

**PROJEKTI-, PROGRAMMI- JA PORTFELLIJUHTIMINE**  
**Programmijuhtimise juhised**

**Project, programme and portfolio management**  
**Guidance on programme management**  
**(ISO 21503:2022, identical)**



**EESTI STANDARDI EESSÕNA****NATIONAL FOREWORD**

|                                                                                                                                                                                                        |                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| See Eesti standard EVS-ISO 21503:2023 sisaldab rahvusvahelise standardi ISO 21503:2022 „Project, programme and portfolio management. Guidance on programme management“ identset ingliskeelset teksti.  | This Estonian Standard EVS-ISO 21503:2023 consists of the identical English text of the International Standard ISO 21503:2022 „Project, programme and portfolio management. Guidance on programme management“.                       |
| Ettepaneku rahvusvahelise standardi ümbertrüki meetodil ülevõtuks on esitanud Eesti Projektijuhtimise Assotsiatsioon, standardi avaldamist on korraldanud Eesti Standardimis- ja Akrediteerimiskeskus. | Proposal to adopt the International Standard by reprint method has been presented by Estonian Project Management Association, the Estonian Standard has been published by the Estonian Centre for Standardisation and Accreditation. |
| Standard EVS-ISO 21503:2023 on jõustunud sellekohase teate avaldamisega EVS Teatajas.                                                                                                                  | Standard EVS-ISO 21503:2023 has been endorsed with a notification published in the official bulletin of the Estonian Centre for Standardisation and Accreditation.                                                                   |
| Standard on kättesaadav Eesti Standardimis- ja Akrediteerimiskeskusest.                                                                                                                                | This standard is available from the Estonian Centre for Standardisation and Accreditation.                                                                                                                                           |

**Käsitlusala**

See dokument annab juhised programmijuhtimiseks. See dokument on rakendatav igat tüüpi, sealhulgas avaliku või erasektori, igasuguse suurusega või mis tahes sektoris kuuluvates organisatsioonides, samuti igat tüüpi programmides sõltumata nende keerukusest.

See dokument annab üldised kirjeldused asjakohastest terminitest, määratlustest, kontseptsioonidest, eeldustest ja menetlustest koos rollide ja vastutusega, mis moodustavad programmijuhtimise hea tava. See dokument ei anna juhiseid protsesside, meetodite ega vahendite kohta.

Tagasisidet standardi sisu kohta on võimalik edastada, kasutades EVS-i veebilehel asuvat tagasiside vormi või saates e-kirja meiliaadressile [standardiosakond@evs.ee](mailto:standardiosakond@evs.ee).

ICS 03.100.01

**Standardite reprodutseerimise ja levitamise õigus kuulub Eesti Standardimis- ja Akrediteerimiskeskusele**

Andmete paljundamine, taastekitamine, kopeerimine, salvestamine elektroonsesse süsteemi või edastamine ükskõik millises vormis või millisel teel ilma Eesti Standardimis- ja Akrediteerimiskeskuse kirjaliku loata on keelatud.

Kui Teil on küsimusi standardite autoriõiguse kaitse kohta, võtke palun ühendust Eesti Standardimis- ja Akrediteerimiskeskusega: Koduleht [www.evs.ee](http://www.evs.ee); telefon 605 5050; e-post [info@evs.ee](mailto:info@evs.ee)

**The right to reproduce and distribute standards belongs to the Estonian Centre for Standardisation and Accreditation**

No part of this publication may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, without a written permission from the Estonian Centre for Standardisation and Accreditation.

If you have any questions about standards copyright protection, please contact the Estonian Centre for Standardisation and Accreditation:

Homepage [www.evs.ee](http://www.evs.ee); phone +372 605 5050; e-mail [info@evs.ee](mailto:info@evs.ee)

# Contents

Page

|                                                          |           |
|----------------------------------------------------------|-----------|
| <b>Foreword</b>                                          | <b>v</b>  |
| <b>Introduction</b>                                      | <b>vi</b> |
| <b>1 Scope</b>                                           | <b>1</b>  |
| <b>2 Normative references</b>                            | <b>1</b>  |
| <b>3 Terms and definitions</b>                           | <b>1</b>  |
| <b>4 Concepts of programmes and programme management</b> | <b>3</b>  |
| 4.1 General                                              | 3         |
| 4.2 Concepts of programmes                               | 3         |
| 4.2.1 General                                            | 3         |
| 4.2.2 Programme characteristics                          | 3         |
| 4.2.3 Purpose of the programme                           | 4         |
| 4.2.4 Programme establishment                            | 4         |
| 4.2.5 Programme alignment                                | 5         |
| 4.2.6 Programme structure                                | 6         |
| 4.2.7 Programme stakeholders                             | 6         |
| 4.3 Concepts of programme management                     | 7         |
| 4.3.1 General                                            | 7         |
| 4.3.2 Programme management                               | 7         |
| 4.3.3 Programme management purpose                       | 7         |
| 4.3.4 Programme life cycle                               | 8         |
| <b>5 Prerequisites for programme management</b>          | <b>8</b>  |
| 5.1 General                                              | 8         |
| 5.2 Evaluating the need for programme management         | 9         |
| 5.3 Implementing programme management in organizations   | 10        |
| 5.4 Governance of programmes                             | 10        |
| 5.5 Establishing programme roles and responsibilities    | 10        |
| 5.5.1 General                                            | 10        |
| 5.5.2 Programme sponsor                                  | 11        |
| 5.5.3 Programme manager                                  | 11        |
| 5.5.4 Programme management team                          | 11        |
| <b>6 Managing a programme</b>                            | <b>12</b> |
| 6.1 General                                              | 12        |
| 6.2 Establishing a programme                             | 12        |
| 6.2.1 General                                            | 12        |
| 6.2.2 Framework for programme management                 | 12        |
| 6.2.3 Programme design and planning                      | 12        |
| 6.3 Programme integration                                | 13        |
| 6.3.1 General                                            | 13        |
| 6.3.2 Strategic integration                              | 13        |
| 6.3.3 Requirements integration                           | 13        |
| 6.3.4 Component integration                              | 13        |
| 6.3.5 Functional integration                             | 14        |
| 6.4 Programme management practices                       | 14        |
| 6.4.1 General                                            | 14        |
| 6.4.2 Risk and issue management                          | 14        |
| 6.4.3 Change control                                     | 14        |
| 6.4.4 Quality management                                 | 15        |

|                           |                                           |           |
|---------------------------|-------------------------------------------|-----------|
| 6.4.5                     | Resource management .....                 | 15        |
| 6.4.6                     | Schedule management .....                 | 15        |
| 6.4.7                     | Budget and financial management .....     | 15        |
| 6.4.8                     | Stakeholder engagement and reporting..... | 15        |
| 6.5                       | Programme control.....                    | 16        |
| 6.6                       | Benefit management.....                   | 16        |
| 6.6.1                     | General.....                              | 16        |
| 6.6.2                     | Benefit identification and analysis.....  | 16        |
| 6.6.3                     | Benefit control.....                      | 16        |
| 6.7                       | Programme closure.....                    | 17        |
| <b>Bibliography</b> ..... |                                           | <b>18</b> |

## 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](http://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](http://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](http://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](http://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]