



GAPPS

Global Alliance for the
Project Professions

A Guiding Framework for Terms of Reference for Governance of Temporary Endeavours

Type of document: Normative

Stage of document: Final

Version: Version 1.0

Date of issue: October 2022

www.pmprofessions.org
info@pmprofessions.com

ISBN 978-0-646-86836-3

GAPPS and the GAPPS logo are trademarks of the
Global Alliance for the Project Professions

Copyright © 2023
Global Alliance for the Project Professions (GAPPS)

Permission is hereby granted, free of charge, to any person obtaining a copy of this document to use, copy, modify, merge, publish, distribute, translate, and/or sublicense copies of the document, and to permit persons to whom the document is furnished to do so as well, subject to the following conditions:

- The above copyright notice and a full copy of this permission notice shall be included in all complete copies of this document and in any document that uses substantial portions of this document.
- Licensees and sub licensees may obtain a free copy of the original from the GAPPS website <www.pmprofessions.org>.
- Any changes to the contents or structure of this document will be clearly identified as the work of the author and not the work of GAPPS.
- The GAPPS logo may not be included without the express permission of GAPPS except when this document is furnished complete and unchanged. A complete copy may be furnished as a standalone document or as a component of another document.
- The document is provided “as is,” without warranty of any kind, express or implied, including but not limited to the warranties of merchantability, fitness for a particular purpose, and non-infringement. In no event shall the authors or copyright holders be liable for any claim, damages, or other liability, whether in an action of contract, tort or otherwise, arising from, out of or in connection with this document or its use.
- This document should be referenced as:

GAPPS (2023) *Terms of Reference for Governance of Temporary Endeavours*. Sydney: Global Alliance for the Project Professions

For further information about the Global Alliance for the Project Professions, or to enquire about membership, contact us at <info@pmprofessions.com> or visit our website at <www.pmprofessions.org>.

Contents

FOREWORD	5
TERMS OF REFERENCE FOR [ENTITY]	6
PURPOSE OF THIS DOCUMENT	6
DOCUMENT CONTROL	6
1. PURPOSE OF THE [ENTITY]	7
2. AUTHORITY	7
3. MEMBERSHIP AND REPORTING.....	8
4. ROLE AND RESPONSIBILITIES OF MEMBERS AND CHAIR	9
4.1. [ENTITY] MEMBERS	11
4.2. CHAIR.....	11
4.3. PROJECT MANAGER.....	12
5. APPOINTMENTS AND DELEGATIONS	12
6. MEETINGS	12
7. DECISION-MAKING	13
8. MINUTES.....	14
9. CHANGES TO THE TERMS OF REFERENCE.....	14
APPENDIX A: CONTRIBUTORS TO DEVELOPMENT OF THIS DOCUMENT	15
APPENDIX B: GAPPS TLFs.....	16

Foreword

This document provides a generic Terms of Reference for the governance of temporary endeavours (projects, programs, initiatives) through structures commonly referred to as Steering Committees, Steering Groups, Project/Program Boards, and Governance Boards.

The *Global Alliance for the Project Professions* (GAPPS) is a volunteer organisation working to create performance-based frameworks and other products by providing a forum for stakeholders from differing countries, systems, backgrounds, and operating contexts to work together to address the needs of the global project and program management community.

These frameworks are intended to support the development and recognition of local standards and to provide a sound basis for mutual recognition and transferability of project, program, and other management role-related qualifications.

The GAPPS frameworks are intended to be used by individuals, businesses, academic institutions, training providers, professional associations, and government standards and qualifications bodies globally. Frameworks may be used “as is” to speed the development of local standards, or they may be adapted to local needs.

This document is the sixth framework produced by the GAPPS. In 2006 the GAPPS released the first version of *A Framework for Performance Based Competency Standards for Global Level 1 and 2 Project Managers*. In 2011 the GAPPS released the first version of *A Framework for Performance Based Competency Standards for Program Managers*. In 2015 the GAPPS released *A Guiding Framework for Project Sponsors* and in 2019 they produced *A Guiding Framework for Project Controls*. In 2021 they produced *A Guiding Framework for Leadership in Complexity*.

Future documents may address other roles and practices involved with projects and programs.

Further information or copies of the frameworks can be found at <https://www.pmprofessions.org/>

Version	Date	Summary of Changes
0.9	21 February 2022	Exposure Draft
1.0	October 2022	Version 1

Terms of Reference for [entity]

Instructions to User

Applications for these Terms of Reference include:

- *Steering Committee*
- *Project Board*
- *Program Board*
- *Project/Program Governance Board*
- *Steering Group*

Governance refers to the principles, policies and frameworks by which organisations and endeavours are directed and controlled. Common names for governing bodies are listed above and are referred to in this document as the [entity]. You can select [entity] and use 'find and replace' to replace it with the name being used in your context.

