Guide to Sustainability Integrated PM²

SPM² Guide v.1.0

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1 Introduction

The SPM² Guide represents a structured and methodologically consistent tailoring of the PM² Project Management Methodology Guide 3.1. Its purpose is to embed sustainability principles into the governance, lifecycle, processes, and artefacts of PM² while preserving its conceptual clarity, role architecture, and operational rigor.

PM² offers a robust governance model based on clearly defined roles, sides, and layers, supported by standardised artefacts and disciplined lifecycle management. However, contemporary project environments are increasingly shaped by regulatory frameworks (e.g., EU Green Deal, CSRD), societal expectations, climate transition pathways, and long-term value imperatives. Projects are no longer assessed solely through traditional performance criteria such as time, cost, and scope. They are evaluated in terms of their broader environmental, social, and governance implications and their contribution to long-term institutional and societal transformation.

In this context, sustainability cannot be treated as an additional reporting requirement or a parallel workstream. It must be structurally embedded into project governance and decision-making logic. The SPM² Guide responds to this need by integrating sustainability considerations directly into PM².

This Guide does not replace PM².

It builds upon PM².

It preserves:

- the governance model based on sides and layers,
- the RASCI-based responsibility structure,
- the four lifecycle phases,
- the structured management processes,
- and the artefact logic of PM².

At the same time, it extends selected sections by:

- clarifying sustainability-related responsibilities across governance layers,
- embedding sustainability into decision criteria, risk management, procurement, and acceptance,
- introducing sustainability-oriented reflections within Initiation and Planning artefacts,
- and reinforcing long-term value orientation across all phases.

The SPM² Guide should therefore be read as a structured methodological extension - not a methodological rupture.

1.1 Objectives of the SPM² Guide

The overarching objective of the SPM² Guide is to enable organisations to manage projects that deliver sustainable and responsible long-term value, while remaining fully aligned with the PM² methodological framework.

More specifically, the Guide aims to:

Embed sustainability structurally across governance layers while ensuring methodological integrity → Clarify how sustainability considerations are reflected at each governance level - from portfolio selection and strategic oversight (Business Governing Layer) to operational execution

(Performing Layer). The objective is not to create “sustainability islands,” but to reinforce shared accountability. Sustainability integration must not create parallel hierarchies or distort decision rights.

Strengthen decision-oriented integration → Position sustainability within core decision points, including:

- Business Case justification,
- evaluation of alternatives,
- scope definition,
- risk management,
- procurement choices,
- success criteria and acceptance.

This ensures that sustainability is considered when trade-offs are made - not after decisions are already fixed.

Support proportionate application → Provide guidance that can be scaled according to project size, materiality, complexity, and regulatory exposure. Not all projects require the same depth of sustainability integration; however, all projects benefit from structured reflection.

Enable regulatory and policy alignment → Support alignment with contemporary sustainability and governance frameworks, including:

- UN Sustainable Development Goals (SDGs),
- EU Green Deal,
- EU Taxonomy,
- CSRD and sustainability reporting obligations,
- national sustainability strategies.

Through these objectives, the SPM² Guide positions project management as a mechanism supporting sustainable transformation.

1.2 Intended Audience

The SPM² Guide is intended for organisations and professionals that apply PM² or PM²-aligned methodologies and wish to integrate sustainability considerations into project management in a structured, transparent and accountable manner.

The primary audience includes:

- Entry-level Project Managers (PMs) and project team members who wish to understand how sustainability principles are embedded into the PM² methodology and applied in real project environments.
- Experienced Project Managers (PMs) and project team members who seek to extend their existing PM² practice through sustainability-oriented tailoring, governance integration and value-based decision-making.
- Project teams and organisations planning to adopt PM² or PM²-aligned methodologies and wishing to integrate sustainability from project initiation to closure.

The Guide is particularly relevant for project-oriented environments operating within green, digital and societal transition contexts, including:

- public sector and EU-funded projects,
- infrastructure, energy and digital transformation initiatives,

- organisations subject to sustainability or non-financial reporting requirements,
- higher education institutions (HEIs) and vocational education and training (VET) providers using PM² in teaching or applied projects.

Secondary audiences include:

- consultants supporting organisations in project governance and sustainability integration,
- programme and portfolio practitioners working with PM²-PgM and PM²-PfM,
- trainers and educators delivering PM²-based or sustainability-oriented project management courses.

Familiarity with the PM² methodology is assumed. The SPM² Guide does not introduce basic project management concepts. Instead, it builds on the existing PM² structure and terminology, focusing on how sustainability considerations can be systematically integrated, tailored and governed within PM²-based project environments. It is therefore designed for users who seek to deepen and extend their existing methodological practice through sustainability-oriented tailoring.

This guide provides:

- a common sustainability-oriented vocabulary aligned with PM² terminology, supporting shared understanding across project teams and governance bodies;
- structured guidance and best practices for integrating sustainability into PM² (while leaving tailoring choices to Project Managers and project teams);
- references to SPM²-specific resources, including guidance, artefact examples and artefacts.

The SPM² Guide can be read sequentially to understand the overall sustainability integration logic, or used as a reference document to support the practical application of SPM² principles during project planning, execution and governance.

1.3 The SPM² Guide

The SPM² Guide is a formal methodological tailoring of the PM² Guide 3.1. It is explicitly acknowledged that selected parts of the PM² structure are reused and adapted in accordance with the licensing and attribution requirements mentioned in the initial pages.

The tailoring rationale follows five core principles:

1. Preservation of governance architecture: The sides (Requestor and Solution Provider) and layers (Business Governing, Steering, Directing, Managing, Performing) remain intact. Sustainability is embedded within these structures, not added as a separate hierarchy.

2. Artefact-based integration: Existing PM² artefacts are retained. Sustainability integration occurs through:

- extended guidance,
- additional sections (e.g., Sustainability context and relevance),
- clarification of success criteria and impact considerations,
- inclusion of additional sustainability-related artefacts.

3. Lifecycle-wide consistency: Sustainability is addressed across all four PM² phases and across Monitoring and Control activities:

- Initiation (strategic justification and relevance),
- Planning (risk, procurement, stakeholder integration),
- Executing (sustainability-by-design),

- Closing (long-term value and institutionalisation).

4. Role-based accountability: Sustainability is not delegated to a single role. Instead, each governance layer incorporates sustainability-relevant responsibilities

aligned with its mandate and authority.

5. Decision-oriented focus: The Guide emphasises sustainability integration in moments of strategic choice - alternative selection, scope trade-offs, investment approval, change control - rather than limiting it to reporting.

In essence, the SPM² Guide functions as a structural bridge between established project management practice and the increasing imperative for sustainable transformation.

A synthesis overview of how sustainability considerations are reflected across each lifecycle phase and within the continuous Monitor & Control function is provided in Section 4.2

1.4 The SPM² Project

The SPM² Guide has been developed within the Erasmus+ project "Sustainable Project Management through PM² (SPM²)". The project responds to identified gaps between traditional project management education and the growing need for sustainability-integrated governance in both public and private sectors.

Call: KA220-HED - Cooperation partnerships in higher education (KA220-HED)

Project Title: Sustainable Project Management Through PM²

Project number: 2024-1-RS01-KA220-HED-000256067

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The PM² Alliance (PM²), Belgium
Advise Institute (AINS), Serbia
European Academy (EA), Latvia
Scientific Events - PM² Center (PM² CC), Greece

The project builds upon:

- stakeholder consultations,
- industry surveys,
- curriculum analysis,
- and policy alignment with European sustainability frameworks.

The project key results include:

- Tailored SPM² Guide,
- SPM² Digital Resource Hub,
- SPM² certification & micro-credentials,
- Curriculum alignment in HEI and VET sectors.

Project URL: https://spm2.eu/

2 PROJECT MANAGEMENT

2.1 Project Management Evolution

Project management has evolved from a technical coordination discipline into a strategic governance framework for delivering organisational transformation, innovation and sustainable value.

Throughout history, large-scale human undertakings - from monumental constructions and military campaigns to scientific missions and infrastructure development - required structured coordination of resources, sequencing of activities and collective effort directed toward a defined objective. Although such undertakings clearly exhibited project characteristics, project management as a formalised discipline only emerged in the mid-twentieth century. The growing complexity of defence programmes, aerospace initiatives, industrial systems and global supply chains demanded systematic approaches to planning, scheduling, cost control and risk management.

Over time, what began as a set of technical tools evolved into a comprehensive managerial philosophy concerned not only with efficiency, but also with governance, value delivery and strategic alignment.

As organisations increasingly operate in volatile, uncertain and interconnected environments, projects have become the primary mechanism through which strategy is implemented and change is institutionalised. This transition has led to what many scholars describe as a project-oriented society - a context in which a substantial share of organisational resources, investments and human capital is mobilised through temporary structures designed to deliver defined outcomes.

In this environment, projects are no longer isolated technical undertakings. They are structured vehicles of transformation operating within broader governance architectures that include programmes, portfolios and organisational value systems. Projects serve as the bridge between strategic intent and operational reality.

Modern project environments are characterised by:

- increasing systemic complexity
- multi-stakeholder involvement with divergent expectations
- regulatory and funding constraints
- technological interdependencies
- sustainability and societal impact expectations
- heightened accountability, transparency and audit requirements
- rapid technological change and digitalisation
- intensified global competition

These characteristics significantly expand the scope of project management responsibilities. Delivering outputs on time and within budget is no longer sufficient. Projects are increasingly evaluated based on their long-term contribution to organisational performance, societal value, environmental responsibility and strategic positioning.

In such contexts, effective project management cannot be reduced to scheduling and budgeting. It requires:

- structured governance mechanisms
- clearly defined roles and responsibilities
- disciplined and value-oriented documentation
- systematic risk and change management
- stakeholder engagement and communication transparency

- competence development at technical, behavioural and contextual levels
- and explicit alignment with strategic and sustainability objectives

Project management therefore operates simultaneously on multiple dimensions: operational execution, organisational coordination, strategic contribution and ethical responsibility.

The PM² Methodology provides a structured governance and lifecycle approach designed to ensure clarity, transparency and adaptability across different organisational contexts. It integrates lifecycle phases, governance roles, documentation standards and decision points into a coherent framework. However, the effective application of PM² requires more than procedural compliance. It requires conceptual understanding.

Project Managers and governance actors must clearly understand:

- what constitutes a project,
- why projects are initiated,
- how projects create value,
- how outputs differ from outcomes and benefits,
- how projects differ from operations,
- and how projects are embedded within programme and portfolio structures.

Without this conceptual clarity, methodology risks becoming mechanical rather than strategic.

Within the SPM² perspective, this understanding becomes even more critical. Sustainability considerations expand the definition of project success beyond traditional cost-time-scope constraints. Projects must be evaluated not only by immediate deliverables but also by their long-term environmental, social and organisational implications. This requires integrating sustainability thinking into governance design, stakeholder analysis, risk assessment and benefit realisation logic.

This section therefore establishes the conceptual foundation necessary for understanding PM² and its sustainable extension (SPM²). It clarifies the nature of projects, the evolution of the discipline, the logic of value creation, the distinction between projects and operations, and the governance structures within which projects operate.

Only after mastering these fundamentals can methodological tools be applied proportionately, strategically and responsibly.

2.2 About Projects

Before applying any structured methodology such as PM² or its sustainability-integrated extension (SPM²), it is necessary to establish conceptual clarity regarding what constitutes a project. Although the term “project” is frequently used in everyday language, its managerial meaning is precise and carries important governance implications.

Misclassifying operational activities as projects - or treating projects as routine processes - leads to blurred accountability, inefficient allocation of resources, weak governance control and unrealistic expectations regarding outcomes and benefits.

This section therefore establishes the conceptual foundations of project-based work by clarifying:

- what a project is,
- why organisations initiate projects,
- how projects generate value,
- how they differ from operations,

- and which structural attributes distinguish them from other organisational activities.

2.2.1 What is a project?

A project is a temporary organisational structure established to create a unique product, service or result within defined constraints such as time, cost, scope and quality.

At first glance, this definition appears simple. However, each element within it carries substantial managerial, structural and strategic implications. Before applying any formal methodology, it is essential to unpack these elements carefully and understand their operational consequences.

The project as a temporary organisational structure

A project is not simply a collection of tasks. It is a temporary organisational arrangement deliberately created to achieve a specific objective.

This means that a project establishes:

- defined roles,
- temporary authority structures,
- dedicated resources,
- governance mechanisms,
- decision-making processes.

Temporariness implies three fundamental characteristics:

1. A clearly identifiable beginning
2. A clearly identifiable end
3. A defined lifecycle between these two points

A project begins when a need, opportunity or problem is formally recognised and authorised. This authorisation may take the form of:

- a strategic decision,
- a regulatory requirement,
- a Business Case approval,
- a funding agreement,
- or a client request.

A project ends when one of the following occurs:

- the defined objectives are achieved,
- deliverables are produced and formally accepted,
- the initiative is terminated due to feasibility or strategic misalignment,
- or the original need ceases to exist.

Temporary does not mean short-term. Some projects may last several years. What makes them projects is not duration, but bounded existence.

Once objectives are achieved and deliverables are accepted, the project organisation dissolves. The temporary governance structure is dismantled. Team members return to operational roles or are reassigned.

This distinguishes projects from permanent organisational units such as departments or operational functions, which exist indefinitely and focus on continuity and stability.

Projects introduce change. Operations preserve stability.

The project as a non-routine endeavour (uniqueness dimension)

A defining characteristic of a project is that it is **non-routine**.

Non-routine does not necessarily mean unprecedented. It means that the initiative cannot be executed through repetitive operational procedures. It requires tailored coordination, temporary governance, and structured decision-making.

A project is unique because the combination of:

- objectives,
- stakeholders,
- context,
- constraints,
- risks,
- regulatory conditions,
- organisational capabilities

has not previously existed in exactly the same configuration.

Even when technical components are standardised, the organisational and environmental configuration introduces non-routine complexity.

For example:

- Implementing the same enterprise software in two organisations constitutes two different projects because internal cultures, risk tolerance, stakeholder expectations and regulatory frameworks differ.
- Constructing similar buildings in two cities still results in two distinct projects due to zoning laws, climate conditions and supply chain variations.

Non-routine nature introduces:

- uncertainty,
- risk exposure,
- interdependencies,
- evolving requirements,
- incomplete information.

Because projects operate outside routine repetition, they require structured management. Without structure, non-routine complexity quickly turns into uncontrolled variability.

Operations rely on repetition.

Projects rely on coordination under uncertainty.

The project as a creator of a defined output

Every project is established to produce a **specific output**.

