GLOBAL PROJECT
EXCELLENCE **AWARDS**

Criteria & Guidance

Awards Programme Handbook

2026 Edition

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GPEA 2026 — Your guide to the application journey

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1 | Programme Overview & Principles

About the Global Project Excellence Awards

- The Global Project Excellence Awards recognise outstanding achievement across the project management profession by celebrating excellence in projects, programmes, organisations, PMOs, individual leadership, and contributions that advance the profession and its body of knowledge.
- The awards provide an international platform to showcase achievements that demonstrate measurable impact, effective governance, innovation, strategic value creation, professional excellence, and sustainable outcomes.
- Through a rigorous and independent evaluation process, the awards recognise achievements that contribute to advancing project management practice and improving organisational and societal outcomes.

Programme Principles

- The Global Project Excellence Awards are built on the principles of fairness, transparency, credibility, measurable impact, and professional excellence.
- All submissions are evaluated through an independent and evidence-based assessment process designed to recognise genuine achievement, verified outcomes, and meaningful contributions to the advancement of project management practice.
- The awards emphasise measurable value creation, sustainable impact, governance excellence, innovation, professional integrity, leadership excellence, and knowledge contribution across projects, organisations, programmes, PMOs, and individuals.
- The evaluation methodology is designed to ensure:
    - Consistency and fairness across all categories
    - Independent and unbiased judging
    - Evidence-based assessment
    - Recognition of measurable outcomes and lasting impact
    - Alignment with international project management best practices

Award Architecture

Main Category	Description	Awards Included
Project Awards	Recognising outstanding project and programme delivery across multiple sectors and disciplines.	Project Excellence Transformation Project of the Year Digital and Technology Project of the Year Construction & Infrastructure Project of the Year Sustainability Project of the Year Programme of the Year
Organization Awards	Recognising institutional excellence in governance, delivery, strategy execution, innovation, transformation, and PMO capability.	Project Delivery Leadership Award Strategy Execution Excellence Award Organisational Transformation Leadership Award Innovation in Project Delivery Award PMO of the Year
Individual Awards	Recognising professionals who demonstrate exceptional leadership, delivery excellence, and professional contribution.	Project Manager of the Year PMO Leader of the Year Young Project Professional of the Year
Special Recognition Awards	Recognising unique contributions that advance project management knowledge, accessibility, professional practice, and community impact.	Areeb in Project Management

2 | Standard Submission Requirements

All submissions must:

- Be completed through the official awards submission platform.
- Include all mandatory supporting evidence and documentation required for the selected award category.
- Present accurate, verifiable, and evidence-based information.
- Comply with submission word limits and formatting requirements.
- Be submitted within the official submission timeline.
- Supporting evidence requirements differ by award category and are detailed within each award section.
- Submissions that are incomplete, unsupported by evidence, or non-compliant with category requirements may be excluded from the evaluation process.

3 | Evaluation Methodology

- Each award category is evaluated using a category-specific assessment model aligned to its objectives, expected outcomes, and evidence requirements.
- Evaluation criteria, weighting, application sections, and supporting evidence requirements vary by award category and are detailed within the corresponding award section of this guide.
- All evaluations are conducted using an evidence-based assessment methodology designed to ensure fairness, consistency, transparency, and recognition of measurable achievement.
- The assessment process focuses on demonstrated performance, measurable outcomes, quality of execution, organisational or professional impact, and the strength of supporting evidence provided by the applicant.

4 | Judging Process & Independence

Judging Panel Standards

- All judges are independent practitioners, sector experts, academics, or senior project management professionals.
- Judges declare conflicts of interest prior to evaluation.
- Conflicted judges are excluded from affected categories.
- All judges sign confidentiality and non-disclosure agreements.
- Each submission is reviewed by multiple judges before moderation and final scoring.

Assessment Process

- All submissions undergo an independent review process conducted by qualified judges with relevant sector and professional expertise.
- Judges assess submissions against the published evaluation criteria and supporting evidence requirements applicable to the selected category.
- Scores are moderated to ensure consistency and fairness across the evaluation process.
- Only evidence presented within the submission and supporting documentation will be considered during assessment.

5 |Submission Eligibility

PROJECT AWARDS Submission Eligibility

- Applicants must satisfy all eligibility requirements applicable to the selected award category. Submissions that do not meet eligibility requirements will not proceed to evaluation.
- Open to projects from any industry, sector, or geographic region.
- Applicable to public, private, and non-profit sector projects.
- Only completed projects are eligible.
- Formal consent from the Project Owner is required.
- Projects that previously won a Global Project Excellence Award are not eligible.
- Projects completed more than 24 months before the submission deadline are not eligible.
- Incomplete submissions, unclear ownership, or insufficient supporting information may result in disqualification.

ORGANIZATION AWARDS Submission Eligibility

- Applicants must satisfy all eligibility requirements applicable to the selected award category. Submissions that do not meet eligibility requirements will not proceed to evaluation.
- Open to organizations, institutional entities, departments, programmes, and PMOs across all sectors and industries.
- Applicable to public, private, and non-profit organizations.
- The applying entity must be active and operational at the time of submission.
- Formal endorsement from executive leadership or an authorized organizational representative is required.
- More than one entity or function from the same organization may apply where applicable.
- Third-party nominations are not accepted unless officially authorized by the organization.
- Organizations or entities that previously won the same Global Project Excellence Award category are not eligible.
- Incomplete submissions or insufficient supporting information may result in disqualification.

