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 Termsanddefinitions 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