That output may take one of three fundamental forms:

- **Product** – a tangible deliverable (e.g., a building, a system, infrastructure, a manufactured component)
- **Service** – an intangible offering (e.g., consulting engagement, training programme, conference, digital service environment)

The existence of a clearly defined output distinguishes projects from ongoing operational activity.

Operations focus on continuity and repetition.

Projects focus on delivering a defined outcome that did not exist before.

The output is:

- specified,
- bounded,
- measurable,
- and subject to formal acceptance.

Once the output is produced and accepted, the temporary project organisation dissolves.

In sustainability-integrated contexts (SPM²), outputs may additionally include:

- governance frameworks,
- sustainability-aligned reporting systems,
- institutionalised procedures,
- knowledge assets,
- capacity-building structures.

Thus, while projects may vary widely in substance, they are always oriented toward the creation of a defined and formally accepted output.

The project as a constrained endeavour

Projects operate under constraints. Constraints define the boundaries within which decisions must be made.

Traditionally, projects are governed by the triple constraint:

- **Time** - completion of project activities according to the approved schedule and milestones.
- **Cost** - adherence to the approved budget and effective control of financial resources.
- **Scope** - delivery of agreed outputs, functionalities, and quality requirements.

Quality is embedded within scope and reflects the degree to which deliverables meet defined requirements.

These constraints are interdependent:

- Reducing time often increases cost or reduces scope.
- Expanding scope usually requires additional time or budget.
- Budget reductions may force scope reduction or schedule extension.

The strength of the triple constraint lies in its **clarity and measurability**. Time, cost, and scope can be defined at the outset of the project, translated into baselines, and monitored using quantitative indicators. This made the model particularly suitable for projects with clearly defined outputs and relatively stable requirements, such as engineering, construction, and infrastructure projects.

However, these constraints focuses primarily on **outputs and delivery performance**. It evaluates how efficiently a project is executed, rather than what value it creates or what impacts it generates. As a result, a project may comply with all three constraints and still fail to deliver meaningful benefits, satisfy stakeholder expectations, or support long-term organizational objectives.

Key limitations of the traditional view of project success include:

- Limited consideration of stakeholder satisfaction beyond formal acceptance.
- Lack of focus on long-term outcomes and benefit realization.
- Absence of social, environmental, and ethical performance dimensions.
- Emphasis on short-term efficiency rather than sustainable value creation.

As projects increasingly operate in complex, uncertain, and sustainability-oriented contexts, these limitations become more evident. This has led to a gradual shift from a narrow, constraint-based understanding of success toward broader, multidimensional perspectives that incorporate long-term value and responsibility. This evolution provides the foundation for redefining project success in a sustainability context

In contemporary environments, constraints extend beyond the traditional triangle.

Additional constraints may include:

- regulatory compliance,
- environmental standards,
- sustainability commitments,
- ethical requirements,
- organisational capacity,
- resource availability,
- transparency and audit obligations,
- risk tolerance levels.

Constraints are not merely limitations. They define the governance envelope of the project. Effective project management does not eliminate constraints. It operates intelligently within them.

The project as a transformation mechanism

From a strategic perspective, a project functions as a structured transition mechanism.

It bridges the gap between:

current state → project effort → future state

The current state may involve:

- inefficiencies,
- technological obsolescence,
- regulatory misalignment,
- competitive disadvantage,
- sustainability gaps.

The desired future state may involve:

- improved performance,
- enhanced capability,

- regulatory compliance,
- digitalisation,
- resilience,
- sustainability alignment.

The project is the controlled mechanism that enables this transition. Operations maintain the existing system. Projects intentionally modify it.

This transformation orientation explains why projects require:

- strategic alignment,
- formal justification,
- governance oversight,
- risk management.

Without alignment, projects risk producing outputs that do not translate into meaningful outcomes.

Taking all dimensions together:

A project is a temporary, structured organisational effort designed to create a unique output by coordinating resources within defined constraints, with the purpose of enabling controlled transformation and value creation.

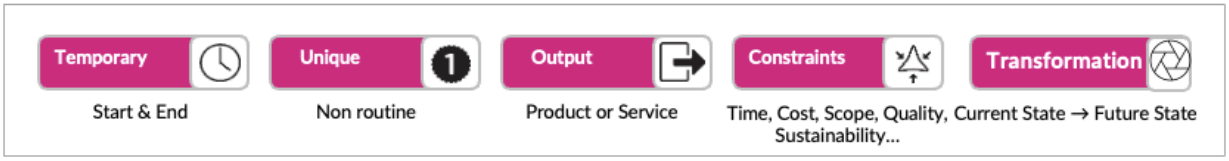

Fig 2.1 Key project characteristics

2.2.2 Why we do projects?

Projects do not exist for their own sake. They are initiated because organisations operate in environments that continuously change. Market dynamics, technological innovation, regulatory developments, stakeholder expectations and societal pressures constantly reshape the conditions under which organisations function.

In such environments, maintaining stability through routine operations is insufficient. Organisations must adapt, evolve and sometimes fundamentally transform. Projects are the primary instruments through which this adaptation and transformation are achieved.

Projects as responses to change

At the most fundamental level, every project is a structured response to a change driver.

Change drivers may be internal or external.

External drivers may include:

- shifts in market demand
- emergence of new competitors
- technological breakthroughs

- regulatory or legislative changes
- geopolitical developments
- sustainability regulations and climate commitments
- societal expectations regarding transparency or responsibility

Internal drivers may include:

- inefficiencies in existing processes
- outdated infrastructure or systems
- strategic repositioning
- mergers or acquisitions
- performance improvement initiatives
- cultural or organisational restructuring

Projects therefore represent deliberate organisational interventions designed to respond to these pressures in a controlled and goal-oriented manner.

Projects as vehicles of value creation

From a managerial perspective, projects are investments. They require resources - financial, human, technological and organisational - and are undertaken with the expectation that they will generate value.

This value may be:

- Financial (increased revenue, cost reduction)
- Operational (improved efficiency, enhanced reliability)
- Strategic (market positioning, competitive advantage)
- Reputational (stakeholder trust, brand strengthening)
- Social or environmental (reduced emissions, community impact)

Projects are justified when the expected benefits outweigh the required investment and associated risks.

Thus, a project should always be supported by a business justification - an explicit explanation of why the initiative is necessary and what value it is expected to generate.

Without this justification, projects risk becoming resource-consuming activities with unclear purpose.

Projects as instruments of organisational transformation

Projects can serve different transformation intensities.

- **Sustaining projects:** These projects maintain current performance levels. For example, upgrading a server system to maintain operational reliability. They do not radically alter the organisation but preserve stability.
- **Improvement projects:** These initiatives enhance existing processes, products or services. For example, automating a manual reporting system to increase efficiency.
- **Transformational projects:** These projects introduce fundamental changes to organisational capabilities or business models. Examples include digital transformation initiatives, sustainability integration programmes or large-scale restructuring efforts.

Typical reasons for project initiation

Projects may begin for a wide range of reasons, including:

- In response to client demand for a new product or service
- To capture a market opportunity
- To comply with regulatory requirements
- To implement audit recommendations
- To respond to competitive innovation
- To adopt emerging technologies
- To integrate operations following mergers
- To modernise infrastructure
- To improve service delivery
- To relocate facilities
- To raise awareness on strategic topics
- To test a proof-of-concept
- To migrate data or systems
- To implement sustainability initiatives

While the triggers differ, the underlying logic remains consistent: projects are structured mechanisms for introducing change in a controlled way.

Projects in the context of sustainability (SPM² Perspective)

In contemporary governance environments, sustainability has become a major driver of project initiation.

Organisations increasingly launch projects to:

- reduce environmental footprint
- increase resource efficiency
- comply with sustainability regulations
- integrate ESG principles
- transition toward circular economy models
- improve social impact and governance transparency

These projects often extend beyond short-term performance improvements. They aim to create long-term resilience and systemic change.

Under SPM², sustainability is not treated as a peripheral add-on. It is often a core rationale for project initiation and must be integrated into objective definition, stakeholder analysis and benefit realisation logic.

2.2.3 Project outputs, outcomes and benefits

One of the most important concepts in project management - and one of the most misunderstood - is the difference between outputs, outcomes and benefits.

Many projects are declared successful because deliverables were completed on time and within budget. However, delivering outputs does not automatically mean that value has been created.

To understand the real purpose of a project, it is necessary to understand the transformation chain through which value is generated.

A project creates value through a sequence of interconnected stages:

Level	What it represents	Example
Activities	Work performed by the team	Developing software code
Outputs	Tangible deliverables	A functioning software system
Outcomes	Change resulting from use	Employees adopt the system
Benefits	Measurable improvement	20% increase in productivity
Strategic Value	Long-term impact	Improved competitiveness

This chain shows that outputs are not the final goal - they are instruments for change.

What are project outputs?

Project outputs (deliverables) are the tangible and verifiable products or services produced by the project.

They are:

- clearly defined in scope
- measurable
- verifiable,
- aligned with strategic intent.
- formally accepted
- directly controlled by the project team

Example:

Type of project	Example of output
IT Project	New application system
Construction Project	Completed building
Training Project	Developed curriculum
Sustainability Project	Carbon reduction plan
Research Project	Published report

Outputs are essential because they represent what the project promises to deliver.

However, outputs alone do not create value unless they are used.

What are project outcomes?

Outcomes represent the change that occurs when outputs are adopted and integrated into organisational practice.

Unlike outputs, outcomes are not fully controlled by the project team. They depend on:

- stakeholder acceptance
- behavioural adaptation
- organisational integration
- governance support

Example:

Project output	Project outcome
New ERP system	Employees use it consistently
Sustainability policy	Managers apply sustainability criteria in decisions
Training programme	Staff demonstrate improved skills

Outcomes represent transformation in action.

They answer the question: **"What changed because of this project?"**

What are project benefits?

Benefits are measurable improvements resulting from achieved outcomes.

They represent the real value generated by the project.

Example:

Outcome	Benefit
Improved workflow	Reduced processing time
Energy-efficient building	Lower energy costs
Better project governance	Fewer cost overruns
Stronger ESG integration	Improved investor confidence

Benefits can be:

- Financial (cost reduction, increased revenue)
- Operational (efficiency, reliability)
- Strategic (market positioning, innovation capacity)
- Reputational (trust, transparency)
- Environmental (lower emissions)
- Social (improved working conditions)

Benefits often materialise after the project is formally closed. This is why project closure does not necessarily mean value realisation.

The whole value chain example:

Level	Description
Output	PM² templates and governance structure implemented
Outcome	Project teams apply structured planning and reporting
Benefit	30% reduction in cost overruns
Strategic Value	Improved organisational credibility and control

If teams do not apply the methodology, the output exists - but outcomes and benefits do not occur.

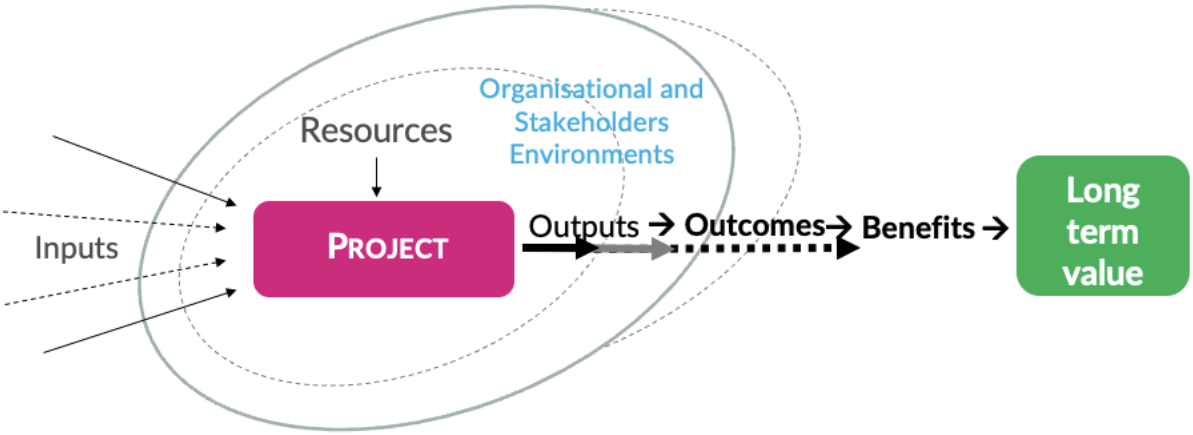

Fig 2.2 A project as a transformational process, turning ideas into reality

The sustainability perspective (SPM² Extension)

In traditional project management, benefits are often interpreted primarily in financial terms.

SPM² expands the definition of benefits to include sustainability impact.

For example:

Output	Outcome	Sustainability Benefit
Energy-efficient infrastructure	Reduced energy use	Lower carbon emissions
ESG reporting system	Transparent sustainability metrics	Improved stakeholder trust
Circular economy process	Reduced waste generation	Resource conservation

Sustainability benefits may:

- extend over long time horizons
- affect multiple stakeholder groups
- contribute to systemic resilience

Thus, in SPM², projects are evaluated not only by short-term performance but by their contribution to sustainable value.

Why this distinction matters for project managers?

If a Project Manager focuses only on outputs:

- Deliverables may be produced but unused.
- Organisational resistance may block outcomes.
- Strategic benefits may never materialise.

A mature Project Manager therefore asks:

- What outcome is this output meant to enable?

- How will stakeholders adopt it?
- What measurable benefits are expected?
- Over what timeframe?

Understanding outputs, outcomes and benefits transforms project management from task execution into value orchestration.

2.2.4 Projects vs Operations

One of the most important conceptual distinctions in project management is the difference between projects and operational processes.

Confusion between these two types of organisational activity is one of the main causes of governance problems, unclear responsibilities and uncontrolled scope expansion.

What are operational processes?

Operational processes are the continuous and repetitive activities that sustain the organisation's day-to-day functioning.

They are necessary for maintaining stability and ensuring that products and services are consistently delivered.

Examples of operational processes include:

- Manufacturing standard products
- Providing routine customer service
- Processing payroll
- Managing inventory
- Maintaining infrastructure
- Performing accounting tasks

Operational activities are characterised by:

- Repetition
- Standardisation
- Predictability
- Ongoing duration
- Defined procedures

Operations do not have a defined end point. They continue as long as the organisation exists. Their primary objective is efficiency and reliability.

What are projects in contrast?

Projects are fundamentally different. They are initiated when the organisation needs to introduce change, create something new, or modify an existing system.

Unlike operations, projects:

- Have a defined start and end

- Produce a unique output
- Involve higher uncertainty
- Require temporary governance structures
- Aim to create transformation

While operations maintain the current state, projects alter it.

Why the distinction matters?

If operational work is incorrectly labelled as a project:

- It may receive unnecessary governance complexity.
- Resources may be misallocated.
- Closure criteria may become unclear.