INDIVIDUAL AWARDS Submission Eligibility

- Applicants must satisfy all eligibility requirements applicable to the selected award category. Submissions that do not meet eligibility requirements will not proceed to evaluation.
- Open to individuals from any organization, freelancers, or self-employed professionals.
- Nominations are submitted for the individual personally, not for a specific project.
- Nominees must demonstrate notable contributions to project management or related professional domains.
- Nominees must be over 18 years old at the time of submission.
- Individuals who previously won the same award category are not eligible.
- Young Project Professional nominees must be:
    - 35 years old or younger, or
    - Have seven years or less of project management experience.
- Career stage and experience details must be clearly disclosed where applicable.
- Incomplete submissions or insufficient supporting information may result in disqualification.

SPECIAL RECOGNITION AWARDS Submission Eligibility

- Applicants must satisfy all eligibility requirements below. Submissions that do not meet eligibility requirements will not proceed to evaluation.
- Open to both individuals and organizations from public, private, academic, and non-profit sectors.
- The contribution must demonstrate a significant impact on advancing project management knowledge, accessibility, practice, or professional awareness in the Arabic language.
- Contributions may include academic work, research papers, professional publications, knowledge initiatives, content platforms, educational initiatives, or community-driven contributions related to project management.
- The nominee(s) may belong to any organization type, including corporate, government, academic, or non-profit entities.
- Formal approval from the owning or supporting organization is required where applicable.
- Submissions that previously won the same award category in previous editions are not eligible.
- Third-party nominations without official authorization are not accepted.
- All submissions and supporting materials for this category must be submitted in Arabic.
- Submissions lacking clarity, sufficient supporting evidence, or required documentation may be disqualified.

PROJECT AWARDS

Recognising outstanding project delivery across six distinct categories

AWARDS IN THIS CATEGORY

01

Project Excellence — Grand Award

02

Transformation Project of the Year

03

Digital and Technology Project of the Year

04

Construction & Infrastructure Project of the Year

05

Sustainability Project of the Year

06

Programme of the Year

PROJECT AWARD

Project Excellence

Award Definition

The Grand Award is the highest honour in the Global Project Excellence Awards Programme. It recognises a project that sets an extraordinary standard across every dimension: governance, execution discipline, complexity management, measurable outcomes, and lasting value.

Submission Guidance

Applicants should demonstrate why the project represents an exceptional example of project excellence and how it achieved outstanding performance across governance, execution, complexity management, measurable outcomes, and long-term value.

The submission should clearly explain:

- The strategic context and importance of the project.
- The problem, gap, or opportunity addressed.
- The complexity of the project environment.
- The delivery methodology and governance model adopted.
- The measurable outcomes and benefits achieved.
- The project's contribution to organisational or national strategy.
- The reasons the project should be considered best-in-class.
- The evidence supporting all claims and achievements.

PROJECT AWARD

Project Excellence

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Strategic Relevance	10%	Sec 2.1 Strategic Context Sec 3.4 Strategy Contribution Sec 4.2 Strategic Challenge
Execution Quality	25%	Sec 2.4 Delivery Methodology Sec 4.3 Governance and Delivery Model
Complexity	15%	Sec 2.3 Complexity Assessment Sec 4.4 Delivery Challenges
Measured Outcomes	30%	Sec 2.2 Problem/Gap Sec 3.1 Success Criteria Sec 3.2 Results Table Sec 3.3 Benefits Realisation Sec 4.5 Measurable Outcomes
Sustainability	10%	Sec 4.1 Executive Summary Sec 4.6 Best-in-Class
Evidence Strength	10%	Sec 3.2 Results Table Sec 5. Evidence

Required Evidence & Supporting Documents

Project charter or mandate document summarising scope, budget, objectives, and strategic context.
Complexity assessment or delivery environment summary (scale, stakeholders, regulatory context).
Final project performance report with schedule, cost, quality, and benefits outcomes.
At least five KPI results in a table: target vs. actual vs. variance.
Independent validation: audit report, client sign-off, or third-party assessment. Professional endorsement from a recognised PM body (IPMA, PMI, APM, or equivalent) is accepted.
Stakeholder endorsement letter from the project sponsor or senior client.
Benefits realisation report or equivalent post-project review (at least 3 months after closure).
Any external recognition, certification, benchmarking result, or industry award received.

PROJECT AWARD

Transformation Project of the Year



Award Definition

This award recognises a project that delivered significant, proven transformational change in an organisation, sector, or service model. Transformation means a fundamental shift in how something works — not a process improvement or system upgrade. The submission must demonstrate both execution quality and the scale of change achieved, supported by before-and-after evidence.

Submission Guidance

Applicants should demonstrate how the project delivered transformational change rather than incremental improvement.

The submission should clearly explain:

- The starting state and the need for transformation.
- The strategic drivers behind the transformation.
- The transformation objectives and target state.
- The governance, workstreams, and implementation approach.
- The change management methodology adopted.
- The challenges encountered during delivery.
- The measurable transformation achieved.
- Evidence demonstrating that the transformation has been embedded and sustained.

PROJECT AWARD

Transformation Project of the Year

TRANSFORMATION
Project of the year

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Strategic Relevance	15%	Sec 2.1 The Burning Platform Sec 2.2 Strategic Alignment Sec 3.4 Strategy Contribution Sec 4.1 Transformation Objective
Execution Quality	20%	Sec 2.3 Scope of Transformation Sec 4.2 Workstreams Sec 4.3 Change Management
Complexity	15%	Sec 2.4 Transformation Complexity Sec 4.4 Delivery Challenges
Measured Outcomes	35%	Sec 3.1 Starting State Sec 3.2 Target State Sec 3.3 Results Summary Results Table Sec 4.5 Measurable Transformation
Sustainability	10%	Sec 5.1 Sec 5.2 Sec 5.3 (Sustainability and Embedment) Sec 4.6 Proof of Step Change
Evidence Strength	5%	Sec 3.3 Results Table Sec 6. Evidence

Required Evidence & Supporting Documents

Transformation brief, mandate, or business case — must define the starting state, burning platform, and target state.
Before-and-after performance data across at least three dimensions: operational, people/culture, and stakeholder impact.
Workstream architecture or transformation roadmap showing sequencing, dependencies, and governance.
Named change management methodology, plan, stakeholder analysis, and adoption evidence (training records, pulse surveys, communications plans).
Before/after maturity assessment or equivalent independent evaluation confirming the magnitude of change.
Three or more quantified transformation outcomes: target vs. actual vs. variance, with measurement date.
Sponsor or executive endorsement letter explicitly confirming the transformation is embedded and sustained.
Any external recognition, sector benchmark comparison, or independent third-party assessment.

