

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