If a project gradually turns into ongoing maintenance:

- Scope may expand without control.
- Governance accountability may weaken.
- The initiative may become inefficient.

Recognising when a project has transitioned into operations is essential for proper closure.

How to recognise that a project has slipped into operations mode?

A project may have transitioned into operational mode when:

- The main deliverables have been produced and accepted.
- The output is in regular use.
- Support and maintenance activities dominate.
- Only minor improvements are being implemented.
- The initiative no longer has a defined transformation objective.

At this point, the initiative should be formally closed and transferred to operational management.

Structured comparison: Projects vs Operations

The following table summarises the key differences:

Dimension	Operational processes	Projects
Duration	Continuous	Temporary
Nature of Work	Repetitive	Unique
Objective	Maintain stability	Introduce change
Output	Standardised	One-time deliverable
Risk Level	Lower, predictable	Higher, uncertain
Governance	Functional hierarchy	Temporary project structure

Dimension	Operational processes	Projects
Closure	No defined end	Formal acceptance and closure
Resource Use	Ongoing allocation	Defined, time-bound allocation

The strategic relationship between projects and operations

Projects and operations are not opposites. They are interdependent.

Projects create new capabilities. Operations sustain and exploit those capabilities.

The relationship can be visualised as:

Operations → Identify need for change → Project → New capability → Operations adopt → Sustained value

Without projects, organisations stagnate.

Without operations, organisations cannot function.

A healthy organisation balances both.

A Project Manager must understand:

- When work qualifies as a project.
- When it should be transitioned to operations.
- How to ensure formal closure and knowledge transfer.

Clear differentiation strengthens governance clarity and strategic effectiveness.

The SPM² perspective

From a sustainability perspective, this distinction becomes even more important.

For example:

- A sustainability transformation initiative is a project.
- Ongoing sustainable operational practices are operations.

SPM² emphasises that sustainability must move from project-based initiatives to embedded operational practice.

Projects initiate change.

Operations institutionalise sustainability.

2.3 About Project Management

2.3.1 What is Project Management?

Project management is a structured managerial discipline developed to enable organisations to successfully deliver complex, temporary undertakings in environments characterised by uncertainty, constraints and multiple stakeholders.

While projects represent vehicles of change, project management represents the governance and coordination mechanism that ensures such change is delivered in a controlled, transparent and value-oriented manner.

At its core, project management involves planning, organising, leading and controlling resources in order to achieve clearly defined objectives within predefined constraints. However, reducing project management to scheduling and budgeting would be an oversimplification. In reality, it is a comprehensive system of processes, decision-making structures and behavioural competences that together enable structured transformation.

Beyond the simplified definition

Project management is:

- the translation of strategic intent into executable plans,
- the coordination of diverse stakeholders with potentially conflicting interests,
- the balancing of competing constraints,
- the structured management of uncertainty and risk,
- and the safeguarding of value creation.

In other words, project management is the discipline that transforms an approved idea into an implemented reality.

Project management as an integrated process

Project management operates through a set of interconnected processes that span the entire project lifecycle. These processes are commonly grouped into five categories:

1. Initiating clarifies why the project should exist.
2. Planning defines how it will be delivered.
3. Executing turns plans into action.
4. Monitoring and Controlling ensures alignment with objectives.
5. Closing formalises completion and captures learning.

These process groups do not function in isolation. They overlap and interact continuously. For example, monitoring may trigger replanning; stakeholder changes may require redefinition of scope; risk events may alter budget allocations.

Thus, project management is dynamic rather than linear.

Project management as governance

In modern organisational contexts, project management also performs a governance role. It defines:

- decision rights,
- reporting structures,
- approval mechanisms,
- escalation paths,
- and accountability frameworks.

Without governance, projects easily drift into informal coordination, where responsibilities become blurred and performance deteriorates.

Good project management ensures traceability: decisions are documented, changes are justified, and responsibilities are clearly assigned.

This governance perspective is particularly important in publicly funded or sustainability-sensitive projects, where transparency and accountability are essential.

The principle of tailoring

No two projects are identical. Consequently, no single methodology should be applied rigidly.

One of the foundational principles of PM² is tailoring - the deliberate adaptation of methodological elements to the scale, complexity and risk profile of the project.

A small internal improvement initiative does not require the same documentation and governance structure as a multi-million euro infrastructure programme. Conversely, insufficient structure in a complex project can lead to severe failure.

The responsibility of the Project Manager is therefore not to apply methodology mechanically, but to apply it intelligently.

In SPM², tailoring extends further: sustainability requirements must also be proportionally integrated. A project with high environmental impact requires deeper sustainability analysis than a minor organisational change initiative.

2.3.2 Project documentation

Project documentation is often perceived as a bureaucratic obligation. In reality, it represents one of the most powerful governance instruments within project management.

Documentation is not about producing paper. It is about producing clarity.

Every project begins as an idea - often vague, partially defined and interpreted differently by different stakeholders. Documentation transforms that ambiguity into shared understanding. It forces assumptions to be articulated, objectives to be clarified and responsibilities to be formalised.

In this sense, documentation is not an administrative afterthought. It is a cognitive and organisational discipline.

Documentation as structured thinking

Writing requires thinking. When a project team is required to formally describe:

- what the project will deliver,
- why it is necessary,
- how it will be implemented,
- who is responsible for what,
- what risks may arise,

vague intentions become structured commitments.

For example, a statement such as “We will improve internal efficiency” has little operational meaning. Once documented properly, it must specify:

- which processes will change,
- which departments are affected,
- what performance indicators will measure improvement,
- what timeline is realistic,
- what resources are required.

Documentation therefore sharpens thinking. It exposes hidden assumptions and reduces misunderstandings before they escalate into costly conflicts.

Documentation as alignment mechanism

Projects involve multiple stakeholders. Each stakeholder may have a different interpretation of project objectives.

- The sponsor may focus on strategic impact.
- The technical team may focus on functionality.
- The finance department may focus on cost.
- End users may focus on usability.

Without written agreements, these interpretations diverge.

Formal project documentation - such as the Project Charter, Business Case, Project Management Plan and Risk Register - ensures that expectations are aligned and approved.

Approval of documented scope represents a commitment. It defines the baseline against which future performance will be measured.

In this way, documentation creates accountability.

Documentation as control baseline

Effective monitoring and controlling depend on having defined baselines. Deviations could not be measured without clearly defined original plan.

Documentation establishes:

- scope baseline,
- schedule baseline,
- cost baseline,
- quality criteria,
- sustainability objectives (in SPM²).

Once these are formally approved, any change can be evaluated objectively.

For example:

If the delivery date moves, documentation allows assessment of whether the deviation is justified.

If costs increase, the approved budget provides reference.

If environmental performance falls short, sustainability indicators defined at planning stage allow structured evaluation.

Thus, documentation supports informed decision-making.

Documentation as organisational memory

Projects are temporary. Organisations are permanent.

When a project closes, team members disperse. Without documentation, lessons learned disappear with them.

Well-structured documentation ensures that future projects benefit from previous experience. Risk registers, issue logs, change histories and lessons learned repositories become institutional knowledge assets.

In mature organisations, documentation contributes directly to capability development. Patterns can be analysed. Recurrent risks can be identified. Best practices can be standardised.

In sustainability-focused environments, documentation also ensures traceability of environmental and social commitments.

Documentation and auditability

In many contexts - especially public funding, international programmes and sustainability-regulated environments - projects must demonstrate transparency.

Documentation provides traceability:

- Who approved what?
- When was the decision taken?
- On what basis?
- Were environmental obligations fulfilled?
- Were procurement rules respected?

Without documentation, compliance cannot be verified.

In SPM², sustainability-related documentation becomes particularly important. Environmental impact assessments, stakeholder engagement records and sustainability performance indicators must be documented clearly.

Documentation therefore supports not only project success but also institutional legitimacy.

Documentation and proportionality

While documentation is essential, it must always remain proportionate.

Excessive documentation that does not contribute to clarity becomes counterproductive. It consumes resources without adding value.

The principle of tailoring applies here as well. A small internal improvement project does not require the same documentation volume as a multi-country infrastructure programme.

The goal is not to produce documents.

The goal is to produce understanding, alignment and control.

Documentation should therefore be:

- clear,
- purposeful,
- concise but sufficient,
- understandable to stakeholders,

- aligned with organisational standards.

Documentation in the SPM² context

In the SPM² framework, documentation acquires an additional dimension.

Beyond traditional elements, projects must also document:

- sustainability objectives,
- environmental impact considerations,
- long-term value implications,
- stakeholder inclusion measures,
- ethical compliance.

For example, a sustainability-oriented business case does not evaluate only financial return, but also social and environmental contribution.

Thus, documentation becomes a bridge between project governance and responsible development.

2.4 Project Organisation

Projects do not operate in a vacuum. They are embedded within organisational systems that shape authority, communication, accountability and decision-making. The structure within which a project is executed significantly influences its speed, flexibility, conflict resolution mechanisms and ultimately its success.

Understanding project organisation therefore means understanding **how power, responsibility and resources are distributed** inside an organisation.

It is often assumed that the Project Manager naturally “runs the project.” In practice, the authority of the Project Manager depends heavily on the organisational structure in which the project is embedded.

Project organisation defines:

- Who has formal decision authority
- Who controls budgets
- Who allocates human resources
- How conflicts are escalated
- How priorities are negotiated

Without clarity in these dimensions, project governance becomes unstable.

2.4.1 Organisational structures and their influence on projects

Organisations typically adopt one of three structural models:

1. Functional structure
2. Projectized structure
3. Matrix structure

Each structure shapes project behaviour differently.

Organisational structure directly influences authority distribution, resource allocation, escalation paths and governance clarity within projects.
Three dominant structural models are commonly observed: Functional, Projectized and Matrix.

Each model shapes project behaviour differently.

Functional structure

In a functional structure, the organisation is divided into permanent departments based on professional expertise (e.g. Finance, IT, HR, Operations). Projects are typically executed within departmental boundaries and often remain secondary to operational priorities.

Dimension	Description
Structural logic	Work organised around permanent departments
Authority	Functional managers hold primary authority
Project Manager power	Limited (often coordination role)
Resource allocation	Controlled by departments
Advantages	Deep expertise, stability, efficient specialisation
Limitations	Silo behaviour, slow cross-functional coordination
Governance risks	Weak project accountability, resource conflicts
Best suited for	Low-complexity or operationally embedded projects

Implications for SPM²:

- Sustainability integration may become fragmented across departments.
- The Project Manager may lack authority to enforce cross-functional sustainability commitments.
- Strong steering-level sponsorship becomes critical.
- Formal RASCI clarity is essential to prevent diffusion of accountability.
- Sustainability risks may be treated as technical issues rather than strategic ones.

SPM² in functional settings therefore requires:

- Explicit governance reinforcement,
- Clear sustainability accountability allocation,
- Structured escalation mechanisms.

Projectized structure

In a projectized structure, projects represent the dominant organisational logic. Teams are formed specifically for project delivery, and authority is concentrated around the Project Manager.

Dimension	Description
Structural logic	Organisation structured primarily around projects
Authority	Project Manager holds strong authority
Project Manager power	High decision-making power

Dimension	Description
Resource allocation	Dedicated to projects
Advantages	Clear accountability, fast decisions, strong focus
Limitations	Resource duplication, post-project instability
Governance risks	Knowledge loss, weak integration into operations
Best suited for	Complex, time-sensitive, high-priority initiatives

Implications for SPM²:

- Sustainability integration can be embedded directly into project decision-making.
- The Project Manager can enforce sustainability commitments more effectively.
- Accountability lines are clearer.
- Risk management and sustainability trade-offs can be managed more coherently.

However:

- Long-term sustainability outcomes may be overlooked after project closure.
- Knowledge retention between projects may be weak.

SPM² must therefore ensure:

- Strong transition planning,
- Structured benefit realisation logic,
- Institutional memory mechanisms.

Matrix structure

The matrix structure combines functional and projectized elements. Employees report both to a functional manager (technical authority) and to a Project Manager (project authority). The balance of power may vary (weak, balanced or strong matrix).

Dimension	Description
Structural logic	Hybrid of functional and projectized models
Authority	Dual reporting (functional + project)
Project Manager power	Weak, balanced or strong (depending on model)
Resource allocation	Shared across departments and projects
Advantages	Resource efficiency, cross-functional integration
Limitations	Role ambiguity, coordination complexity
Governance risks	Authority conflicts, diluted accountability
Best suited for	Organisations running multiple concurrent projects

Implications for SPM²:

- Sustainability expertise can remain anchored in functional units while projects implement change.
- Cross-functional sustainability coordination becomes possible.

- However, dual authority lines can create ambiguity regarding who owns sustainability performance.

In matrix environments, SPM² requires:

- Explicit role definition (especially for sustainability-related responsibilities),
- Clear alignment between functional sustainability policies and project governance,
- Strong coordination between Project Manager and functional sustainability leads.

Structural maturity and sustainability integration

SPM² does not assume a specific organisational structure.
However, its effectiveness depends on:

- clarity of accountability,
- stability of governance mechanisms,
- alignment between project and institutional strategy,
- the organisation's ability to sustain benefits beyond project closure.

The more mature the governance structure, the easier it becomes to integrate sustainability not only as a compliance requirement, but as a value-generating dimension of project delivery.

In structurally weak environments, sustainability risks becoming declarative.
In structurally mature environments, it becomes operational.

2.5 Project Environment

While project organisation defines internal roles, responsibilities and governance structures, the project environment refers to the broader internal and external context within which a project is initiated, planned, executed and closed.

Every project operates within a dynamic system of influences that shape constraints, risks, stakeholder expectations and success criteria.

In SPM², understanding the project environment is particularly critical, as sustainability-related impacts, risks and obligations often originate outside the immediate project boundary and evolve over time.

2.5.1 Internal environment

The internal environment consists of organisational conditions that directly influence how a project is governed, resourced and delivered. These factors determine the organisation's capacity to integrate sustainability considerations in a consistent and operational manner.

Key internal environmental factors

Internal factor	Description	Relevance in SPM²
Organisational culture	Shared values, norms and behaviours influencing decision-making, risk tolerance and collaboration	Determines whether sustainability is treated as a compliance requirement or as a strategic objective
Leadership and management style	Degree of hierarchy, autonomy and empowerment in decision-making	Influences the ability to adapt, escalate sustainability risks and act proactively

Internal factor	Description	Relevance in SPM²
Governance maturity	Existence and effectiveness of governance bodies, decision gates and escalation mechanisms	Enables structured sustainability oversight and accountability
Organisational process assets	Templates, procedures, methodologies, knowledge bases and historical documentation	Provide consistency, traceability and institutional memory for sustainability decisions
Resource availability	Availability of human, financial and technical resources	Determines feasibility of sustainability commitments and mitigation measures
Competence availability	Existing skills and expertise related to sustainability, risk management and stakeholder engagement	Directly affects the quality of sustainability integration
Lessons learned and organisational learning	Use of feedback from previous projects	Strengthens resilience and continuous improvement

Implications for SPM²

In SPM², internal environmental factors directly determine the feasibility and depth of sustainability integration.

