Y. Abuawwad, Partner at Synexcell - consulting firm and PeopleCert Accredited Consulting Partner - which works mainly with government and public sector organizations in Saudi Arabia - stated that most of the initiatives in these sectors require significant governance and therefore need to assess their maturity for where to focus and improve. For example, the goals that Saudi Arabia's Government ministries need to achieve as part of the country's Vision 2030 initiative require a high level of governance, collaboration and communication which means a need for higher maturity levels in project, programme and portfolio management.

Programme management - a missing link?

Among the industry-specific findings, we observed that public sector organizations show greater maturity in project and portfolio management than private sector companies, but not in programme management. Abuawwad agreed with this analysis, but highlighted that government sector transformation initiatives in Saudi Arabia - such as digital - were divided into and defined as programmes for different government ministries: "While programme management maturity in the public sector is generally high through having tailored methods and processes to meet requirements there are still gaps; particularly in integrating programme-level outcomes with strategic planning cycles, which means this remains an area for structured improvement."

While observing comparably effective project management practices in the private sector, Sachio Baig, Associate Director at consultancy Arcadis, agreed that the public sector excels in elements of portfolio management, based on the need to show how it will spend government funding. In this case, PRINCE2 P3M3 assessments are repeated to show funders how management practices have improved.

But when it comes to programme management, he highlighted the general lack of understanding in the public sector: "The programme management layer is so important from a decision making perspective, but it doesn't tend to happen as much in the public sector, which may treat programmes as just large projects." As some of the "best performing local authorities [in the UK] have programme management in place", he sees it as a strategic improvement opportunity.

Alfrihidi suggested that the context and structure of public sector work is more about projects and portfolios than programmes, though this doesn't necessarily equate to professionals not applying effective programme management practices. She concluded that the commitment to assessing and improving project, programme and portfolio practices in construction, manufacturing and public sectors reiterates the importance today of continuous improvement by applying best practices in any marketplace: "Organizations need to adapt to the changes happening with clear practices that will deliver the main goals and benefits."

Why organizations opt for PRINCE2 P3M3 assessment

By using PRINCE2 P3M3 assessments for benchmarking purposes - Alfrihidi observed - organizations also expect to gain a development roadmap based on clear standards that are recognised. "Applying standards based on a roadmap gives them a clear vision from the start and leadership support to budget for implementing the roadmap. And this is a better approach to applying improvements based only on perceptions," she said.

The regional devolution trend in the UK public sector, according to Baig, has led both to more local authorities increasing their project delivery and using PRINCE2 P3M3 assessment as a vehicle to reassure funders. And, more broadly, government organizations are using PRINCE2 P3M3 to demonstrate their strength in managing change initiatives.

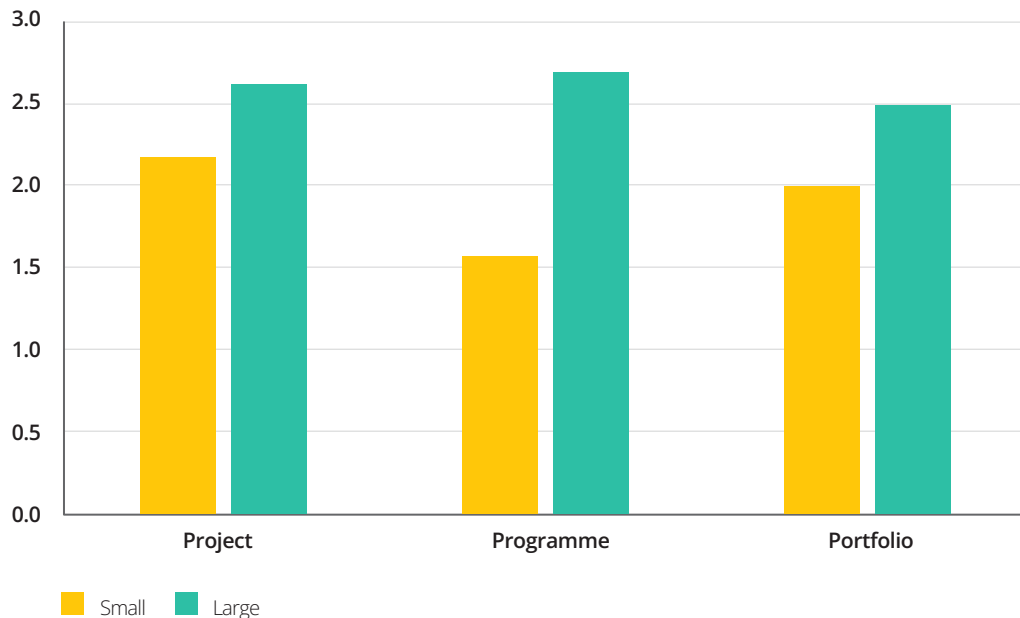
"Government sponsors see the value in maturity assessments to demonstrate capability and readiness for investment," he said, "And PRINCE2 P3M3 provides a business case to show the value of improvements. This helps get buy-in from leadership and employees at the front line to back any proposed changes and harness the opportunity to fix things".