PROJECT AWARD

Digital and Technology Project of the Year

Award Definition

This award recognises a project that delivered exceptional results through digital, data, systems, platform, automation, or technology-enabled change. Technology is the means, not the end — a recognised submission demonstrates that the technology was implemented with rigour and that it produced real, measurable operational, customer, or strategic value.

Submission Guidance

Applicants should demonstrate how technology enabled measurable business, operational, customer, or strategic value.

The submission should clearly explain:

- The business challenge or opportunity addressed.
- The technology solution implemented.
- The scope of implementation and deployment approach.
- Cybersecurity and data protection considerations.
- User adoption and organisational readiness.
- The risks encountered and how they were managed.
- The measurable business outcomes achieved.
- The long-term sustainability, scalability, and legacy of the solution.

PROJECT AWARD

Digital and Technology Project of the Year

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Strategic Relevance	15%	Sec 2.1 Solution Summary Sec 2.3 Strategic and Digital Alignment Sec 4.5 What Makes It Stand Out
Execution Quality	20%	Sec 2.4 Cybersecurity Sec 3.1 Delivery Performance Sec 4.1 Implementation and Adoption
Complexity	15%	Sec 4.2 Execution Risks Sec 4.3 Change Management
Measured Outcomes	35%	Sec 2.2 Before-State Sec 3.2 Adoption Metrics Sec 3.3 Business Value Results Sec 4.4 Measured Outcomes
Sustainability	10%	Sec 4.6 Sustainability, Scalability, Legacy
Evidence Strength	5%	Sec 3.2 Adoption Metrics Sec 5. Evidence

Required Evidence & Supporting Documents

Technology solution overview and architecture summary written in plain, non-technical language.
Solution scope: number of users, systems integrated, data volumes, geographic reach, and business functions covered.
Delivery phases, governance structure, deployment methodology, and key stakeholders.
Cybersecurity and data protection measures applied during design and delivery, referencing applicable frameworks for the jurisdiction.
Testing and quality assurance evidence: test plans, UAT results, defect closure rates, and go-live readiness sign-off.
User adoption metrics: active users, transaction volumes, and usage trends at least 3 months post go-live.
At least three business outcome metrics with baseline vs. post-implementation results and independent source.
Go-live performance data, system availability records, and defect rates post-launch.
Independent validation: user satisfaction survey, IT audit, cybersecurity assessment, or business sponsor sign-off.
Any external recognition, sector benchmark, analyst citation, or industry award received.

PROJECT AWARD

Construction & Infrastructure Project of the Year



Award Definition

This award recognises an outstanding construction, engineering, or infrastructure project that demonstrates excellence in execution, controls, safety management, and delivery outcomes. Physical delivery environments carry unique complexity — contractual, logistical, safety-critical, and community-facing. This award values the discipline required to deliver at scale, safely, and to standard.

Submission Guidance

Applicants should demonstrate how the project achieved excellence in construction or infrastructure delivery through disciplined execution, effective controls, strong safety performance, and successful delivery outcomes.

The submission should clearly explain:

- The strategic importance and intended impact of the project.
- The physical scope and delivery environment.
- The governance and contractor management approach adopted.
- The complexity of the project and major delivery challenges encountered.
- Performance against schedule, cost, quality, safety, and environmental objectives.
- The project's contribution to national, economic, social, or infrastructure development objectives.
- Lessons learned and long-term value created.
- The evidence supporting project performance and outcomes.

PROJECT AWARD

Construction & Infrastructure Project of the Year

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Strategic Relevance	15%	Sec 2.1 Strategic Context and Alignment Sec 2.4 Stakeholders Sec 4.5 National Strategy – Strategic Portion
Execution Quality	20%	Sec 3.1 Schedule Sec 3.2 Cost Sec 3.3 Quality Sec 4.1 Governance and Contractor Management
Complexity	15%	Sec 2.2 Physical Scope Sec 2.3 Complexity Sec 4.3 Site and Interface Challenges
Measured Outcomes	35%	Sec 3.4 Safety (Mandatory) Sec 3.5 Environmental Sec 4.2 Four-Control Narrative Sec 4.4 Delivery Results
Sustainability	10%	Sec 4.5 National Strategy – Sustainability Portion Sec 4.6 Lessons
Evidence Strength	5%	Sec 3.4 Safety (Mandatory) Sec 5 Evidence

Required Evidence & Supporting Documents

MANDATORY - Safety statistics for the full project duration: TRIR and LTIFR. Zero-harm milestones or HSE awards should also be provided.
Project scope, approved budget, programme baseline, and final outcome summary.
Schedule performance: planned vs. actual with variance explanation and critical path evidence.
Cost performance: approved budget vs. final cost with variance explanation and change order register.
Quality audit outcomes, defect and snag resolution records, inspection test plans, and independent quality certification.
Environmental and sustainability performance data: carbon footprint, waste management records, or green rating certification achieved (e.g. LEED, BREEAM, Mostadam, or equivalent).
Completion certificate or practical completion documentation signed by the client or independent certifier.
Multi-contractor interface management evidence: interface register, coordination meeting minutes, or interface resolution records.
Client or independent engineer performance assessment letter.
Lessons learned report and evidence that lessons have been shared internally or with the wider industry.