Where governance maturity is high and organisational culture supports long-term value creation, sustainability can be embedded structurally - through formal decision gates, risk processes, accountability allocation and structured benefit realisation.

However, in organisations with:

- weak governance clarity,
- limited sustainability expertise,
- resource constraints,
- low learning capacity,

sustainability risks being reduced to declarative commitment rather than operational practice.

SPM² therefore requires:

- Explicit alignment between sustainability objectives and governance structures
- Clear allocation of sustainability-related roles and responsibilities
- Investment in competence development
- Systematic capture of sustainability-related lessons learned

Internal readiness largely determines whether sustainability becomes embedded discipline or symbolic intention.

2.5.2 External environment

The external environment includes conditions outside the organisation's direct control that influence project objectives, constraints and outcomes. These factors are often volatile and require continuous monitoring.

Key external environmental factors

External factor	Description	Relevance in SPM²
Regulatory and legal framework	Laws, regulations, standards and compliance obligations	Drives sustainability requirements and reporting obligations
Market and economic conditions	Prices, supply chains, labour availability and financial stability	Affects cost baselines and delivery feasibility
Political and institutional context	Political stability, public policy priorities and funding frameworks	Shapes project legitimacy and long-term viability
Technological evolution	Pace of technological change and innovation	Influences relevance and sustainability of project outputs
Social expectations	Public scrutiny, stakeholder values and ethical norms	Expands project success criteria beyond cost, time and scope
Environmental and climate conditions	Physical environmental constraints and climate-related risks	Introduces systemic risks requiring preventive planning

Implications for SPM²

External environmental factors often act as primary triggers for sustainability-oriented projects. Regulatory shifts, stakeholder scrutiny, climate risks and market pressures frequently initiate transformation efforts.

In SPM², this means that:

- Sustainability risks must be treated as dynamic and systemic, not static compliance items.
- Environmental scanning becomes a continuous governance activity.
- Projects must anticipate regulatory evolution, not merely react to current requirements.
- Stakeholder expectations extend project success criteria beyond traditional performance metrics.

Because external volatility can amplify internal weaknesses, SPM² promotes:

- Proactive risk identification,
- Scenario-based planning,
- Transparent stakeholder communication,
- Integration of sustainability into risk and change management processes.

In contemporary project environments, sustainability pressures rarely originate inside the project. They emerge externally and progressively reshape project constraints.

SPM² therefore treats environmental awareness not as contextual background, but as a governance necessity.

2.6 Programme and Portfolio Management

2.6.1 The relationship between projects, programmes and portfolios

In contemporary organisations, projects rarely exist in isolation. A mature organisation manages projects within a broader governance architecture that connects operational execution with strategic intent. This architecture is typically structured across three interrelated levels:

- Project
- Programme

- Portfolio

Understanding these three levels is essential for anyone involved in project definition, governance or strategic planning. Misclassifying an initiative (e.g., treating a programme as a project) often results in governance failure, unclear accountability and misaligned expectations.

2.6.2 Programme management

A programme is a set of related projects and activities managed in a coordinated way to achieve strategic objectives and benefits that could not be obtained if they were managed individually.

This definition highlights two critical elements:

1. Interdependence
2. Benefit realisation

Projects within a programme are not merely grouped administratively. They are logically and strategically connected. Their combined effect produces value beyond what each project could achieve alone.

A programme always contains projects. A project, however, does not necessarily belong to a programme.

Nature and scope of a Programme

A programme typically:

- Extends over a longer time horizon than individual projects
- Coordinates parallel and/or sequential projects
- Includes programme-level activities beyond project scope
- Focuses on transformation rather than isolated delivery

While a project produces outputs, a programme ensures that these outputs are integrated, adopted and sustained.

This is a fundamental difference.

For example:

A digital transformation programme may include:

- IT infrastructure upgrade project
- Staff training project
- Data governance project
- Process redesign project

Each project produces deliverables. The programme ensures these deliverables collectively produce institutional transformation.

Role of the Programme Manager

The Programme Manager (PgM):

- Coordinates interdependencies between projects
- Aligns project outputs with programme outcomes
- Manages cross-project risks
- Ensures benefit realisation
- Provides strategic leadership

Unlike a Project Manager, the Programme Manager does not directly manage the day-to-day execution of individual projects. Instead, the PgM operates at a higher coordination level.

Programme management is therefore distinct from multi-project management.

Managing multiple independent projects in parallel does not automatically constitute a programme. A programme requires strategic coherence and shared benefit logic.

Programme management in SPM² context

In SPM² contexts, programmes often represent the level at which sustainability transformation becomes visible.

Individual projects may reduce emissions, improve governance or enhance inclusion. However, only when coordinated at programme level can systemic sustainability impact emerge.

Programme-level sustainability may include:

- Cumulative carbon reduction targets
- Integrated stakeholder engagement frameworks
- Cross-project circular economy initiatives
- Long-term capability development

Thus, while project sustainability is operational, programme sustainability is transformational.

2.6.3 Portfolio Management

A project portfolio is a collection of projects, programmes and other initiatives grouped together to allow better control over financial and other resources and to facilitate their effective management in terms of meeting strategic objectives.

The portfolio level is fundamentally strategic.

Unlike programmes, projects within a portfolio do not need to be interdependent. What connects them is alignment with organisational strategy.

Portfolio management answers the question:

“Which initiatives should the organisation invest in to best achieve its long-term goals?”

Nature and scope of a Portfolio

A portfolio is dynamic. It evolves as strategy evolves.

Portfolio management includes:

- Identification of potential initiatives
- Evaluation and selection

- Prioritisation
- Resource allocation
- Ongoing monitoring
- Termination or reconfiguration of initiatives

Portfolio management therefore operates as an investment governance mechanism.

It balances:

- Risk
- Return
- Resource capacity
- Strategic alignment
- Organisational resilience

Portfolio creation and portfolio realisation

Portfolio management can be divided into two main processes:

1. Portfolio formation

This involves:

- Strategic alignment screening
- Financial evaluation
- Risk assessment
- Resource feasibility analysis
- Prioritisation

Only initiatives that meet strategic and organisational criteria should enter the portfolio.

Key selection criteria often include:

- Alignment with strategy
- Cultural compatibility
- Financial viability
- Resource efficiency
- Long-term value creation

2. Portfolio Realisation

This involves:

- Monitoring performance of projects and programmes
- Reallocating resources
- Adjusting priorities
- Terminating underperforming initiatives
- Facilitating organisational learning

Portfolio management is continuous and adaptive.

Role of the Portfolio Manager

The Portfolio Manager:

- Oversees investment allocation
- Ensures strategic coherence
- Balances competing priorities
- Monitors aggregate risk exposure
- Reports value realisation at strategic level

At portfolio level, decisions are political, economic and strategic.

This level is where trade-offs between short-term returns and long-term sustainability are negotiated.

Portfolio management in SPM² context

In sustainability-oriented governance, the portfolio level becomes the primary driver of responsible investment.

Portfolio-level sustainability includes:

- ESG-aligned capital allocation
- Climate transition roadmaps
- Long-term resilience planning
- Strategic decarbonisation pathways
- Social value integration

Portfolio sustainability is not about individual project compliance. It is about shaping the organisation's long-term positioning.

2.6.4 Comparative overview

The following table summarises the distinctions:

Dimension	Project	Programme	Portfolio
Core focus	Delivery	Benefit realisation	Strategic value
Time horizon	Short–Medium	Medium–Long	Long-term
Governance level	Operational	Tactical-Strategic	Strategic
Interdependency	Internal tasks	Between projects	Not required
Managerial role	Project Manager	Programme Manager	Portfolio Manager
Success measure	Time, cost, scope, quality	Realised benefits	Strategic performance
Sustainability lens (SPM²)	Project-level impact	Systemic transformation	Strategic sustainability positioning

The relationship between these levels can be conceptualised as a value cascade:

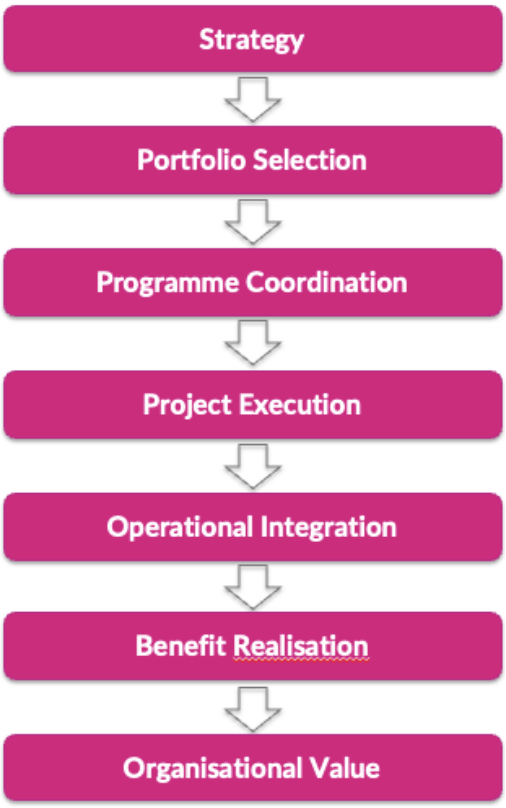

Fig 2.3 SPM² value cascade

3 Sustainability in Project Management and its Integration in SPM²

3.1 Foundations of Sustainability in Project Management

The integration of sustainability into project management reflects a broader evolution in how organisations define value, responsibility and success.

For decades, project success was predominantly assessed through the “triple constraint” of time, cost and scope. A project was considered successful if it delivered the agreed output within the approved schedule and budget while meeting defined quality requirements. This efficiency-oriented perspective provided clarity, measurability and operational control, particularly in engineering, construction and infrastructure contexts.

However, contemporary organisational and societal environments have significantly expanded the understanding of project performance.

Projects are no longer perceived as isolated delivery mechanisms. They are temporary organisational systems embedded within broader economic, social and ecological contexts. As such, they generate not only outputs, but also consequences that extend beyond project closure. These consequences may include environmental impacts, social effects, governance implications and long-term organisational path dependencies.

In practice, projects may fully comply with predefined constraints and still fail to create meaningful value. A project delivered on time and within budget may nevertheless:

- generate negative environmental externalities,
- undermine stakeholder trust,
- create unsustainable operational costs,
- or contradict long-term strategic commitments.

For this reason, efficiency alone is no longer considered a sufficient basis for evaluating project success.

This recognition has led to the emergence of Sustainable Project Management (SPM).

3.1.1 What is Sustainable Project Management?

Sustainable Project Management can be understood as an approach that integrates environmental, social and economic considerations into project governance, decision-making and performance evaluation across the entire lifecycle.

SPM does not reject traditional project management logic. It does not replace the importance of time, cost and scope control. Instead, it extends and reframes the definition of success.

In contrast to purely efficiency-based approaches, SPM:

- expands success criteria beyond short-term delivery performance,
- incorporates long-term value creation and legacy effects,
- recognises stakeholder legitimacy and inclusiveness,
- acknowledges systemic and intergenerational impacts,
- links project performance to organisational and societal responsibility.

Thus, sustainability introduces a second evaluative dimension.

The question is no longer only:

"Was the project delivered efficiently?"

It also becomes:

"Does the project contribute to responsible and durable value creation?"

This shift transforms project management from a primarily technical coordination discipline into a governance mechanism for structured and accountable transformation.

3.1.2 Conceptual frameworks supporting this shift

The theoretical expansion of project success has been supported by several conceptual frameworks.

The Triple Bottom Line (TBL)

The Triple Bottom Line framework broadens evaluation criteria by emphasising three interdependent dimensions:

- People
- Planet
- Prosperity

From this perspective, economic performance must be balanced with social responsibility and environmental protection. Project success is achieved when outcomes contribute positively across all three dimensions rather than optimising one at the expense of the others.

TBL shifts attention from isolated project outputs to broader impact patterns and long-term viability.

The P5™ Perspective

Building on the Triple Bottom Line logic, the Green Project Management (GPM) P5™ Standard further operationalises sustainability within project environments by structuring evaluation around five interrelated dimensions:

- Product
- Process
- People
- Planet
- Prosperity

Within this perspective:

- **Product** concerns what the project creates and how the lifecycle of the output affects society and the environment.

- **Process** addresses how the project is managed, including ethical conduct, accountability and governance integrity.
- **People** focuses on stakeholder well-being, inclusion and respect for rights.
- **Planet** examines resource use, emissions and environmental footprint.
- **Prosperity** considers economic contribution, innovation and shared value creation.

This model integrates sustainability into both delivery performance and impact evaluation, encouraging project teams to assess not only what is produced, but how and with what long-term consequences.

3.1.3 Structural drivers of sustainability integration

The integration of sustainability into project management is not purely theoretical. It is shaped by structural drivers within contemporary environments.

First, **regulatory and policy frameworks** increasingly embed sustainability expectations into funding mechanisms, procurement criteria and strategic decision-making. International transition agendas and national sustainability commitments influence project approval and evaluation processes.

Second, **market and stakeholder expectations** have intensified. Investors, funding bodies, clients and communities increasingly require evidence of responsible resource use, ethical governance and long-term resilience. Sustainability has become a condition of legitimacy.

Third**, sector-specific pressures demand operational sustainability** integration. In sectors such as construction, energy, digital infrastructure and finance, sustainability considerations directly influence compliance, risk exposure and long-term competitiveness.

Together, these forces reshape project governance. Sustainability is no longer an external reporting layer. It becomes a structuring condition for project decisions.

This theoretical foundation provides the basis for understanding how sustainability is structurally integrated within SPM², as elaborated in the following section.

3.2 What sustainability means in SPM²

In SPM², sustainability is defined as:

The structured and accountable integration of environmental, social, and governance considerations into project decision-making, delivery, and benefit realisation across the entire lifecycle.

Sustainability is not treated as:

- a reporting exercise
- a standalone work package
- an external compliance overlay
- or an additional methodological layer

Instead, sustainability is positioned as a decision logic that shapes how the PM² methodology is interpreted and applied.

In practical terms, sustainability in SPM² requires that projects:

- consider systemic interdependencies beyond immediate project boundaries

- evaluate long-term environmental and social consequences of decisions
- ensure governance transparency and ethical accountability
- embed resilience and responsible resource use into delivery models
- protect stakeholder legitimacy and inclusiveness

Thus, sustainability becomes a quality of governance, not a parallel objective.