Abuawwad added: "Assessing maturity with PRINCE2 P3M3 gives organizations a roadmap for improvement as it is based on evidence. Each level of the model includes specific process and evidence requirements which, once mapped, provide a clear roadmap for targeted improvement." The success of certain government entities adopting PRINCE2 P3M3 assessments in Saudi Arabia has prompted other parts of the public sector to follow their lead and also encouraged other sectors to pursue maturity assessments.

"To be a higher functioning organization, you should know where you are and where you're going," Baig commented. "organizations are missing a trick if they're not doing this and it's an opportunity to spend money more efficiently and benchmark against competitors. This can also extend to identifying practices that are weaker and can be improved."



B. ORGANIZATION SIZE: ITS IMPACT ON PORTFOLIO, PROGRAMME AND PROJECT MANAGEMENT MATURITY



Size matters for maturity?

Our analysis reveals that project, programme and portfolio management maturity is - on average - higher in medium-large sized organizations than in small organizations.

This is likely due to the need for governance and control, which includes:

Managing complexities at scale to allow delivery of multiple projects and programmes in complex environments.

Needing a mature, standardised approach to work across different nationalities, countries and cultures.

Complying with regulations and industry standards.

Ensuring transparency and proving benefits realisation for stakeholders and shareholders.

Managing and reporting on budget and timescales.

There is a general recognition, Baig said, that growing organizations need to have structures in place while smaller ones can function well enough with ad hoc systems. "Often, we get called in when organizations move to bigger delivery methods and need to have clearer roles and responsibilities, processes and new technology to achieve efficiencies." When teams expand, Rickaby added, increased funding and resources often create the conditions for organizations to strengthen their maturity.

Abuawwad concurred that larger organizations face more complexity and therefore need more formal governance, policies and procedures controlling the work of individuals and departments, which contributes to higher maturity. Conversely, the comparative agility and more project-focused and ad hoc activity of smaller organizations tends to score lower, resulting in lower maturity levels. This, he added, is not necessarily a problem but an opportunity to adopt more practices and raise their maturity: raising employees' skills and competencies to sustain change as part of business-as-usual (BAU) operations is a key enabler of long-term maturity - and one that takes sustained effort.