PROJECT AWARD

Sustainability Project of the Year

SUSTAINABILITY
Project of the year

Award Definition

This award recognizes a project that delivered strong, independently verifiable sustainability outcomes — environmental, social, or long-term resilience. It goes beyond compliance or greenwashing to recognize organizations that made genuine, measurable, and enduring sustainability commitments and delivered on them. The standard is set by internationally recognized sustainability frameworks..

Submission Guidance

Applicants should demonstrate how sustainability was intentionally embedded into the project and how measurable sustainability outcomes were achieved and sustained.

The submission should clearly explain:

- The sustainability objectives established at project inception.
- The baseline conditions and metrics used to measure improvement.
- How sustainability principles were embedded into design and delivery.
- Trade-offs made to achieve sustainability objectives.
- Sustainability challenges encountered and how they were addressed.
- Measurable environmental, social, or resilience outcomes achieved.
- Alignment with national sustainability objectives and recognised frameworks.
- Long-term monitoring, reporting, and legacy arrangements.

PROJECT AWARD

Sustainability Project of the Year

SUSTAINABILITY
Project of the year

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Strategic Relevance	15%	Sec 2.1 Sustainability Challenge or Opportunity · Sec 2.3 Strategic Alignment· Sec 4.5 National Strategy Contribution
Execution Quality	20%	Sec 2.4 Design Embedding · Sec 4.1 Sustainability Embedded in Delivery
Complexity	15%	Sec 4.2 Trade-offs · Sec 4.3 Sustainability Challenges
Measured Outcomes	35%	Sec 2.2 Baseline Data · Sec 3.1 Energy · Sec 3.2 Carbon · Sec 3.3 Water · Sec 3.4 Waste · Sec 3.5 Additional
Sustainability	10%	Sec 4.4 Measured Results Narrative · Sec 4.6 Monitoring and Legacy
Evidence Strength	5%	Sec 5. Evidence

Required Evidence & Supporting Documents

* Sustainability strategy or objectives document showing that sustainability KPIs were defined at project inception, not after delivery.
* Baseline data for each sustainability metric, measured before the project started. Without baseline data, improvement cannot be demonstrated.
* Sustainability embedded in design evidence: material selection rationale, procurement sustainability standards applied, or circular economy principles documented.
* Post-completion measurement results for each metric: baseline vs. achieved with measurement date and independent source.
* Third-party certification or rating: LEED, BREEAM, Estidama, ISO 14001, ISO 50001, or equivalent. This is the strongest evidence in this category.
* Carbon or GHG calculation methodology and supporting data (Scope 1, 2, and 3 where applicable).
* Supply chain sustainability evidence: supplier environmental standards applied, embodied carbon or Scope 3 data, or responsible sourcing certification.
* Post-closure monitoring and reporting framework: who is responsible, what is measured, how often, and aligned to which reporting standard (GRI, CDP, TCFD, or equivalent).
* National sustainability strategy alignment evidence: reference to the specific target, programme, or environmental KPI the project contributes to, applicable to the project country.
* Trade-off documentation: evidence of a specific decision made in favour of sustainability when it came at a cost or schedule impact.

PROJECT AWARD

Programme of the Year

Award Definition

This award recognises a programme that successfully coordinated multiple related projects or workstreams to achieve strategic outcomes greater than any single project could deliver alone. Programme management is a distinct discipline — this award values dependency management, benefits realisation governance, and the strategic coherence that defines true programme leadership.

Submission Guidance

Applicants should demonstrate how the programme delivered strategic value through the coordinated management of multiple projects or workstreams.

The submission should clearly explain:

- Why a programme approach was required.
- The strategic objectives and intended benefits.
- The programme architecture and governance model.
- The dependencies and interrelationships between component projects.
- The benefits realisation framework and governance approach.
- How programme-level risks and conflicts were managed.
- The measurable outcomes achieved.
- The long-term legacy and sustained value of the programme.

PROJECT AWARD

Programme of the Year

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Strategic Relevance	15%	Sec 2.1 Strategic Purpose · Sec 2.2 Why Programme
Execution Quality	20%	Sec 3.1 Governance Model · Sec 4.2 Architecture · Sec 4.3 Governance and Benefits
Complexity	15%	Sec 2.3 Program Scope · Sec 2.4 Complexity Dimensions· Sec 3.2 Dependency Map
Measured Outcomes	35%	Sec 3.3 Benefits Framework · Sec 3.4 Benefits Table · Sec 4.1 Programme Purpose · Sec 4.5 Outcomes
Sustainability	10%	Sec 4.4 Cross-Project Risks · Sec 4.6 Legacy
Evidence Strength	5%	Sec 5. Evidence

Required Evidence & Supporting Documents

Programme brief or mandate: strategic objectives, total budget envelope, component project list, expected benefits, and Senior Responsible Owner named.
Programme architecture diagram: component projects, interdependencies, sequencing rationale, and governance relationship map.
Benefits realisation plan: planned benefits, measurement methodology, named benefit owners, and measurement schedule.
Benefits realisation report: planned vs. actual benefit with variance explanation and measurement date. This is the primary outcome evidence.
Programme Board minutes or equivalent governance decision records showing cross-project decisions made at programme level.
Cross-project risk register and interface log with evidence of programme-level resolution of cross-project conflicts.
Dependency map or interface register showing how component projects connected, sequenced, and handed off to each other.
Resource management evidence: how shared resources were allocated and conflicts resolved across component projects.
Post-programme benefits monitoring report or commitment: who is measuring, what is being measured, and with what frequency.
Independent validation: sponsor sign-off on benefits realisation, third-party programme review, or audit of programme outcomes.