3.2.1 Practical implications for project decision-making

In SPM², sustainability is not treated as an abstract principle, but as a practical lens for shaping project decisions. This means that environmental, social, governance, and long-term value considerations are reflected in how projects are selected, designed, governed, and delivered.

In practice, sustainability may influence project decision-making in several ways. For example:

- **Project prioritisation:** when selecting among competing initiatives, decision-makers may consider not only expected cost, duration, and scope feasibility, but also the project's contribution to long-term organisational resilience, stakeholder value, resource efficiency, or strategic sustainability commitments.
- **Risk evaluation:** sustainability-related risks and opportunities may be identified alongside traditional project risks. These may include environmental exposure, reputational concerns, regulatory change, stakeholder opposition, or long-term operational vulnerabilities.
- **Procurement decisions:** sustainability may affect the selection of suppliers, materials, and service models by introducing additional criteria such as lifecycle impacts, ethical sourcing, circularity potential, energy efficiency, or supplier governance standards.

In this way, sustainability does not create a separate decision stream. Rather, it expands the criteria through which existing project decisions are assessed and justified.

For example, a project proposal with lower short-term cost may not be prioritised if it creates higher long-term energy consumption, reputational exposure, or dependency on unsustainable suppliers. Conversely, a slightly more resource-intensive project option may be preferred if it improves lifecycle resilience, reduces environmental impact, and better supports strategic sustainability objectives.

3.3 Sustainability as a tailoring logic in SPM²

3.3.1 Rationale and logic for tailoring PM² into SPM²

SPM² represents a methodological response to a broader shift in how project success is defined and governed in contemporary environments. While PM² provides a robust and coherent project management architecture, sustainability expectations increasingly require projects to be assessed not only in terms of delivery efficiency, but also in terms of long-term value, stakeholder legitimacy, environmental and social consequences, and governance accountability.

For this reason, sustainability cannot be treated merely as an external reporting requirement or as an optional thematic add-on. In SPM², it functions as a tailoring logic that extends how existing PM² structures are interpreted and applied in practice.

The rationale for this tailoring is therefore not to alter the core PM² methodology, but to ensure that sustainability becomes a structured criterion within project governance, lifecycle decisions, artefact design, and professional behaviour. In this sense, SPM² responds not to methodological deficiency, but to an expanded understanding of responsible project success.

3.3.2 Tailoring guidelines applied in SPM²

The adaptation follows PM² tailoring philosophy and is guided by five principles:

1. Preservation of methodological integrity

Core PM² architecture remains intact:

- governance sides and layers,
- RASCI responsibility logic,
- four lifecycle phases,
- Monitor & Control as continuous function,
- artefact-based governance.

No phase, role, or core process is eliminated.

2. Structural embedding (no parallel structures)

Sustainability is integrated within:

- existing governance layers,
- existing artefacts,
- existing decision points,
- existing monitoring processes.

There is no separate sustainability hierarchy.

3. Artefact-based extension

Existing artefacts are retained and extended through:

- additional sustainability reflection fields,
- clarified long-term success criteria,
- complementary artefacts (e.g., Sustainability Management Plan).

Artefact logic remains auditable and coherent.

4. Proportionate application

Sustainability integration is scaled based on:

- project size,
- complexity,
- materiality,
- regulatory exposure,

- organisational maturity.

SPM² avoids over-specification.

3.3.3 Outline of the SPM² methodological tailoring

The tailoring affects five interrelated dimensions.

1. Conceptual extension: The House of SPM²

The first level of tailoring is conceptual.

SPM² introduces the **House of SPM²** as an adaptation of the original PM² House.
While the four structural pillars of PM² remain intact (governance, lifecycle, processes, artefacts), their interpretative lens is expanded.

The conceptual extension introduces:

- a redefinition of project success through a triple lens:
  - traditional delivery performance
  - sustainable outcomes and long-term value
  - contribution to broader sustainability transitions
- a foundational layer consisting of:
  - the SPM² Manifesto
  - the SPM² Mindsets

In original PM², the House rests on methodological mindsets and ethics.
In SPM², this foundation is explicitly expanded through sustainability-oriented values and principles.

Sustainability is therefore not positioned as an additional layer.
It becomes a foundational interpretative logic of the entire structure.

2. Normative extension: SPM² Manifesto, Values and Principles

The second dimension of tailoring is normative.

PM² provides professional ethics and mindsets.

SPM² introduces an explicit **Manifesto**, supported by:

- four sustainability-oriented core values:
  - Systems thinking
  - Ethical leadership
  - Long-term orientation
  - Continuous learning
- six guiding principles translating values into professional commitments.

This constitutes a formal normative layer that does not exist in the original PM² structure in this explicit form.

The Manifesto clarifies:

- why sustainability matters in project governance,
- how success is interpreted beyond efficiency,
- what behavioural orientation project professionals are expected to adopt.

This is a structural addition to PM² - not a reinterpretation, but an explicit expansion.

3. Behavioural extension: SPM² Mindsets

The third dimension of tailoring concerns professional behaviour.

SPM²:

- builds upon existing PM² Mindsets,
- deepens them through a sustainability lens,
- introduces explicit SPM² sustainability extensions,

4. Operational extension: Lifecycle integration

SPM² preserves the four-phase lifecycle of PM²:

- Initiating
- Planning
- Executing
- Closing
- Monitor & Control as continuous function

No structural phase is added or removed.

The tailoring occurs at the content level:

- sustainability relevance identified during Initiation
- sustainability KPIs and procurement integration during Planning
- operational sustainability management during Executing
- sustainability verification and knowledge transfer during Closing
- sustainability metrics integrated within Monitor & Control

The lifecycle logic remains unchanged.

What changes is the decision content embedded within each phase.

5. Governance extension: Layer-based sustainability accountability

SPM² retains the PM² governance structure:

- two sides (Requestor / Solution Provider)
- five layers (Business Governing → Performing)

No new governance layer is introduced.

The tailoring consists of:

- clarifying sustainability responsibilities within each layer,
- embedding sustainability into decision rights,
- reinforcing lifecycle-wide accountability,
- introducing transversal sustainability-support roles where necessary.

Sustainability is therefore:

- vertically integrated across layers,
- horizontally reinforced through supporting roles,
- embedded into decision mechanisms rather than externalised as reporting.

The SPM² tailoring therefore operates across five structural axes:

Dimension	Nature of tailoring
Conceptual	House of SPM² + redefinition of success
Normative	Manifesto + Values + Principles
Behavioural	Mindsets extension
Operational	Lifecycle and artefact integration
Governance	Layer-based sustainability accountability

4 OVERVIEW OF THE SPM² METHODOLOGY

4.1 The House of SPM²

The **House of SPM²** serves as the conceptual framework for understanding how sustainable project management principles are embedded into the structure of the SPM² methodology. Adapted from the original PM² House, it illustrates how the core elements of project management are extended to support long-term value creation, stakeholder inclusiveness, ethical leadership, and systems thinking. Sustainability is not positioned as an additional layer but as a foundational aspect of every decision, action, and artefact within the project.

The SPM² Methodology is built on project management best practices and is supported by four pillars:

1. **A project governance model** – maintains the PM² structure of clearly defined roles and responsibilities while strengthening the emphasis on ethical and inclusive decision-making. ESG principles are integrated into governance processes to ensure transparency, fairness, and accountability throughout the project lifecycle.
2. **A project lifecycle** – follows the four standard PM² phases (Initiating, Planning, Executing, Closing, and a set of continuous activities for Monitor & Control) with the addition of sustainability checkpoints. Each phase encourages the identification of environmental and social impacts, planning for resilience, and adaptation to emerging sustainability risks and opportunities.
3. **A set of processes** – includes all essential project management activities from PM², complemented by additional practices that facilitate sustainable delivery. These include ESG risk analysis, stakeholder-inclusive planning, and mechanisms for continuous alignment with long-term objectives.
4. **A set of project artefacts** – retains the original PM² templates and guidelines, tailored with sustainability-focused documentation where needed. Artefacts are used to drive accountability, track ESG contributions, and inform decision-making.

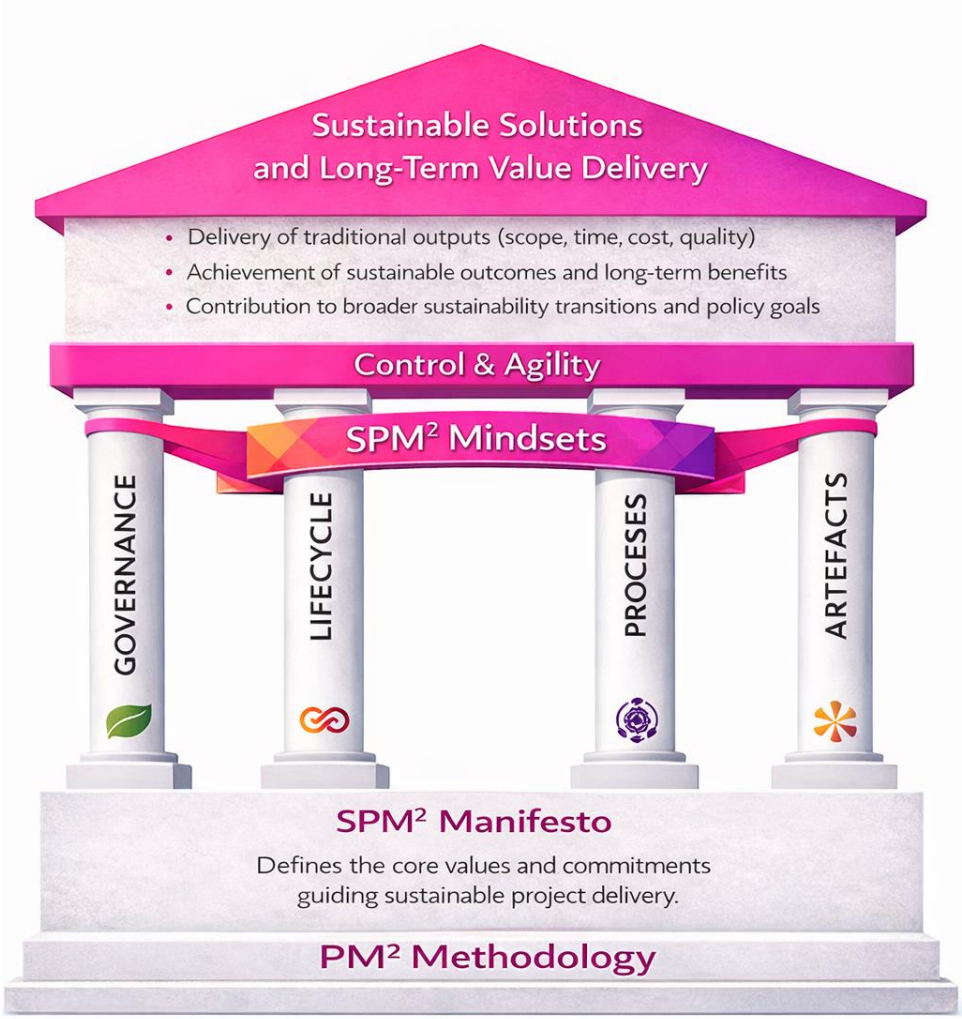

Fig 3.1 The House of SPM²

The roof of the House represents project success, now redefined through a triple lens validated by the SPM² Industry Survey Report (2025):

- Delivery of traditional outputs (scope, time, cost, quality) – still essential, but not the sole measure.
- Achievement of sustainable outcomes and long-term benefits – including ESG performance, lasting value, and stakeholder well-being.
- Contribution to broader sustainability transitions and policy goals (e.g., UN SDGs, EU Green Deal) – acknowledging the project's role in systemic change.

The foundation of the House reflects the shared beliefs and behavioural norms that guide sustainable project execution:

- The **SPM² Manifesto** – defining the core values and commitments that underpin the methodology.
- The **SPM² Mindsets** – promoting behaviours aligned with ethical leadership, systems thinking, and inclusive project environments.

By adopting the House of SPM², project teams are empowered to:

- Align every aspect of project work with sustainability goals and societal needs.
- Approach project management not only as a process but as a platform for responsible leadership and innovation.
- Contribute to project success that extends beyond closing reports-creating lasting benefits for people, planet, and organisations.

This integrated model bridges the gap between established project management practices and the imperative for sustainable transformation. It offers a clear, actionable structure for embedding sustainability into all phases and dimensions of project work.

4.2 The SPM² Lifecycle

The SPM² lifecycle consists of four sequential phases:

1. Initiating
2. Planning
3. Executing
4. Closing

In addition, monitoring and controlling activities run continuously throughout the entire lifecycle.

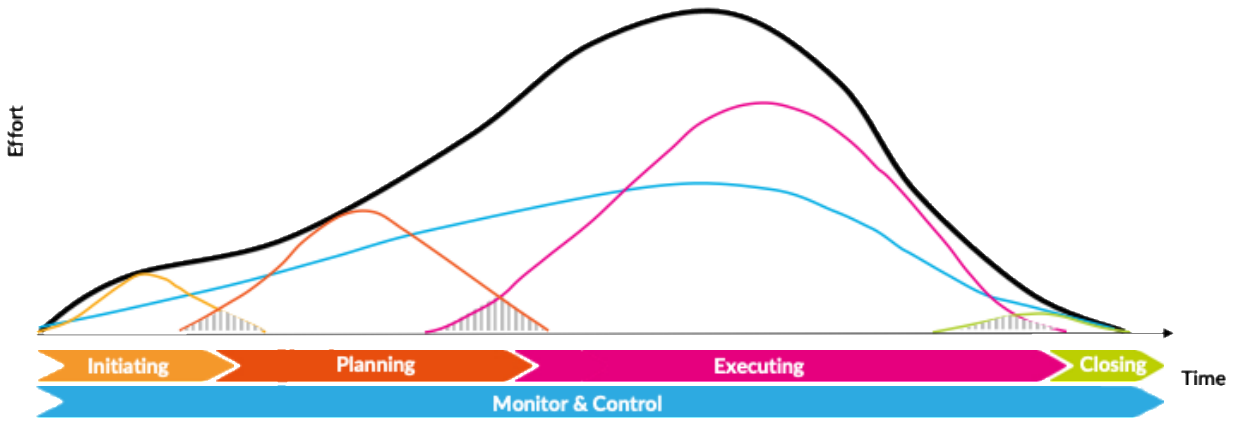

Fig 3.2 The PM² project lifecycle: overlapping of phase-related activities

The table below integrates the PM² lifecycle logic with the sustainability dimension of SPM².