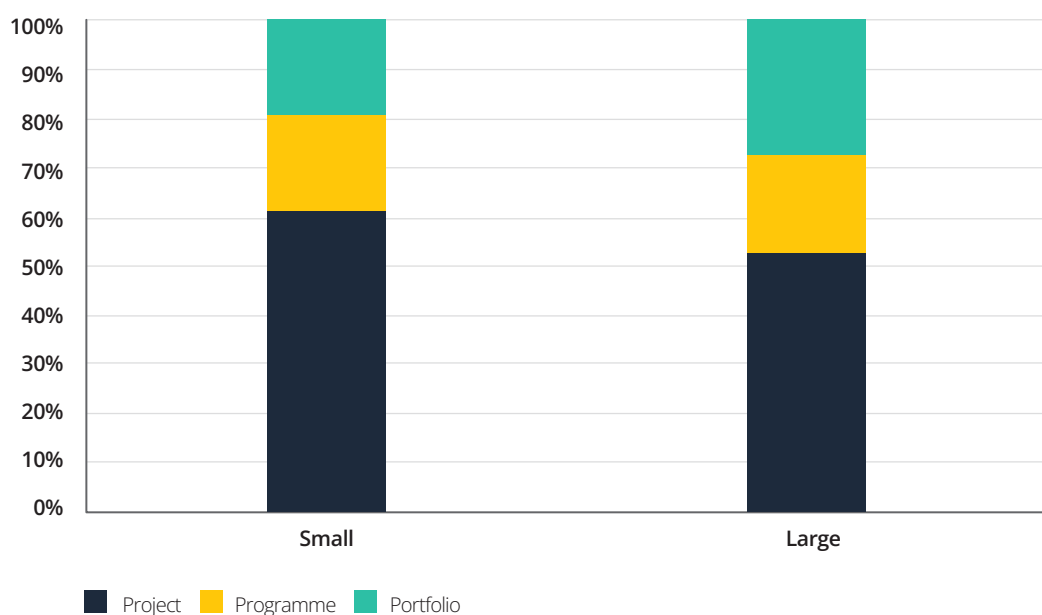
Having dedicated project management offices (PMOs) - especially within large, government entities - tends to lead to higher maturity levels, Alfrihidi said, while smaller enterprises often lack this kind of capability.

The programme management maturity gap

The most significant maturity gap between larger and smaller organizations - according to our analysis - is in programme management.

We suspect this is driven by large organizations investing in larger-scale programmes, whereas small organizations have less complexity and will probably focus more on individual projects. As an organization grows, and with it the associated complexities, a need for programmes will grow in tandem.

When organizations are delivering smaller and fewer projects with less complexity, they have sufficient clarity without needing a programme management wrapper. However, those with larger portfolios of projects need a higher level of strategic management to identify which projects will deliver the benefits, Baig said.



Portfolio management - connecting strategic objectives with change delivery

Our analysis shows that larger organizations are more concerned with portfolio management maturity than their smaller counterparts.

With their comparative size and complexity, larger organizations tend to invest more in portfolio management and assessment of their maturity to manage change initiatives at that level. These organizations need to undertake more programmes and projects, therefore portfolio management enables them to plan and execute these initiatives holistically.

The comparatively greater focus on portfolio management that large organizations have helps leadership decision making, Alfrihidi said; giving them a wider view of how projects affect each other and the overall strategic goals. However, she suggested that while smaller organizations could benefit from portfolio management, they can monitor and manage the relatively small number of projects without a formal portfolio management approach.

Portfolio management, where deployed, provides the mechanisms for translating strategic objectives into an appropriate set of programmes and projects, facilitating effective delivery and benefits realisation, while capturing and applying lessons learned.

Abuawwad agreed, citing the example of Saudi Arabia's Vision 2030 in which government entities need to achieve a balance between portfolios based on strategic objectives cascaded from sector or country-level.

"Portfolio management helps larger organizations select projects and gain maximum value from their investment, based on well-defined standards that are aligned with strategic objectives," Baig explained, adding that it helps senior leadership to measure the value of what has been delivered.

However, Rickaby suggested that even smaller organizations may benefit from higher portfolio management maturity to oversee larger project portfolios and to make targeted funding decisions.

Scaling organizations - lessons to learn from large organizations

While smaller organizations may have an agility advantage in their early stages of development, more structured processes, clarity and visibility becomes necessary as they aspire to grow, Baig said: "Having a route for change management, adopting tools at an earlier stage to be embedded into ways of working and understanding what is deemed a change often needs training, so people understand what a project is and where governance is required."