The guidance provided in blue italicised text is intended to explain how to use this template and may be deleted once read. Guidance notes and suggested headings are intended to be descriptive rather than prescriptive. This document is intended to be tailored to suit the specific needs of an endeavour and its governing organisation, and suggestions for tailoring are built into most sections. Text provided can be changed or deleted to adapt it to be fit for purpose.

This document is intended for use on temporary endeavours (projects, programs, initiatives) that are governed and delivered primarily by a single organisation with internal client(s). It may be applied to those that have multiple organisations in the governance structure/delivery team but may need further elaboration.

In some contexts, the [entity] may report to the owner of the endeavour, a sponsor or owner representative. The Chair of the [entity] may be the owner or sponsor, or the [entity] itself may perform the role of the sponsor or owner representative.

Purpose of this document

The purpose of this Terms of Reference (ToR) is to set out the purpose, composition, roles and responsibilities, and operating arrangements of the [entity] to enable appropriate governance of the endeavour.

Document control

Author

Position	Name	Contact number

Revision history

Version	Issue date	Author/editor	Description/Summary of changes

Reviewed by

Version	Issue date	Name	Review date

Approvals

Version	Issue date	Name	Approval date

1. Purpose of the [entity]

The purpose of the [entity] is to take a strategic role in authorising, directing, overseeing, and supporting the endeavour to ensure that:

- the endeavour meets its objectives and the expectations of stakeholders
- the endeavour remains aligned with the intent and organisational strategy
- understanding of problems faced by the endeavour is shared
- commitment to the endeavour is shared and maintained both within the endeavour and within the organisation
- both the [entity] and the endeavour are fit-for-purpose
- the [entity] provides a balance between governance and support for action within the context of the organisation
- the [entity] provides guidance to the management team of the endeavour
- the endeavour meets applicable obligations, regulatory and ethical requirements

Purpose may include provision of guidance to lower order entities that meet the needs of the organisational structure.

2. Authority

The [entity] will normally be positioned at the departmental/corporate level. The authorising body decides what the [entity] is authorised to do, recognising the organisational governance structure and influenced by the primary purpose of the [entity]. Accountability of the [entity] reflects this authorisation.

The [entity]:

- Is established by... *(e.g. CEO)*
- Is authorised by... *(e.g. authorising body, record of investment decision/mandate, contract, CEO)*
- Is authorised to... *(e.g. capital expenditure, hiring, ability to prioritise resources, etc. – may be limited by other organisational governance policies)*
- Limits of authority, if relevant... *(e.g. approval of change requests where a Change Control Board (or equivalent) exists, funding increases from all members of the [entity], decisions that impact stakeholders whose views and interests are not represented on the [entity], termination of the endeavour or parts of the endeavour)*
- May be changed or disbanded by *(e.g. authorising body)*

3. Membership and reporting

The [entity]:

- Reports to the authorising body, being: ... *(name of authorising body)*
- Represents the views and interests of... *(list stakeholders)*
- Interfaces with other governance bodies, including... *(e.g. Change Control Board, Project Management Office, internal assurance group.)*
- Membership will be at the discretion of the ... *(e.g. authorising body, sponsor for the term of the endeavour or as otherwise specified).*

The [entity] will ideally include a diverse representation of key stakeholders including those involved in the endeavour and product lifecycle. The [entity] structure should be reflective of the size, complexity, and risk of the endeavour. Diversity and alignment with the endeavour risk profile should determine [entity] member selection.

Frequency of status and other formal reporting to the authorising body would be expected to be in line with meeting frequency (see Section 6) unless otherwise requested.

The [entity] should include a manageable number of people (general practice and rule of thumb suggests no more than seven). In selecting the individuals who will be members of the [entity], consideration should be given to:

- *Level of authority – members should have the authority to make decisions, prioritise resources and resolve issues*
- *Availability – members should have capacity to perform the role*
- *Knowledge of the work, operational environment, and/or relevant subject matter – members should have an informed view*
- *Risk – high risk may warrant additional governance and cost (number of members, specialisation, seniority)*
- *Networks and connections that may be useful to the progress of the endeavour*
- *Knowledge and experience in steering temporary endeavours*

Members:

- Chair *(this may be the Project Sponsor)*
- Members *selected in the best interest of the endeavour, including representation of:*
 - *User representative, product owner, client, customer, operator*
 - *Funding providers*
 - *Delivery organisation (internal or external)*
 - *Other key stakeholders*

Permanent attendees:

- Project manager(s)
If multiple endeavours or organisations are involved, then the managers of these endeavours may be included as permanent attendees
- Support function (s) *if relevant and required*