Phase	Core PM² focus	Sustainability integration in SPM²	Typical decision and artefact implications
1. Initiating	Define desired outcomes. Create a Business Case. Define scope. Establish governance.	Identify sustainability relevance and material impacts. Assess environmental, social, governance, and long-term value implications at a high level. Integrate sustainability into the Business Case and early scope definition.	Initial sustainability screening; identification of key sustainability drivers, constraints, opportunities, and stakeholder expectations; high-level sustainability context in the Business Case and Project Charter; early consideration of strategic fit and materiality.

Phase	Core PM² focus	Sustainability integration in SPM²	Typical decision and artefact implications
2. Planning	Assign the Project Core Team. Elaborate scope. Develop management plans.	Translate sustainability objectives into measurable criteria. Define sustainability KPIs (see Appendix F). Integrate sustainability risks, procurement standards, lifecycle considerations, stakeholder expectations, and reporting requirements.	Sustainability Management Plan; sustainability-related content in the Business Implementation Plan and management plans; KPI definition; sustainability risk treatment; procurement and supplier criteria; sustainability-related stakeholder and governance arrangements.
3. Executing	Coordinate execution of plans. Produce deliverables.	Apply sustainability-by-design in delivery. Implement sustainable procurement practices. Monitor sustainability indicators. Adjust execution to maintain environmental and social performance.	Supplier and delivery choices aligned with sustainability criteria; implementation of mitigation and improvement actions; monitoring of sustainability KPIs (see Appendix F) sustainability-related issue and change handling; operational trade-off decisions during delivery.
4. Closing	Coordinate formal acceptance. Report performance. Capture lessons learned. Close administratively.	Evaluate sustainability performance against targets. Capture sustainability lessons learned. Transfer sustainability knowledge to operations or follow-on structures. Review long-term value and impact alignment.	Sustainability performance review; sustainability-related lessons learned and recommendations; transition and handover considerations; confirmation of residual impacts, unresolved sustainability issues, and follow-up responsibilities where relevant.
Monitor & Control (continuous)	Monitor performance. Manage risks, changes, and issues.	Track sustainability metrics. Monitor environmental footprint, compliance, stakeholder impacts, and emerging sustainability risks and opportunities. Ensure corrective action when sustainability deviations occur.	Ongoing KPI tracking; sustainability-related reporting; corrective and preventive actions; sustainability input to risk, issue, and change control; monitoring of compliance obligations and material deviations throughout the lifecycle.

Each phase has a dominant type of activity. The lifecycle is structured as a sequential governance and decision-making model. However, activities are not strictly isolated. For example:

- Planning activities peak in the Planning Phase but continue during Executing.
- Monitoring and controlling activities are strongest during Executing but begin already in Initiating.
- Sustainability-related decisions made in Initiating influence Planning and remain relevant through Closing.

SPM² does not change the structure of the lifecycle. What changes is the content emphasis within each phase, by integrating sustainability considerations in a proportionate and structured way.

A project moves to the next phase only after a formal phase gate review confirms that the objectives of the current phase have been achieved.

4.2.1 Initiation phase – Overview

The Initiating Phase marks the formal start of an SPM² project. It begins with the identification of a project idea, need, problem, or opportunity and concludes with a governance decision on whether the project should proceed to detailed planning.

The primary purpose of this phase is to ensure that the proposed initiative is strategically aligned, justified, and sufficiently defined to warrant further investment of time, effort, and resources. Initiation provides decision-makers with a structured basis for determining whether the project is worth pursuing.

In SPM², the Initiation Phase also serves as the first point at which sustainability relevance is considered. Where applicable, environmental, social, governance, and long-term value considerations are identified at a high level and captured in a proportionate manner, ensuring they can be consistently addressed in later phases without overcomplicating the project.

The following activities are part of the Initiating Phase:

- expressing and clarifying a project idea, need, or opportunity;
- identifying key stakeholders and their high-level needs;
- analysing the strategic context and alignment with organisational objectives;
- identifying key environmental context elements to be considered in project design;
- considering key social and governance factors;
- identifying, at a high level and where relevant, the main sustainability drivers, constraints, and opportunities associated with the project;
- performing an initial screening of potential environmental, social, governance, and long-term value implications in a proportionate manner;
- developing an initial business justification for the project;
- defining high-level project objectives, scope, and governance;
- preparing the information required for a formal decision to proceed to the Planning Phase.

The phase concludes with a review by the appropriate governance body, which decides whether the project is Ready for Planning (RfP). This decision confirms that the project has a coherent rationale, manageable risks, and a clear strategic direction, and that its sustainability relevance has been identified at a level appropriate to the project context.

4.2.2 Planning phase – Overview

The Planning Phase is the second phase of an SPM² project. It starts once the project has been formally declared Ready for Planning (RfP) at the end of the Initiation Phase and ends when it is approved as Ready for Executing (RfE).

The purpose of the Planning Phase is to translate the strategic intent, justification, and high-level definitions captured during Initiation into a coherent, realistic, and authorised set of plans that will guide project execution. During this phase, the project team defines what will be delivered, how and when it will be delivered, who will be involved, and how delivery, transition, and long-term value will be managed.

Planning provides the foundation for effective execution, monitoring, and control. It establishes clear baselines for scope, schedule, cost, quality, risks, communications, and governance, ensuring that responsibilities and expectations are shared and understood across all project roles.

In SPM², the Planning Phase also ensures that long-term value creation and sustainability are addressed in an integrated and proportionate way. Sustainability is not treated as a separate planning exercise, but is embedded - where relevant - into core planning artefacts, including business implementation, transition, and sustainability management. This ensures that project outcomes can be responsibly adopted, maintained, and scaled beyond the formal project duration, without over-complicating projects where such considerations are not material.

The following activities are part of the Planning Phase:

- organising and coordinating the planning work through a formal Planning Kick-off;
- defining project governance, roles, responsibilities, and management approach;
- updating the stakeholder analysis and their expectations;
- structuring project work, deliverables, effort, costs, and schedule;
- developing the Sustainability Management Plan;
- planning procurement and outsourcing, where applicable;
- defining acceptance criteria and procedures for deliverables;
- planning transition from project mode to operations;
- preparing plans for business implementation, sustainability, and long-term value;
- establishing project management processes and baselines.

The phase concludes with a formal review and approval at the RfE Phase Gate, confirming that the planning artefacts provide a coherent, feasible, and authorised basis for project execution.

4.2.3 Executing phase – Overview

The Executing Phase is the third phase of an SPM² project. It begins once the project has been formally declared Ready for Executing (RfE) at the end of the Planning Phase and concludes when the project is assessed as Ready for Closing (RfC).

The purpose of the Executing Phase is to transform approved plans into coordinated, controlled delivery. During this phase, project deliverables are produced, quality is assured, stakeholders are continuously engaged, sustainability alignment is ensured, and the requestor organisation prepares for the formal acceptance and operational integration of results. Execution is where strategic intent becomes tangible output.

While the Planning Phase defines the roadmap, the Executing Phase applies and tests that roadmap under real conditions of interdependence, uncertainty, evolving constraints and emerging risks. Execution therefore requires structured coordination, transparent reporting, disciplined decision-making and adaptive leadership. It is not improvisation, but controlled adaptation within approved baselines.

Sustainability integration during execution is operational rather than declarative. Where sustainability commitments were defined during Planning, the Executing Phase ensures they are reflected in daily work, procurement implementation, quality controls, reporting and acceptance processes. Sustainability is embedded into existing control streams and governance mechanisms, rather than treated as a parallel workstream.

The following activities are part of the Executing Phase:

- organising and aligning the project team through the Executing Kick-off Meeting;
- coordinating and directing day-to-day project work;
- managing quality assurance and control activities;
- managing sustainability requirements;
- monitoring performance and producing structured project reports;
- distributing relevant information to stakeholders in accordance with the Communications Management Plan;
- managing risks, issues, changes and decisions through updated logs;
- implementing procurement and managing vendor performance where applicable;
- preparing deliverables for formal acceptance;
- assessing readiness to transition to Closing at the RfC Phase Gate.

The phase concludes with a formal review and decision at the **RfC Phase Gate**, confirming that deliverables have been produced in accordance with approved baselines, acceptance criteria have been met (provisionally or finally), governance evidence is complete, and the organisation is ready to proceed to formal closure and benefits consolidation.

4.2.4 Closing phase – Overview

The fourth and final phase of an SPM² project is the **Closing Phase**. It begins once the project has been formally assessed as **Ready for Closing (RfC)** at the end of the Executing Phase and concludes when the Project Owner (PO) grants final approval, marking the administrative end of the project.

The purpose of the Closing Phase is to transform delivered outputs into consolidated organisational knowledge and confirmed ownership. During this phase, project results are formally accepted, overall performance is evaluated, lessons are captured, documentation is completed and archived, and responsibilities are transferred to the permanent organisation.

While the Executing Phase focuses on producing deliverables under controlled conditions, the Closing Phase focuses on confirming value, consolidating learning and securing continuity. It ensures that the project does not simply stop, but ends in a structured and accountable manner. Closing is therefore not merely administrative termination. It is a structured validation of performance, accountability and learning.

In sustainability-integrated projects, the Closing Phase plays an additional bridging role. Many sustainability-related impacts materialise only after project completion. Closing therefore confirms that sustainability-related commitments, handovers and monitoring responsibilities are clearly assigned, documented and transferred to the permanent organisation. Sustainability is not re-evaluated as a new objective; rather, it is verified in terms of compliance, continuity and ownership.

The following activities are part of the Closing Phase:

- conducting the Project End Review Meeting;
- capturing Lessons Learned and Post-Project Recommendations;
- sustainability verification;
- preparing and approving the Project End Report;
- confirming final project acceptance;
- releasing project resources;
- archiving project documentation;
- transferring responsibilities to operational owners;
- formally declaring the End of Project.

The phase concludes with administrative closure and formal confirmation that all obligations have been fulfilled, deliverables accepted, documentation archived and ownership transferred.

4.2.5 Monitor & control – Overview

The Monitor & Control process group spans the entire project lifecycle, from Initiating to Closing, and ensures that project performance remains aligned with approved objectives, plans, and governance expectations. While monitoring and control activities are present in all phases, their intensity increases significantly during the Executing Phase, when most deliverables are produced and resources are actively consumed.

In line with PM², Monitor & Control does not represent a separate phase, but a continuous management function applied across all project management processes. It provides the factual basis for informed decision-making, timely corrective action, and effective governance.

In SPM², Monitor & Control activities are executed in a way that ensures continuous alignment not only with scope, schedule, cost, and quality objectives, but also with sustainability and corporate sustainability commitments, including long-term resilience, system-level impacts, and responsible value creation. Sustainability is therefore integrated into standard monitoring and control mechanisms, rather than treated as a parallel or standalone stream.

Monitor & Control activities are carried out based on the processes, baselines, and approaches defined in the Project Management Plans developed during the Planning Phase. The consistent execution of these activities, including the integration of sustainability considerations into performance oversight and decision-making, remains the responsibility of the Project Manager (PM), with oversight provided by the relevant governance bodies.

Monitor & Control therefore acts as the integrating backbone of the project management system. It ensures that plans remain relevant, deviations are detected early, impacts are assessed holistically, and decisions are taken transparently and proportionately.

The following activities are part of Monitor & Control and are performed throughout the project lifecycle:

- monitoring overall project performance and progress;
- controlling schedule and cost against approved baselines;
- managing stakeholders and requirements;
- managing changes, risks, issues, and decisions;
- managing quality and deliverables acceptance;
- managing sustainability considerations;
- overseeing transition, business implementation, and outsourcing activities.

These activities are supported by a structured set of **Project Logs, Checklists, and Management Plans**, which provide traceability, consistency, and auditability. Logs are continuously updated as new information becomes available, including sustainability-related risks, issues, decisions, and trade-offs.

By embedding sustainability considerations into standard monitoring, control, and reporting practices, SPM² ensures that responsible project delivery is not an aspiration, but an operational reality throughout the project lifecycle.

4.3 What is an SPM² Project?

An SPM² Project is a project that is managed using the PM² methodology, while being explicitly guided by sustainability-oriented values, principles, and mindsets throughout its lifecycle.

SPM² does not redefine what a project is, nor does it replace established project management processes. Instead, it extends and enriches PM² by ensuring that sustainability considerations are systematically integrated into how projects are initiated, planned, executed, monitored, and closed.

An SPM² Project is characterised by the following defining features:

- First, an SPM² Project is assessed by the value created through sustainable outcomes and long-term effects. Decisions are therefore evaluated not only in terms of efficiency and compliance, but also in terms of their contribution to lasting environmental, social, and organisational value.
- Second, an SPM² Project is **context-aware and systems-oriented**. Projects are understood as interventions within broader organisational, societal, and operational systems. Dependencies, trade-offs, and unintended effects are actively considered, and project decisions are taken with awareness of their wider and longer-term implications.
- Third, an SPM² Project applies **methodology as an enabler, not a constraint**. PM² practices, artefacts, and governance mechanisms are used deliberately and proportionately, tailored to

the project context and sustainability objectives. Methodological discipline supports clarity, accountability, and transparency, without compromising purpose or adaptability.

- Fourth, an SPM² Project embeds **ethical and inclusive leadership** into everyday project practice. Responsibility is shared across roles and governance layers, stakeholder engagement is treated as a core management activity, and trust is actively cultivated through transparency, participation, and accountable decision-making.
- Fifth, an SPM² Project maintains a **long-term orientation across the entire lifecycle**. Sustainability is not confined to project initiation or closure, but is continuously reflected in planning assumptions, performance monitoring, change decisions, risk management, and transition into operations. Value beyond project closure is explicitly considered and prepared.
- Finally, an SPM² Project promotes **learning, reflection, and transformation**. Projects are treated as platforms for organisational learning, capability development, and improvement of future practices. Lessons related to sustainability, governance, and system-level impacts are captured and reused, strengthening both project maturity and organisational resilience.

In practical terms, an SPM² Project is therefore **not a different type of project**, but a **project that is managed differently** - one that integrates sustainability into the core logic of project management, without adding unnecessary complexity or parallel structures.

SPM² enables project professionals to deliver results **responsibly, transparently, and with lasting value**, while remaining fully aligned with PM² governance, processes, and roles.

5 MANIFESTO & MINDSETS

5.1 SPM² Manifesto

"Projects are levers for systemic change. Their outcomes shape the societies and environments in which we live - and those we leave behind."

- SPM² Project Team (2025)

The SPM² Manifesto is a normative and guiding statement that articulates the ethical foundation and professional orientation of Sustainable Project Management.

A manifesto is not a methodology, a checklist, or a procedural guide. It defines the underlying philosophy that shapes how methodology is interpreted, tailored, and applied. It clarifies *why* projects are managed in a certain way before defining *how* they are managed.