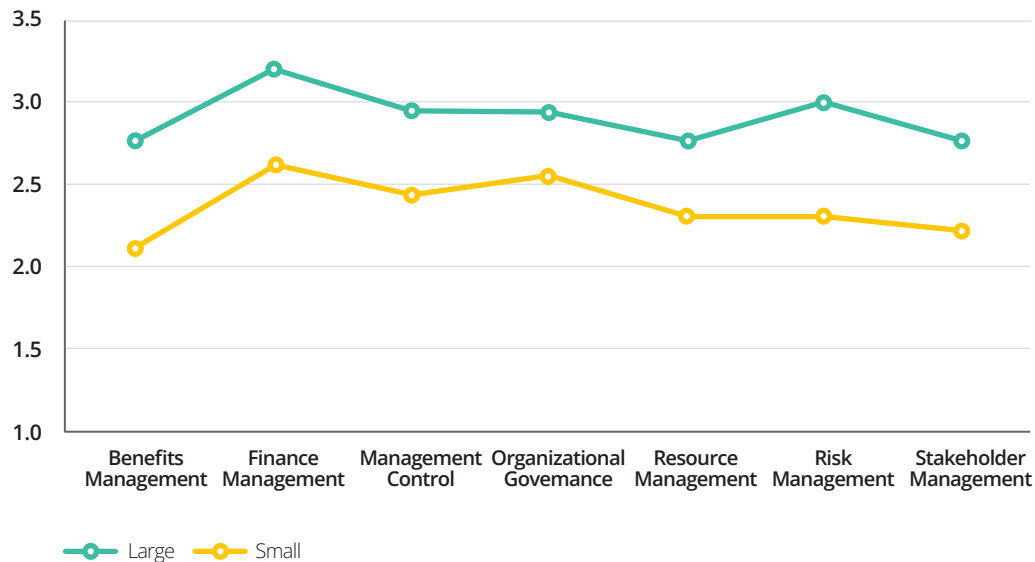
The earlier smaller organizations that wish to scale invest in governance - Abuawwad asserted - the faster they will mature and adapt to change. "Embedding practices and standards in areas such as risk management, procurement and cybersecurity in SMEs encourages those organizations to become more mature and makes it easier to absorb and respond to change effectively, while strengthening resilience and competitiveness."

"Clear governance from the beginning should be the first step," Alfrihidi commented. "Having defined roles and responsibilities and clarity - especially for benefits realisation - gives accountability for understanding and measuring benefits."

Other lessons smaller organizations can learn from their larger cousins, especially in the public sector, are based on culture change and ensuring competencies are integrated at every stage, such as hiring and onboarding people while planning, defining and measuring the competencies and capabilities needed by teams. "And this involves improving staff abilities through internationally-recognised courses, certifications and training programmes," Abuawwad added.



C. PRACTICE AREAS: “WORK IN PROGRESS” AND WAYS TO IMPROVE



Analysis of PRINCE2 P3M3 assessments since 2021 shows there is room for improvement across all sizes of organizations in the practice areas of benefits management, risk management, and stakeholder management.

In larger organizations, this may be due to the sheer volume of stakeholders and departments while, in small organizations, the lack of maturity is a probable cause.

Benefits management is, according to Baig, a language that remains unrecognised in many environments unless an organization is delivering large portfolios: “I think this goes back to the relative lack of understanding about programme management and missing this management layer,” he said.

A key issue with benefits management, according to Alfrihidi, is not differentiating between a project owner and the benefits owner and, therefore, not understanding the concept of how to extract outcomes from outputs.

Abuawwad feels that benefits management has lower maturity in most of the public sector as few government entities can anticipate the benefits that will be realised for long-term change initiatives, for example changing the curriculum in schools; in this case benefits may be realised only over a 10 to 20-year horizon, especially for systemic change initiatives where success is measured through lagging indicators such as national educational outcomes.

We will address the issues surrounding benefits management - and potential ways organizations can improve it - in more detail later in this report.

Meanwhile, Abuawwad also referred to the critical role of stakeholder management and especially the element of communication in project and programme management: communicating with internal, external and even international stakeholders to manage their expectations and maintaining the level of satisfaction necessary for success.

Yet a significant problem with stakeholder management, Alfrihidi said, is the need for project and programme managers to develop better emotional intelligence, along with a clear definition and understanding of all stakeholders from the outset of a change initiative.

