

ISO 21505:2017-03 (E)

Project, programme and portfolio management - Guidance on governance

| Contents | | Page |
|--------------------|--|-------------|
| Foreword | | v |
| Introduction | | vi |
| 1 | Scope | 1 |
| 2 | Normative references | 1 |
| 3 | Terms and definitions | 1 |
| 4 | Context | 2 |
| 4.1 | Organizational governance | 2 |
| 4.2 | Governing bodies | 3 |
| 4.3 | Differences between governance and management | 3 |
| 5 | Governance of projects, programmes and portfolios | 3 |
| 5.1 | General | 3 |
| 5.2 | Values | 4 |
| 5.3 | Principles | 4 |
| 5.4 | Guidelines for the governance of projects, programmes and portfolios | 4 |
| 5.4.1 | General | 4 |
| 5.4.2 | Guidelines | 4 |
| 5.4.3 | Performance of projects, programmes and portfolios | 5 |
| 5.4.4 | Sustainability and ethics | 5 |
| 5.4.5 | Stakeholders | 5 |
| 5.4.6 | Management policies | 6 |
| 5.5 | Framework | 6 |
| 5.5.1 | General | 6 |
| 5.5.2 | Governance interfaces | 7 |
| 5.5.3 | Implementation and maintenance of the governance framework | 8 |
| 6 | Governance of projects | 8 |
| 6.1 | General | 8 |
| 6.2 | Project governing body | 9 |
| 6.3 | Guidelines for the governance of projects | 9 |
| 6.3.1 | General | 9 |
| 6.3.2 | Project management policy | 10 |
| 6.3.3 | Risk | 10 |
| 6.3.4 | Project decision gates | 10 |
| 6.3.5 | Stakeholders | 10 |
| 6.3.6 | Project audit, review or assurance | 10 |
| 6.3.7 | Sustainability and statutory requirements | 10 |
| 6.3.8 | Reporting | 10 |
| 6.4 | Framework | 10 |
| 7 | Governance of programmes | 11 |
| 7.1 | General | 11 |
| 7.2 | Programme governing body | 11 |
| 7.3 | Guidelines for the governance of programmes | 12 |
| 7.3.1 | General | 12 |
| 7.3.2 | Programme management policy | 12 |
| 7.3.3 | Risk | 13 |

| | | |
|---|---|----|
| 7.3.4 | Programme decision gates | 13 |
| 7.3.5 | Stakeholders | 13 |
| 7.3.6 | Programme audit, review or assurance | 13 |
| 7.3.7 | Sustainability and statutory requirements | 13 |
| 7.3.8 | Reporting | 13 |
| 7.4 | Framework | 13 |
| 8 | Governance of portfolios | 14 |
| 8.1 | General | 14 |
| 8.2 | Portfolio governing body | 14 |
| 8.3 | Guidelines for the governance of portfolios | 15 |
| 8.3.1 | General | 15 |
| 8.3.2 | Portfolio management policy | 15 |
| 8.3.3 | Risk | 15 |
| 8.3.4 | Stakeholders | 16 |
| 8.3.5 | Portfolio audit or review | 16 |
| 8.3.6 | Sustainability and statutory requirements | 16 |
| 8.3.7 | Reporting | 16 |
| 8.4 | Framework | 16 |
| Annex A (informative) Implementation, continuous improvement and sustainment of the governance framework | | 18 |
| Bibliography | | 20 |