The SPM² Manifesto establishes a shared value base for project professionals who recognise that projects are not neutral technical interventions, but structured change mechanisms operating within complex social, economic, and ecological systems.

It defines:

- four core values that shape professional mentality and decision logic
- six principles that translate those values into actionable guidance

The values provide the ethical and cognitive orientation of SPM².
The principles operationalise these values into behavioural commitments.

SPM² Declaration of Principles and Values

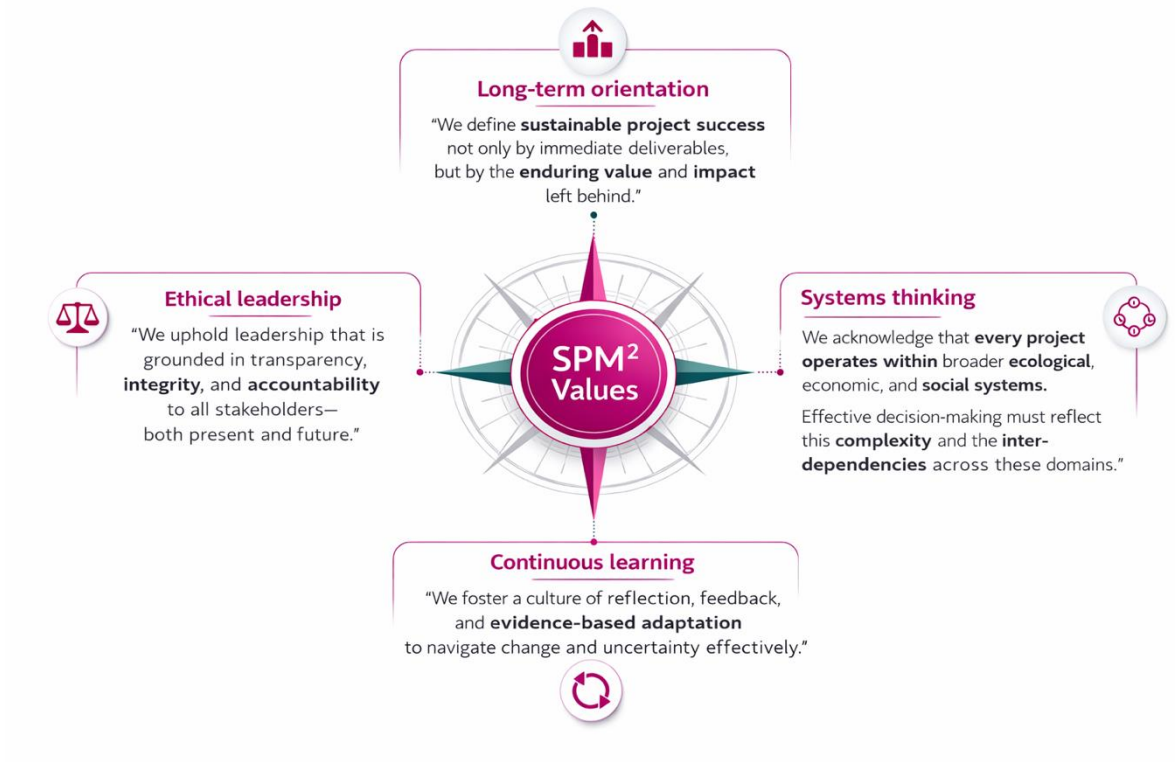

Fig 5.1 SPM² values

SPM² values

Systems thinking

„We acknowledge that every project operates within broader ecological, economic, and social systems. Effective decision-making must reflect this complexity and the interdependencies across these domains."

Ethical leadership

"We uphold leadership that is grounded in transparency, integrity, and accountability to all stakeholders-both present and future."

Long-term orientation

"We define sustainable project success not only by immediate deliverables, but by the enduring value and impact left behind."

Continuous learning

"We foster a culture of reflection, feedback, and evidence-based adaptation to navigate change and uncertainty effectively."

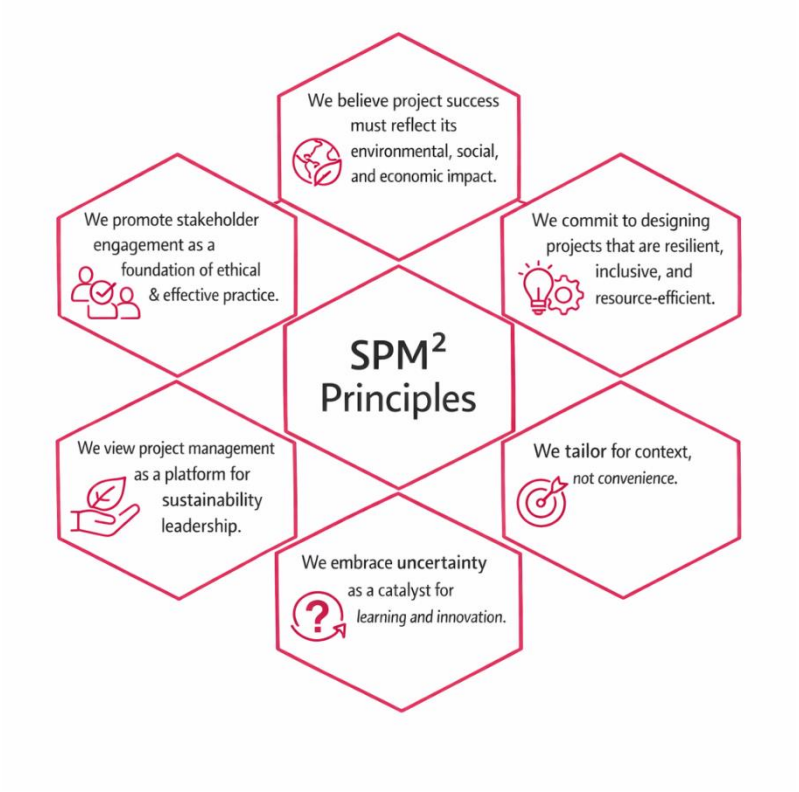

Fig. 5.2 SPM² Principles

SPM² Principles

Principle 1. *"We believe project success must reflect its environmental, social, and economic impact."*

Projects should deliver measurable sustainable outcomes, not merely time-bound outputs.
Principle 2. *"We commit to designing projects that are resilient, inclusive, and resource-efficient."*

Methods and tools must be tailored to support circularity, equity, and long-term sustainability.
Principle 3. *"We promote stakeholder engagement as a foundation of ethical and effective practice."*

No sustainability without participation. Engaging diverse perspectives is essential for legitimacy and impact.

Principle 4. *"We tailor for context, not convenience."*

SPM² encourages flexibility guided by sustainability principles, rather than rigid compliance or one-size-fits-all approaches.

Principle 5. *"We embrace uncertainty as a catalyst for learning and innovation."*

Risks, disruptions, and change should be framed as opportunities for growth, not merely threats to be mitigated.

Principle 6. *"We view project management as a platform for sustainability leadership."*

Project professionals must serve as agents of responsible innovation and drivers of transformative change.

5.2 SPM² Mindsets

The SPM² Mindsets represents the behavioural and value-oriented foundation for applying the SPM² methodology effectively and responsibly. While methodologies provide structure, artefacts, and governance clarity, mindsets determines how those structures are interpreted, adapted, and enacted in real-world contexts.

SPM² builds upon the established PM² Mindsets and extends it through an explicit sustainability lens. Rather than introducing sustainability as an additional procedural requirement, SPM² positions sustainability as a guiding logic that influences judgment, prioritisation, trade-offs, and leadership behaviour throughout the entire project lifecycle.

In this sense, the SPM² Mindsets does not replace PM² principles. It deepens them.

5.2.1 Core PM² Mindsets and its connection to sustainability

The following table presents the original PM² Mindsets principles and clarifies their sustainability-oriented interpretation within the SPM² framework.

PM² Mindsets		Connection to sustainability (SPM² perspective)
	Apply PM² best practices to manage projects.	Combining structured PM² practices with sustainability principles ensures that environmental, social, and economic considerations are embedded into transparent and accountable project governance.
	Remain mindful that methodologies serve the project, not the other way around.	A purpose-driven application of methodology ensures that sustainability objectives are not subordinated to rigid procedural compliance.
	Maintain an outcomes orientation in all project activities.	Sustainability reinforces a focus on long-term outcomes and lasting benefits rather than short-term outputs alone.
	Commit to delivering maximum value rather than merely following plans.	Sustainable value extends beyond economic performance to include social impact, environmental responsibility, and long-term resilience.
	Foster a culture of collaboration, communication, and accountability.	Collaboration and transparency are essential for shared ownership of sustainability goals and collective responsibility for outcomes.
	Assign project roles to the most appropriate individuals.	Competence, integrity, and ethical awareness are critical enablers of responsible sustainability integration and informed decision-making.
	Balance the project management “Ps”.	Sustainability provides a normative framework for balancing competing dimensions, ensuring that people and planet are considered in every trade-off.
	Invest continuously in technical and behavioural competence development.	Sustainability literacy, systems thinking, and ethical judgment strengthen professional maturity and long-term project effectiveness.
	Involve stakeholders in organisational change to maximise benefits.	Inclusive stakeholder participation supports legitimacy, shared ownership, and the durability of sustainability benefits beyond project closure.

PM² Mindsets		Connection to sustainability (SPM² perspective)
	Share knowledge and manage Lessons Learned systematically.	Capturing sustainability-related insights enables organisational learning and the continuous refinement of responsible project practices.
	Draw inspiration from PM² Ethics and Professional Virtues.	Ethical leadership provides the moral foundation for sustainable decision-making, intergenerational responsibility, and trust-based governance.

This integration demonstrates that sustainability is not external to PM²; it is inherent to its responsible application.

5.2.2 SPM² Mindsets extensions

While PM² foundations provide the structural backbone of professional project management, SPM² introduces explicit sustainability-oriented extensions that clarify how responsible, long-term value creation should shape professional conduct.

These extensions do not replace PM² principles. They operationalise them through a sustainability lens and make explicit the behavioural expectations required for sustainable project governance.

SPM² mindsets extension		Professional implication
	Embed sustainability considerations into every project phase.	Sustainability is integrated from initiation to closure, influencing objectives, scope definition, risk management, procurement, monitoring, and transition planning.
	Treat methodology as an enabler of sustainable value creation.	Methods and artefacts are applied proportionately to support long-term value rather than rigid procedural compliance.
	Apply systems thinking in decision-making.	Professionals analyse interdependencies, anticipate unintended impacts, and evaluate trade-offs beyond immediate project boundaries.
	Evaluate project success beyond outputs.	Success is assessed not only through time, cost, and scope performance, but also through environmental, social, and long-term governance impact.
	Demonstrate transparent and inclusive leadership.	Sustainability requires trust-building, stakeholder engagement, and shared accountability across the project ecosystem.
	Tailor responsibly for context.	Methods and tools are adapted to context-specific sustainability needs while preserving governance coherence.
	Promote continuous learning and reflective improvement.	Sustainability integration evolves through feedback, Lessons Learned, and iterative refinement of practices.
	Encourage shared sustainability accountability.	Responsibility for sustainability is collective, distributed across roles and governance layers.
	Embrace innovation for sustainable development.	Projects are treated as platforms for responsible innovation and transformation.
	Strengthen organisational resilience.	Reflective and sustainability-oriented project practices increase adaptive capacity and long-term robustness.

5.2.3 Reflective practice and transformational thinking

Aligned with the PM² Infrequently Asked Question s(IAQs). reflective practice is a core mechanism through which the SPM² Mindsets is sustained in everyday project work. Rather than focusing solely on execution efficiency, SPM² encourages project professionals to continuously examine **purpose, value, responsibility, and long-term impact**.

The following reflective framework supports a shift from delivery-oriented management toward **transformational and sustainability-driven project leadership**. It is intended to be used iteratively throughout the project lifecycle.

SPM² reflective practice matrix

Reflective focus	Guiding question	Sustainability-oriented interpretation
Purpose & meaning	Do we clearly understand what we are doing – and why it matters?	Establish a shared project vision that explicitly links objectives to sustainability and long-term societal value.
Value creation	Are we clear on the value and purpose of the project?	Define how the project contributes to ESG objectives, organisational strategy, and broader societal goals.
Stakeholder inclusion	Are the right people involved, including sustainability expertise?	Engage stakeholders who understand environmental, social, and ethical impacts early and meaningfully.
Roles & accountability	Do we know who is responsible for what, including ESG-related tasks?	Clearly assign sustainability roles, responsibilities, and reporting obligations within governance structures.
Adaptive delivery	Are we delivering value – or merely following plans?	Allow responsible adaptation when it strengthens sustainability performance and long-term impact.
Risk & impact awareness	Are we managing risks that affect long-term outcomes?	Identify and address environmental, social, ethical, and reputational risks beyond short-term delivery threats.
Performance focus	Are we focused on what truly matters?	Balance traditional KPIs with ESG indicators that reflect meaningful and lasting outcomes.
Team integration	Are we acting as one integrated project ecosystem?	Promote shared ownership of sustainability objectives across clients, partners, and stakeholders.
Personal responsibility	Am I personally contributing to sustainability goals?	Encourage individual initiative and ethical responsibility regardless of formal role.
Learning & knowledge	Have we captured learning that strengthens future projects?	Systematically document sustainability-related lessons and integrate them into organisational knowledge bases.
Legacy & continuity	Have we ensured value beyond project closure?	Design outcomes that continue generating environmental, social, and organisational benefits after delivery.

This reflective practice framework:

- complements the **SPM² Mindsets principles**,
- supports **competence maturity development**, and
- reinforces sustainability as a **continuous decision logic**, not a reporting exercise.

6 GOVERNANCE AND PROJECT ORGANISATION

Effective governance in projects requires a clear and robust organisational structure that defines **who owns the need, who decides, who delivers, and who supports delivery** across the full project lifecycle. In complex, multi-actor environments and sustainability-driven initiatives-project success depends not only on technical execution, but on the clarity of roles, accountability boundaries, and decision-making authority.

A well-designed project organisation enables informed decision-making, transparency, coordination among diverse stakeholders, and effective management of complexity, risk, and long-term impact. It provides the structural foundation through which strategic objectives are translated into operational action, and through which responsibility for outcomes remains clearly assigned from project initiation to closure and beyond.

6.1 Overall Project Organisation: Sides and Layers

In the PM² methodology, project organisation is structured using two complementary dimensions: sides and layers. Together, they provide a coherent governance logic that distinguishes ownership from delivery, and strategic authority from operational execution.

The diagram below provides an overview of the layers and main roles in project organisation from a project management point of view.