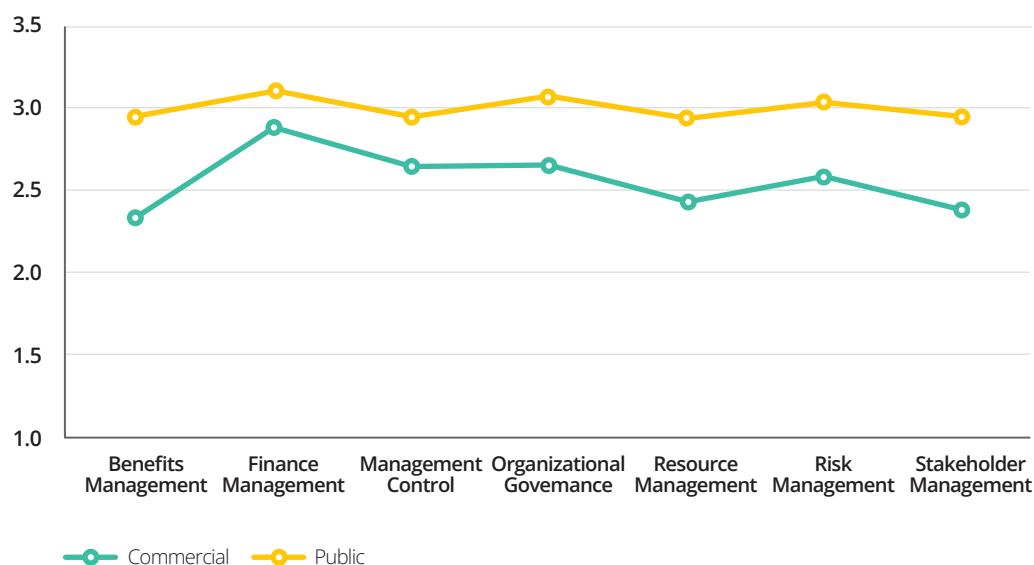
Stakeholder management, Baig said, is not recognised as a key discipline but a “nice to have” add-on; again perhaps reflecting the lack of programme management understanding and recognition of how it can help.

Risk management - the compulsion of compliance

The biggest gap in practice maturity between large and small organizations, according to our analysis, is in risk management. This delta is probably explained by the need for large organizations to comply with regulations and industry standards - both of which require standardised risk management. Equally, larger enterprises typically have dedicated risk management resources whereas, in small organizations, risk management is often a shared responsibility among various employees, despite not being experts in the field.

Both Baig and Rickaby at Arcadis view risk management - in some cases - as not actively managed but viewed rather as a compliance exercise than a management tool. In addition, Alfrihidi sees the weakness in organizations viewing risk management as merely completing a risk register rather than using a risk matrix to categorise risks, understand their likelihood and decide on possible mitigations.

There is a need, Abuawwad said, to improve the approach to identifying risks and how to mitigate them from the ideation of a project. Learning lessons from previous projects and programmes and embedding this knowledge will add more insights for how to identify risks from the start of a change initiative.



Benefits management - a universal blind spot

Regardless of size, benefits management is revealed by our analysis as a weakness among all organizations. And this problem is even more pronounced in the private sector.

Projects and programmes are typically good at identifying and planning benefits realisation. However, once projects and programmes are completed, the operational environment is often poor at ownership and executing measurement, which is often due to conflicting priorities. With their temporary nature, project and programme structures do not have accountability for the actual measurement after the initiative is complete.

Benefits management could, in some circumstances, be treated as a vague element compared to harder tangibles like cost and time in projects, Baig said. And while practices like risk management had clear ownership in most organizations, he added, benefits management might be seen as a “dark art”.

“Research acknowledges that benefits management is often lacking,” Rickaby noted, “And this is a disadvantage because valuable outcomes delivered by projects are not effectively captured.”

Accountability for benefits management - public sector leadership

While private sector organizations - according to our findings - appear to struggle with benefits management, the public sector tends to be stronger in this area because of the requirement to report on spending and savings. Consequently, they are likely to have a more thorough approach to business case development (including benefits definition) to gain external funding. This ultimately leads to greater accountability and transparency in benefits management.