ORGANIZATION AWARDS

Recognising institutional excellence in delivery, strategy, transformation and innovation

AWARDS IN THIS CATEGORY

01

Project Delivery Leadership Award

02

Strategy Execution Excellence Award

03

Organisational Transformation Leadership Award

04

Innovation in Project Delivery Award

05

PMO of the Year

ORGANIZATION AWARD

Project Delivery Leadership Award

Award Definition

This award recognises an organisation that has demonstrated consistent, high-performance delivery capability across a portfolio of projects or programmes over multiple years. Unlike project awards, this category values institutional capability — the systems, structures, processes, and culture that make repeatable delivery excellence possible at scale.

Submission Guidance

Applicants should demonstrate how the organisation has established and sustained a high-performing project delivery environment across its portfolio over multiple years.

The submission should clearly explain:

- The scale, diversity, and characteristics of the portfolio.
- Delivery performance trends and results achieved.
- The PMO mandate and governance model.
- The maturity of delivery capabilities across the organisation.
- How delivery excellence is achieved consistently across projects and programmes.
- Capability development and improvement initiatives implemented.
- The evidence supporting organisational delivery performance.

ORGANIZATION AWARD

Project Delivery Leadership Award

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Delivery Performance	35%	Sec 2.1 Portfolio Summary · Sec 2.2 KPI Trend Table · Sec 3.1 Portfolio Profile · Sec 3.2 KPI Narrative
Governance	25%	Sec 2.3 PMO Mandate · Sec 3.3 PMO Governance in Practice
Consistency	20%	Sec 3.5 Repeatable Capability · Sec 3.6 Improvement Over Time
Complexity	15%	Sec 2.4 Maturity Assessment · Sec 3.4 Portfolio Challenges
Evidence Strength	5%	Sec 4. Evidence

Required Evidence & Supporting Documents

Portfolio summary for the full three-year submission period: number of projects by type and sector, total value, average and range of project duration, and geographic reach.

Three-year trend table for core delivery KPIs: schedule variance, cost variance, scope change frequency, and quality indicators. Targets disclosed alongside actuals.

PMO mandate, charter, or terms of reference: scope of authority, reporting lines, services provided, and governance model.

P3M3, IPMA Delta, or equivalent independent maturity assessment. This is the gold standard evidence for this category.

Portfolio dashboard samples or performance reports from two or more years in the submission period.

Evidence of delivery methodology library, lessons-learned database, or structured post-project review process.

Resource management model across the portfolio: how shared resources and capacity were governed.

People and capability development evidence: PM competency framework, training investment, certification rates, or professional development programmes.

Improvement investment evidence: specific initiatives, tools, or process changes implemented during the three-year period with outcome data.

Independent client or sponsor assessment or satisfaction data covering the submission period.

ORGANIZATION AWARD

Strategy Execution Excellence Award

Award Definition

This award recognises an organisation that excels at translating strategic priorities into executed initiatives and measurable results. Strategy execution is one of the most cited failure points in global management literature — this award recognises the rare organisations that have mastered the discipline of closing the strategy-to-results gap.

Submission Guidance

Applicants should demonstrate how strategic priorities are translated into funded initiatives, executed effectively, and converted into measurable organisational results.

The submission should clearly explain:

- The organisation’s strategic priorities and objectives.
- How strategy is translated into initiatives and delivery activities.
- Governance and prioritisation mechanisms.
- Leadership accountability for execution.
- Strategic performance measurement and monitoring.
- Organisational outcomes achieved.
- Evidence demonstrating successful strategy execution.

ORGANIZATION AWARD

Strategy Execution Excellence Award

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Strategy-to-Execution	35%	Sec 2.1 Strategy Summary · Sec 2.2 Translation Model · Sec 3.1 Strategy Overview · Sec 3.3 Linkage Examples
Execution	20%	Sec 3.5 Leadership Accountability · Sec 3.6 Outcomes
Measured Outcomes	25%	Sec 2.3 KPI Dashboard · Sec 3.4 KPI Achievement and Variance
Governance	15%	Sec 2.4 Initiative Mapping · Sec 3.2 Prioritisation and Governance
Evidence Strength	5%	Sec 4. Evidence

Required Evidence & Supporting Documents

Organisational strategy document or strategic plan summary covering the submission period: priorities, time horizon, and success KPIs.
Strategy translation model or cascade diagram: from strategic objective to funded initiative to delivery team, with named owners at each level.
Initiative-to-strategy mapping table: each major initiative explicitly linked to a strategic objective, with budget, delivery status, and KPI outcome.
Strategic KPI dashboard covering the full submission period: targets, actuals, variance, and year-on-year trend. Targets must be disclosed alongside actuals.
Portfolio governance model documentation: governance body, decision criteria, meeting cadence, and authority to stop or redirect work.
Evidence of a specific initiative stopped or deprioritised because it did not serve the strategy: governance record, decision minute, or equivalent.
Organisational outcome evidence: external rankings, government performance assessments, market share data, audit results, or sector benchmark comparison.
Executive or board-level endorsement confirming strategy execution results are accurate and reflect the period stated.
Accountability framework: how individual executives are held accountable for strategic outcome delivery, not just initiative completion.
National or organisational strategy alignment evidence: specific KPI or programme objective the organisation's strategy advances, with measured contribution. For Saudi organisations, reference Vision 2030.

ORGANIZATION AWARD

Organisational Transformation Leadership Award



Award Definition

This award recognises an organisation that led and executed enterprise-wide transformation resulting in fundamental, measurable change in how it operates, delivers, or creates value. Transformation is a distinct discipline from project delivery — it requires vision, sustained leadership, change management, and evidence that new ways of working are embedded and will not revert.

Submission Guidance

Applicants should demonstrate how the organisation successfully delivered enterprise-wide transformation and embedded lasting change across the organisation.

The submission should clearly explain:

- The burning platform and rationale for transformation.
- The starting state and target state.
- The transformation agenda and roadmap.
- The transformation architecture and governance approach.
- The change management framework applied.
- The measurable transformation outcomes achieved.
- Evidence that the transformation has been sustained after implementation.
- Alignment with organisational or national strategic objectives.

