
**Project, programme and portfolio
management — Guidance on
programme management**

*Management de projets, programmes et portefeuilles —
Recommandations sur le management de programmes*



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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 258, *Project, programme and portfolio management*.

This second edition cancels and replaces the first edition (ISO 21503:2017), which has been technically revised. The main changes are as follows:

- terms and definitions, figures and the text have been aligned with ISO 21500:2021 and ISO 21502:2020.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

This document provides guidance on concepts, prerequisites and practices of programme management that is important for, and has an impact on, the performance of programmes.

This document is intended for use by:

- executive and senior management and those individuals involved in the sponsorship of programmes;
- individuals managing and participating in programmes;
- developers of national or organizational standards;
- developers of programme management methods and processes.

This document can be tailored to meet the needs of any organization or individual, so that they can better apply concepts, prerequisites and practices of programme management.

Project, programme and portfolio management — Guidance on programme management

1 Scope

This document gives guidance on programme management. It is applicable to any type of organization including public or private and any size or sector, as well as any type of programme in terms of complexity.

This document provides high-level descriptions of relevant terms, definitions, concepts, prerequisites and practices, including roles and responsibilities that form good practice in programme management. It does not provide guidance on processes, methods and tools.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

3.1

baseline

reference basis for comparison against which performance is monitored and controlled

[SOURCE: ISO/TR 21506:2018, 3.5]

3.2

benefit

created advantage, value or other positive effect

[SOURCE: ISO/TR 21506:2018, 3.6]

3.3

deliverable

unique and verifiable element that is required to be produced by a *project* (3.14) or *programme* (3.10)

[SOURCE: ISO 21502:2020, 3.9, modified — “or programme” has been added.]

3.4

governance

principles, policies and framework by which an organization is directed and controlled

[SOURCE: ISO/TR 21506:2018, 3.25]