Abuawwad was unsurprised by public sector organizations' strength in this area, as they tend to work to objectives cascaded from higher strategies, which requires a clear roadmap for benefits realisation, potentially including non-financial benefits. Conversely, he sees the private sector focusing more on the value of investment or the success of entering new markets and acquiring new customers, which has a different emphasis. Similarly, Alfrihidi believes that the private sector's tendency to focus on operational rather than strategic benefits is a reason for its relatively lower maturity level in benefits management versus the public sector.

From a UK perspective, Rickaby commented, public sector responsibilities such as infrastructure - including highways and the nuclear industry - place a strong emphasis on benefits management because of their broad public impact.

Improving benefits management - views from the front line

Though improving benefits management depends on each organization, those ready to focus on this area - Baig said - should have a methodology, a way of tracking benefits on a regular basis and a programme management wrapper.

Building on this, Rickaby noted that in larger organizations' portfolios, this means having key metrics to validate and quantify benefits. However, the critical factor, he added, is leadership - without it, effective benefits management is unlikely to happen.

To harness the benefits from a change initiative, Alfrihidi said, each organization should have a complete framework and practices related to benefits management and aligned with the project lifecycle: "This means engaging early with strategy and defining benefits as an outcome from the project. Governance involves regular meetings with strategy and change management teams, plus reports from the project manager, providing visibility on any project changes that could affect the project's strategic benefits."

Abuawwad explained how some government entities had developed a light framework to clarify benefits management, by giving business owners or strategic planners ways to define, measure, and sustain benefits. This is something that larger, private sector organizations are starting to do also.





D. CONTRIBUTORS



Nizar Y. Abuawwad
Co-Founder & Partner, Synexcell Consulting

With over 24 years of experience in management consulting, specialising in project, programme and portfolio governance, Nizar led the establishment and evaluation of PMOs and Centers of Excellence across major public and private institutions in Saudi Arabia, supporting transformation programs exceeding Saudi Arabian Riyal (SAR) 2 billion.

Engagements include the Public Investment Fund, Ministry of Finance, Monsha'at, and the Saudi Authority for Intellectual Property—covering maturity assessments (PRINCE2 P3M3), benefit realisation, operating models and strategic execution aligned with Vision 2030.

He holds a Master's in Project Management, dual bachelor's degrees in business administration and computer science, and certifications in PMP, PgMP, PfMP, PRINCE2, PRINCE2 Programme Management (formerly MSP), PRINCE2 Project, Programme, Portfolio Office Management (formerly P3O), P3M3, IPMO-Practitioner, and EFQM.



Wafaa M. Alfrihidi
Managing Partner, EMpower Consulting

Wafaa is a senior Saudi strategy and project management expert with wide experience across national transformation programmes and diverse sectors, including energy, diplomatic, security, defense, healthcare, culture and heritage. She is a certified PRINCE2 P3M3 assessor and has conducted PRINCE2 P3M3 maturity assessments for more than 10 organizations across various governmental and sectoral domains in Saudi Arabia. She has led the establishment and enhancement of PMOs, designed operating and governance models and translated strategic visions into actionable initiatives and KPIs.

Currently serving as a consultant at EMpower Consulting, she has played key roles in strategy development, business process analysis, organizational transformation and performance monitoring. Known for her ability to turn institutional challenges into development opportunities, she consistently delivers innovative solutions aligned with global best practices.

She holds a bachelor's degree in computer science and information systems and has completed various professional training in leadership, business analysis and agile project management. Wafaa is currently pursuing an Executive MBA at Prince Mohammed Bin Salman College, further enhancing her leadership and business acumen.



Sachio Baig
Associate Director - Mobility Global Lead for PRINCE2 P3M3, Arcadis

Sachio Baig is a transformation leader and strategic advisor with over 16 years' experience shaping and delivering high-performing portfolio, programme and project environments. As Arcadis' Global Mobility lead for PRINCE2 P3M3, he partners with senior executives to assess, design and embed governance and delivery frameworks that strengthen investment confidence and drive outcomes for portfolios exceeding £1 billion.