ORGANIZATION AWARD

Organisational Transformation Leadership Award

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Scope and Ambition	20%	Sec 2.1 Burning Platform · Sec 2.3 Target State · Sec 4.1 Transformation Agenda
Execution	20%	Sec 3.1 Architecture · Sec 3.2 Change Framework · Sec 4.2 Architecture Narrative · Sec 4.3 Change Narrative
Change Achieved	25%	Sec 2.2 Quantified Starting State · Sec 3.3 Outcomes Table
Measured Outcomes	25%	Sec 4.4 Delivery Challenges · Sec 4.5 Measured Outcomes
Sustainability	10%	Sec 3.4 Post-Closure Evidence · Sec 4.6 Embedded and Sustained Change

Required Evidence & Supporting Documents

Transformation mandate or business case: burning platform documented, starting state assessed, and target state defined with named executive sponsor.
Transformation roadmap: workstream structure, sequencing rationale, milestones, and governance relationship map.
Before-and-after operating model comparison across at least four dimensions: structure, capability, operational performance, and people or culture.
Named transformation methodology (Kotter, McKinsey 7S, Prosci, MSP, or equivalent): how it was applied and adapted, not just cited.
Programme Board or governance body records: meeting minutes, decision logs, and SRO sign-off confirming the transformation was governed above BAU level.
Change management plan with adoption metrics: training completion rates, engagement survey trends before and after, attrition impact, and resistance management records.
Quantified transformation outcomes table: at least four dimensions with baseline, target, actual result, variance, measurement date, and independent source.
Post-transformation performance data covering at least 12 months post-closure showing sustained improvement across key dimensions.
Independent post-transformation audit, maturity assessment, or external review confirming embedment. This is the strongest evidence in this category.
National or organisational strategy alignment evidence: how the transformation contributed to a specific strategy, programme, or national KPI applicable to the organisation's country. For Saudi organisations, reference Vision 2030.

ORGANIZATION AWARD

Innovation in Project Delivery Award



Award Definition

This award recognises an organisation that introduced a genuine innovation in methods, technologies, or delivery models that materially improved project or programme execution. This is not an award for adopting standard tools or following industry trends — it is for organisations that identified a real delivery problem and developed or adapted a novel approach that made a quantified, verified difference.

Submission Guidance

Applicants should demonstrate how a genuine innovation was developed, implemented, adopted, and proven to improve project or programme delivery performance.

The submission should clearly explain:

- The delivery problem that required innovation.
- The innovation itself and how it was developed.
- The originality of the solution compared with existing practice.
- How the innovation was implemented and embedded.
- The measurable impact achieved.
- The scalability and transferability of the innovation.
- Evidence demonstrating that the improvement resulted directly from the innovation.

ORGANIZATION AWARD

Innovation in Project Delivery Award

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Originality	20%	Sec 2.1 Innovation Description · Sec 2.3 Originality Assessment · Sec 3.1 The Innovation
Implementation	20%	Sec 3.2 Development · Sec 3.3 Before and After
Measured Impact	35%	Sec 2.2 Problem Statement · Sec 2.4 Before-After Table · Sec 3.4 Measured Impact
Scalability	20%	Sec 3.5 Scalability · Sec 3.6 Proof of Value
Evidence Strength	5%	Sec 4. Evidence

Required Evidence & Supporting Documents

Innovation profile: clear description of what was developed, the problem it addresses, its origin, and the development process.
Quantified problem statement: the cost of the pre-innovation problem in time, money, quality, risk, or stakeholder dissatisfaction.
Implementation evidence: rollout plan, training records, process documentation, and governance changes made to embed the innovation.
Adoption timeline: when the innovation was piloted, refined, and scaled, with a list of projects or teams using it and adoption trend data.
Before-and-after performance data table: baseline value, post-innovation result, variance, measurement date, and measurement methodology for each metric.
Independent validation: pilot vs. control comparison, external assessment, peer review, or industry body recognition.
Attribution evidence: how the performance improvement was attributed specifically to the innovation and not to other concurrent changes.
Industry transfer evidence: any other organisations, industries, or sectors that have adopted or referenced the innovation.
Value-of-reverting calculation: the estimated delivery performance cost if the organisation stopped using this innovation.
External recognition: any publication, conference presentation, industry award, or professional body citation of the innovation.

ORGANIZATION AWARD

PMO of the year

Award Definition

This award recognises a Project Management Office (PMO) that has demonstrated outstanding organisational value through mature governance, portfolio oversight, delivery enablement, decision support, and measurable improvement in project, programme, or portfolio performance.

The award focuses on the PMO as an organisational capability, not on an individual leader. Recognised submissions will show that the PMO has moved beyond administrative reporting to become a trusted strategic function that improves prioritisation, delivery discipline, executive visibility, benefits realisation, and organisational project capability.

Submission Guidance

Applicants should demonstrate how the PMO creates measurable organisational value through governance, portfolio oversight, capability development, decision support, and delivery improvement.

The submission should clearly explain:

- The PMO mandate, role, and authority within the organisation.
- The scale and complexity of the portfolio overseen.
- Governance mechanisms and decision-support processes.
- Capability development and organisational enablement activities.
- Measurable improvements in portfolio performance.
- The sustainability and institutionalisation of PMO practices.
- Evidence demonstrating organisational value delivered by the PMO.