Renowned for translating strategic vision into actionable, best-practice operating models, Sachio has led transformation programmes across some of the UK's most complex public sector organizations. His work in PRINCE2 P3M3 maturity assessments, portfolio management and PMO design has delivered measurable improvements in governance, benefits realisation and portfolio performance—building trust at board level and enabling multi-year transformation roadmaps.

Sachio combines deep delivery expertise with commercial acumen, mobilising cross-disciplinary teams to achieve strategic impact. A graduate of the Oxford University Said Business School Management Acceleration Programme, he holds an MSc and BSc in civil engineering, is an accredited PRINCE2 P3M3 Assessor, and a certified APMP, MSP, MoR and Earned Value Practitioner. His leadership has helped secure repeat commissions, deepen strategic client relationships and reinforce Arcadis' reputation as a trusted partner for delivering large-scale transformation programmes.



Dr Baker Rickaby
Principal Consultant, Arcadis

An experienced leader in project controls and programme management with over a decade of engagement in the discipline, Baker helps organizations improve how they plan, govern and deliver change. Working within Arcadis' Project and Programme Management service division supporting the Mobility sector, he combines hands-on delivery expertise with strategic advisory work to help clients strengthen project controls frameworks, enhance governance structures and advance organizational delivery maturity.

An accredited PRINCE2 P3M3 Assessor, and certified in PRINCE2 Programme Management (formerly MSP) and Project Planning and Control, Baker works with organizations to benchmark and improve their project, programme and portfolio management capabilities. His approach focuses on delivering practical outcomes, ensuring that improvement initiatives are grounded in real-world environments and aligned with strategic objectives.

He holds a PhD in Project Management from University College London, where his research into managing uncertainty in major programmes earned the Association for Project Management's Doctorate of the Year Award in recognition of his contribution to advancing the project management discipline. Baker also holds an MSc in Project and Enterprise Management and a BEng (Hons) in Civil Engineering with Surveying. He also contributes to the development of future project professionals through teaching, mentoring and sharing insights at academic and industry forums.



Narinder Dhaliwal
Senior Product Architect, PRINCE2 portfolio, PeopleCert

Narinder is the senior product architect for the PRINCE2 portfolio, with over 20 years' experience as an accredited trainer and consultant for a wide range of organizations, including start-ups, large corporations and public sector bodies. She specialises in delivering best practices such as PRINCE2 Project Management (Version 7), PRINCE2 Programme Management (Version 5), Change Management, AgilePM, PMQ, PFQ and PRINCE2 Agile (Version 1), tailoring solutions to meet the unique project delivery needs of her clients.

Narinder has been deeply involved in the development and refinement of industry standards. She served as an examiner for the PRINCE2 Project Management (Version 7), Agile SHIFT and PRINCE2 Programme Management (Version 5), and contributed as a co-author to the new and improved PRINCE2® Agile (Version 2). Her extensive experience, combined with her role as senior product architect, positions her as a leading expert in the field, providing organizations with practical, high-quality guidance to achieve project success.



Szymon Pawlowski
PRINCE2 Product Architect, PeopleCert

Szymon is the PRINCE2 Product Architect at PeopleCert. His main responsibility is to ensure the continual development of the product portfolio under the PRINCE2 brand, which includes methods and frameworks such as PRINCE2 Project Management (Version 7), PRINCE2 Agile (Version 1), PRINCE2 Programme Management (Version 5), PRINCE2 Portfolio Management (Version 1), PRINCE2 Risk Management (Version 4), and PRINCE2 Project, Programme, Portfolio Office Management (Version 2), as well as the PRINCE2 P3M3 maturity model.

Szymon contributed as a co-author to the PRINCE2 Project Management (Version 7) and the new PRINCE2 Agile (Version 2). He has practiced as a consultant, accredited trainer, mentor, and project manager for more than 15 years and has broad experience in implementing solutions in the areas of project, programme, portfolio, risk management, and PMOs in organizations from the private and public sector. He is passionate about project management, continual improvement and knowledge sharing.

E. ABOUT PRINCE2 P3M3

The PRINCE2 Portfolio, Programme and Project Management Maturity Model (PRINCE2 P3M3) is a tool organizations can use to assess and benchmark their current maturity and effectively develop plans for improvement.



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