ORGANIZATION AWARD

PMO of the year

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Strategic Relevance	15%	Sec 2.1 PMO Mandate · Sec 3.1 Mandate Role
Governance	25%	Sec 3.2 Governance in Practice · Sec 3.5 Strategic Value
Capability	15%	Sec 2.4 Maturity Assessment · Sec 3.3 Capability Development
Measured Outcomes	35%	Sec 2.2 Portfolio Scale · Sec 2.3 KPI Trend Table · Sec 3.4 Portfolio Performance
Sustainability	5%	Sec 3.6 Sustainability and Institutionalisation
Evidence Strength	5%	Sec 4. Evidence

Required Evidence & Supporting Documents

PMO charter, mandate, or terms of reference: scope of authority, reporting lines, services provided, and governance model.
PMO structure: team size, reporting line, and scope of portfolio overseen with total value and number of projects.
PMO type and authority level: Directive, Controlling, Supportive, EPMO, or Centre of Excellence, and what the PMO can specifically do when a project is underperforming.
Portfolio KPI dashboard covering the full submission period: on-time rate, budget variance, scope change frequency, and quality indicators. Targets disclosed alongside actuals.
Three-year (or full submission period) trend data for core delivery KPIs showing year-on-year improvement direction.
PMO maturity assessment (P3M3, IPMA Delta, or equivalent): assessor, level, date, and actions taken. If none conducted, state the self-assessed level and improvement plan.
Governance forum records: Portfolio Board or equivalent meeting minutes showing cross-project decisions and escalation resolutions.
Evidence of capability investment: methodology library, training programme, certification rates, and PM competency framework.
PMO intervention example with documented outcome: a specific project rescued, redirected, or materially improved by PMO intervention.
Independent client, sponsor, or stakeholder satisfaction assessment of PMO services during the submission period.

INDIVIDUAL AWARDS

Recognising outstanding individual professionals who have elevated the discipline

AWARDS IN THIS CATEGORY

01

Project Manager of the Year

02

PMO Leader of the Year

03

Young Project Professional of the Year

INDIVIDUAL AWARD

Project Manager of the Year

Award Definition

This award recognises an individual project manager who demonstrated outstanding leadership, delivery discipline, and measurable impact through one or more significant projects. It values the totality of professional contribution — not just outcomes, but the leadership, judgement, stakeholder management, and accountability that made those outcomes possible under real-world conditions.

Submission Guidance

Applicants should demonstrate how their individual leadership, judgement, accountability, and stakeholder management contributed directly to project success.

The submission should clearly explain:

- The project environment and delivery context.
- The nominee's specific responsibilities and accountabilities.
- Key delivery challenges encountered.
- Leadership actions taken and stakeholder management approaches used.
- Measurable outcomes directly attributable to the nominee.
- Professional growth, influence, and contribution beyond project delivery.
- Evidence supporting individual impact and achievement.

INDIVIDUAL AWARD

Project Manager of the Year

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Professional Context	10%	Sec 2.1 Project Summary · Sec 3.1 Role and Environment
Leadership	25%	Sec 3.2 Delivery Challenges · Sec 3.3 Leadership and Stakeholders
Complexity	10%	Sec 2.3 Complexity Assessment · Sec 3.5 What Distinguishes Nominee
Measured Results	35%	Sec 2.2 Role Accountability · Sec 2.4 Delivery Results Table · Sec 3.4 Outcomes and Attribution
Sustained Influence	15%	Sec 3.6 Sustained Influence and Growth
Evidence Strength	5%	Sec 4. Evidence

Required Evidence & Supporting Documents

Nominee professional profile: full name, current title, organisation, years of experience, and professional certifications held.
Project summary: official project name, scope, total budget, duration, team size, and delivery environment.
Nominee's specific role and accountability on the project, distinct from the project team's collective responsibility.
Delivery results table: planned vs. actual vs. variance for schedule, cost, quality, and at least one benefit metric.
Sponsor or client endorsement letter specifically citing the nominee's individual contribution, not the team or project in general.
Performance assessment, 360-degree feedback, or independent evaluation of the nominee from the submission period.
Professional certifications: PMP, IPMA Level A through D, PRINCE2, or equivalent. Continuing professional development record if available.
Evidence of broader professional contribution: mentoring, knowledge sharing, publication, or contribution to the project management community.

INDIVIDUAL AWARD

PMO Leader of the Year

Award Definition

This award recognises a leader who materially advanced PMO performance, governance quality, and organisational delivery effectiveness. This award values strategic PMO leadership — the ability to build executive trust, improve delivery discipline at portfolio level, and position the PMO as a driver of organisational value rather than an administrative or reporting function.

Submission Guidance

Applicants should demonstrate how their leadership strengthened PMO capability, governance effectiveness, portfolio performance, and organisational value creation.

The submission should clearly explain:

- The PMO mandate and authority under the nominee's leadership.
- The scale and complexity of the PMO environment.
- Key improvements implemented during the nominee's tenure.
- Governance and decision-support contributions.
- Influence on executive decision-making.
- Measurable portfolio and delivery improvements achieved.
- Evidence supporting the nominee's individual leadership impact.

INDIVIDUAL AWARD

PMO Leader of the Year

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
PMO Mandate	15%	Sec 2.1 Mandate Under Nominee · Sec 3.1 Mandate and How It Changed
Strategic Leadership	30%	Sec 3.3 Governance and Decision Support · Sec 3.6 Strategic Impact
Maturity	25%	Sec 2.4 Maturity Before and After · Sec 3.2 PMO Improvements · Sec 3.5 Influencing Executives
Delivery Impact	25%	Sec 2.2 Scope During Tenure · Sec 2.3 KPI Trend · Sec 3.4 Measured Delivery Results
Evidence Strength	5%	Sec 4. Evidence

Required Evidence & Supporting Documents

Nominee profile: full name, title, organisation, years of PMO leadership experience, professional certifications, and reporting line.

PMO charter or mandate document covering the nominee's tenure: scope of authority, intervention rights, and governance model.

PMO scope during nominee's tenure: portfolio size, total value, team size, and budget managed.

Before-and-after PMO maturity assessment: P3M3, IPMA Delta, or equivalent, covering the period of the nominee's leadership.

Portfolio delivery KPI trend data covering the full tenure: on-time rate, budget variance, scope stability. Targets disclosed alongside actuals.

Governance improvement evidence: new processes, frameworks, dashboards, or decision-support tools implemented under the nominee's leadership.

Evidence of PMO's elevated strategic standing: invitations to strategy discussions, portfolio decisions made using PMO data, C-suite engagement records.

Executive endorsement letter specifically citing the nominee's individual PMO leadership impact, not general PMO or team performance.

Specific PMO intervention example: a project rescued, a portfolio decision improved, or a governance gap resolved by the nominee's personal action.

Professional development record: certifications held, IPMA assessments, continuing professional development, or community contribution.

INDIVIDUAL AWARD

Young Project Professional of the Year

Award Definition

This award recognises an early-career professional who has demonstrated exceptional promise, real contribution, and measurable impact in project management — beyond what would be expected at their career stage. This is not an award for potential or for completing training programmes. It is for an individual who has already made a genuine, attributable difference through their work.

Submission Guidance

Applicants should demonstrate how they have delivered exceptional contribution, initiative, and impact relative to their career stage.

The submission should clearly explain:

- Career progression and professional journey.
- The scale and complexity of projects supported.
- Individual responsibilities and contributions.
- Initiative demonstrated beyond normal role expectations.
- Challenges successfully addressed.
- Measurable outcomes attributable to the nominee.
- Professional growth and evidence of exceptional performance compared with peers.

INDIVIDUAL AWARD

Young Project Professional of the Year

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Eligibility	10%	Sec 2.1 Career Timeline Sec 3.1 Career Stage and Environment
Initiative	25%	Sec 2.4 Self-Directed Initiative Sec 3.5 Professional Growth and Self-Direction
Contribution	35%	Sec 2.2 Project Context vs Stage Sec 2.3 Role Accountability Sec 3.2 Meaningful Contributions Sec 3.3 Challenges Above Stage
Growth	20%	Sec 3.4 Measurable Outcomes Sec 3.6 Exceptional Among Peers
Peer Comparison	5%	
Evidence Strength	5%	Sec 4. Evidence

Required Evidence & Supporting Documents

Nominee profile: full name, date of birth or year PM career started, current title, organisation, and professional certifications held.

Career timeline: roles held, organisations, dates, and scale of projects managed or contributed to at each stage.

Specific project contributions: named deliverables, decisions, or responsibilities held by the nominee individually.

Delivery results: planned vs. actual for at least one project metric attributable to the nominee's contribution, with an independent source.

Manager or mentor endorsement letter specifically comparing the nominee's performance to career-stage expectations, not just praising them.

Peer or sponsor statement confirming exceptional performance relative to career stage from someone who has supervised or worked alongside the nominee.

Evidence of self-directed professional development: certifications pursued, courses completed, IPMA Young Crew involvement, or professional body membership.

Evidence of initiative beyond role: a specific contribution or programme the nominee created or led without being asked.

SPECIAL RECOGNITION AWARDS

Recognising distinctive contributions to the PM profession and community

AWARDS IN THIS CATEGORY

01

Areeb in Project Management

SPECIAL RECOGNITION AWARD

Areeb in Project Management

Award Definition

This award recognises exceptional use of the Arabic language to advance project management practice, professional communication, capability building, or knowledge transfer. It honours contributions that make the project management profession more accessible, effective, and culturally resonant for Arabic-speaking practitioners across the GCC — going beyond translation to create original, high-quality Arabic project management content or practice.

Submission Guidance

Applicants should demonstrate how their contribution has advanced project management knowledge, practice, communication, or capability development through the Arabic language.

The submission should clearly explain:

- The contribution produced and its purpose.
- The audience served and the gap addressed.
- The originality of the contribution and its value to the profession.
- How Arabic language was used to improve understanding, accessibility, or professional practice.
- The measurable reach and impact achieved.
- The long-term sustainability of the contribution.
- Evidence supporting quality, originality, and impact.

SPECIAL RECOGNITION AWARD

Areeb in Project Management

AREEB In Project Management

Evaluation Criteria & Application Mapping

Evaluation Criterion	Weight	Application Sections
Category Fit	10%	Sec 2.1 Contribution Summary · Sec 3.1 What Was Produced
Quality	25%	Sec 2.4 Quality Assurance Evidence · Sec 3.4 Quality of Arabic Contribution
Originality	15%	Sec 2.3 Originality Evidence · Sec 3.3 How Arabic Improved Practice
Impact	35%	Sec 2.2 Audience and Reach · Sec 3.2 The Gap Addressed · Sec 3.5 Measurable Impact
Sustainability	10%	Sec 3.6 Sustainability and Future of Arabic PM
Evidence Strength	5%	Sec 4. Evidence

Required Evidence & Supporting Documents

Submitter profile: full name, title, organisation, and professional background in project management and Arabic language.
Sample outputs or artefacts produced in Arabic: provided as annexes. Minimum two samples required.
Description of audience, purpose, and distribution channels: who was reached, through which platforms, and in which countries or regions.
Reach and uptake data: downloads, training completions, community engagement, views, shares, or equivalent. Timeframe of measurement stated.
Linguistic and professional quality review by an independent Arabic PM professional: reviewer name, credentials, and findings.
Endorsement from a PM professional body, academic institution, or recognised community leader specifically citing the contribution's value.
Evidence of cultural or linguistic originality: examples of PM concepts that required original Arabic treatment, coinage, or cultural adaptation.
Sustainability model documentation: institutional adoption agreement, platform partnership, open-access licence, or equivalent.
Before-and-after evidence of impact: community feedback, practitioner capability assessment, or survey results showing change.
Any external recognition: citation by a professional body, academic reference, media coverage, or conference presentation.