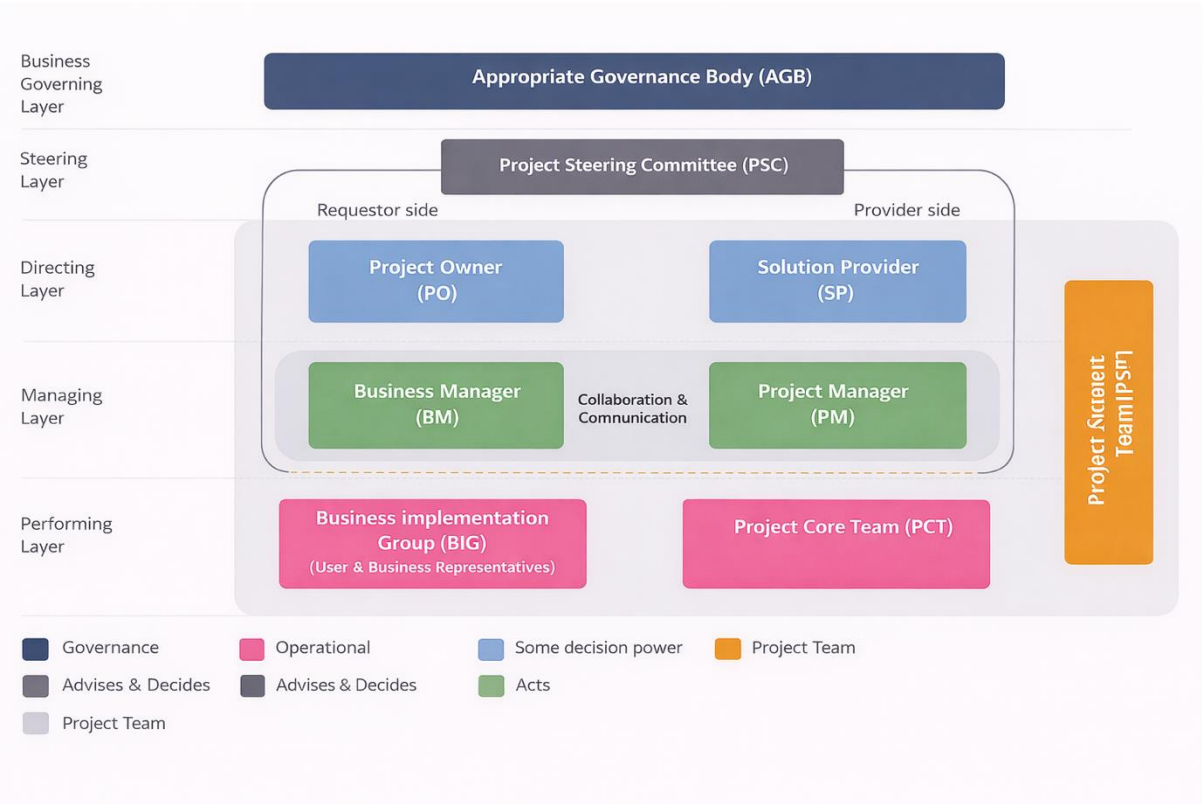

Fig 4.1 Project Organisation

6.1.1 Project sides

Sides define who owns the need and expected benefits, and who provides the solution.
They clarify the fundamental accountability split between initiating the project and delivering it, ensuring transparency and preventing role ambiguity.

Within PM², two sides are explicitly distinguished:

1. Requestor side

The Requestor Side represents the organisation that **identifies the need, initiates the project, and owns the expected benefits**. It is responsible for:

- identifying and justifying the project need,
- defining strategic objectives and success criteria,
- securing funding and acting as the primary interlocutor with the Contracting Authority,
- ensuring that project outcomes are integrated into the organisation and generate long-term value.
-

2. Solution provider side

The Solution provider Side comprises the organisation(s) responsible for designing, developing, and delivering the agreed solution. It is responsible for:

- mobilising technical expertise, resources, and delivery capacity,
- implementing project activities in line with agreed scope, quality, and constraints,
- producing project deliverables and supporting their validation,
- contributing know-how and innovation throughout the project lifecycle.

This explicit separation of sides ensures clarity of accountability and prevents conflicts of interest between **value definition** and **solution delivery**, while still enabling close collaboration and shared responsibility for success.

6.1.2 Project layers

Layers define how accountability and responsibility are distributed vertically within the project organisation.

They establish decision-making rights, escalation paths, and degrees of strategic and operational involvement across the project lifecycle.

Within this framework, project organisation is structured into five interdependent layers, each with a clearly defined mandate and level of authority:

1. **Business Governing Layer** – defines strategic direction, investment priorities, and portfolio-level accountability.
2. **Steering Layer** – provides authoritative oversight, resolves escalated issues, and safeguards alignment with organisational objectives.
3. **Directing Layer** – translates strategic intent into concrete delivery mandates and shared accountability between Requestor and Solution Provider.

4. **Managing Layer** – ensures disciplined planning, coordination, and control of day-to-day project execution.
5. **Performing Layer** – executes project activities, produces deliverables, and enables business adoption and value creation.

Each layer plays a distinct role, yet all are bound by a shared responsibility: to ensure that the project delivers **meaningful, responsible, and lasting value**.

By combining sides and layers, PM² creates a governance model that supports both **clear accountability** and **effective collaboration**, allowing organisations to manage complex projects without blurring roles or diluting responsibility.

6.2 Tailoring of project organisation for sustainability-integrated projects

The five-layer project organisation model defined in PM² provides a robust and widely applicable governance structure for projects. However, projects that explicitly integrate sustainability objectives-environmental, social, and ethical-require a more deliberate and explicit interpretation of roles, decision rights, and accountability mechanisms across these layers.

The tailoring presented in this Guide does not alter the core PM² governance architecture. Instead, it extends and enriches each layer by explicitly integrating sustainability-related responsibilities, decision criteria, and supporting roles. This ensures methodological consistency with PM² while making sustainability a first-class governance concern rather than an optional add-on.

The tailoring of the PM² layers and roles for sustainability-integrated projects is guided by the following principles:

- **Structural embedding rather than parallel structures**: Sustainability responsibilities are integrated into existing governance layers instead of being delegated to isolated sustainability workstreams. Each layer retains its original mandate while incorporating sustainability considerations relevant to its level of authority.
- **Lifecycle-wide accountability**: Sustainability is addressed consistently from project selection and investment decisions through execution, transition, and long-term use. This prevents sustainability dilution during later project phases.
- **Clear ownership at every governance level**: Each layer has explicit accountability for sustainability-related decisions appropriate to its scope-strategic at governing level, directional at steering level, operational at managing level, and behavioural at performing level.
- **Decision-oriented integration**: Sustainability is embedded into decision-making processes (e.g. investment approval, change control, risk management, acceptance criteria), not treated solely as a reporting or communication requirement.

The sustainability tailoring of the five PM² layers follows a consistent logic:

- **At the Business Governing Layer**, sustainability is integrated into strategy, portfolio governance, investment principles, and long-term value definition. This layer ensures that projects are selected and prioritised based on their contribution to environmental resilience, social responsibility, and ethical governance.
- **At the Steering Layer**, sustainability is safeguarded through oversight, trade-off evaluation, and escalation handling. This layer ensures that sustainability commitments

approved at portfolio level are preserved when tensions arise between delivery constraints and long-term impact.

- **At the Directing Layer**, sustainability ambitions are translated into concrete project mandates. Business cases, scope definitions, procurement approaches, and acceptance criteria explicitly reflect sustainability expectations and constraints.
- **At the Managing Layer**, sustainability is operationalised through planning, coordination, risk management, procurement, stakeholder engagement, and performance monitoring. This layer ensures that sustainability objectives influence everyday project decisions and practices.
- **At the Performing Layer**, sustainability is realised in execution and behaviour. Delivery teams, user representatives, and business implementation actors embed sustainability-by-design, responsible resource use, inclusivity, and ethical practices into how work is performed and how solutions are adopted.

In addition to layer-specific responsibilities, sustainability-integrated projects often require sustainability-transversal and supporting roles that operate across multiple layers. These do not replace layer-based accountability. Instead, they reinforce governance quality by providing expertise, assurance, and early warning signals throughout the project lifecycle.

By explicitly positioning sustainability both vertically across layers and horizontally through transversal roles, this tailoring ensures that sustainability is treated as a structural governance concern, not as an individual preference or goodwill-based practice.

The following sections present each governance layer in detail, highlighting how its original PM² mandate is preserved while being extended to support sustainability-integrated project delivery in a consistent, accountable, and value-driven manner.

6.3 Governance layers, roles and responsibilities

6.3.1 Layer 1: Business Governing Layer

Purpose

The purpose of the Business Governing Layer is to ensure that projects and programmes collectively serve the long-term strategic, societal, and sustainability objectives of the organisation. This layer operates at portfolio and institutional level, where decisions are made not about how projects are delivered, but why they are initiated, funded, and prioritised.

In sustainability-integrated projects, this layer ensures that sustainability is treated as a strategic boundary condition for investment decisions, risk appetite, and organisational accountability. It establishes the normative framework within which all downstream governance layers operate, defining the organisation’s commitment to environmental stewardship, social responsibility, and ethical governance.

Core role

Appropriate Governance Body (AGB)

Represented by the Appropriate Governance Body (AGB), this layer defines the strategic direction of the organisation, ensures coherence across programs and initiatives, and allocates resources in line with both internal priorities and external responsibilities.

AGB is typically composed of senior executives, boards, or governing councils with a mandate that transcends individual projects and focuses instead on the broader transformation of the organisation and its role in society.

Primarly responsabilities:

- Defining the organisational and business domain strategy.
- Setting the long-term vision and values, ensuring that sustainability is not a peripheral add-on, but a core dimension of strategy and institutional identity.
- Agreeing to and implements a portfolio management framework to achieve the organisational strategy.
- Identifying, evaluating, authorising or rejecting programmes and projects based on strategic alignment with organisational goals, stakeholder needs, and expected sustainabiliy considerations.
- Defining investment principles and ethical criteria, including the organisation's tolerance for environmental and social risk, alignment with international frameworks (e.g. EU Green Deal, UN SDGs, CSRD), and transparency in how funds are allocated.
- Monitoring and controlling the delivery performance of the overall project portfolio.
- Establishing the boundaries of accountability, through policies, audit structures, and sustainability-linked performance targets across the project portfolio.
- Ensuring that portfolio-level benefits are optimised and aligned with institutional long-term value creation.
- Acting as the final decision-making authority in case of unresolved escalations.

Sustainability-integrated responsibilities:

In modern governance practice, this layer has an essential role in ensuring that sustainability is not treated as a secondary concern but as a strategic filter for all major decisions. This includes:

- Embedding sustainability strategy at portfolio level, aligning all project pipelines with decarbonisation pathways, climate adaptation strategies, circular economy models, or social equity targets.
- Requiring an ex-ante sustainability assessment for each project proposal as part of the investment approval process. Such assessments may include climate risk screening, environmental and social impact forecasts, and sustainability benefit-cost ratios.
- Monitoring long-term systemic impact, not only through financial indicators but also by using sustainability-linked KPIs and dashboards, such as avoided emissions, gender inclusiveness, biodiversity effects, or green public procurement indicators.
- Championing a culture of planetary and social accountability, encouraging a shift in mindset from shareholder value to stakeholder value.

6.3.2 Layer 2: Steering Layer

Purpose

The purpose of the Steering Layer is to safeguard the strategic integrity of the project throughout its lifecycle by providing authoritative oversight, resolving escalated decisions, and ensuring continued alignment with organisational objectives.

Operating at the interface between business governance and operational delivery, this layer bridges long-term institutional objectives with project-level execution.

In sustainability-integrated projects, the Steering Layer plays a critical role in preventing sustainability dilution over time. It ensures that sustainability commitments approved at portfolio level remain actively embedded in key decisions, trade-offs, and phase transitions, particularly when tensions arise between short-term delivery pressures and long-term impact objectives.

Core role

Project Steering Committee (PSC)

Represented by the Project Steering Committee (PSC), it serves as the central decision-making and escalation-resolution body within a project's governance structure. It is chaired by the Project Owner (PO) and includes representatives from both the Requestor and Provider sides, typically comprising at least four core roles from the Managing and Directing Layers: the Project Owner, Project Manager, Business Manager, and Solution Provider. Other specialist roles may be invited depending on project complexity and context. The PSC ensures that the project remains strategically aligned, operationally viable, and fully authorised to proceed through its phases. It provides direction, validates major decisions, and addresses escalated issues that may jeopardise objectives, scope, budget, or schedule.

Primarly responsabilities:

The PSC is responsible for guiding the project at a strategic level and safeguarding its delivery integrity through the following:

- Championing the project and raising awareness of its relevance at senior levels.
- Ensuring the project remains aligned with strategic goals, stakeholder expectations, and sustainability commitments.
- Guides and promotes the successful execution of the project at a strategic level, keeping the project focused on its objectives.
- Providing oversight and high-level control of project execution and risk exposure.
- Approving or rejecting key project artefacts (e.g. Project Charter, Project Work Plan, Change Requests).
- Resolving escalated issues and conflicts that cannot be handled at the operational level.
- Authorising project phase transitions, unless this responsibility is retained by the AGB.
- Guiding the project team through significant changes in scope, resources, or context.

- Validating compliance with institutional policies and regulations (e.g. IT governance, data protection, document security).
- Supporting the inclusion of diverse stakeholder perspectives, including civil society, affected communities, and environmental experts, when relevant.
- Engaging, where appropriate, external or affected stakeholders (e.g. communities, regulators, advocacy groups) when project outcomes have broader environmental or social implications.

Sustainability-integrated responsibilities:

In a sustainability-integrated governance model, the PSC must play an active role in:

- Evaluating sustainability trade-offs, e.g., short-term cost-efficiency versus long-term environmental benefit, and ensuring decisions are aligned with the organisation's sustainability commitments.
- Tracking progress against sustainability indicators and flagging early risks of deviation (e.g., delays in implementing environmental mitigation measures or failure to engage vulnerable groups).
- Supporting adaptive governance - encouraging flexibility in plans and budgets to respond to changing sustainability contexts.
- Acting as a forum for dialogue on sustainability, by inviting experts or community representatives to present insights and concerns during steering meetings.

6.3.3 Layer 3: Directing Layer

Purpose

The purpose of the Directing Layer is to convert strategic and steering decisions into concrete delivery mandates and shared accountability. The Directing Layer comprises two key roles: the Project Owner (PO) on the requestor side and the Solution Provider (SP) on the provider side. Together, these roles hold direct accountability for the project's initiation, justification, and alignment with business and operational goals. This layer is responsible for shaping the project's scope, success criteria, and delivery logic in a way that is both operationally feasible and strategically coherent.

In sustainability-integrated projects, the Directing Layer functions as the primary translation mechanism through which sustainability ambitions are embedded into contractual expectations, delivery models, and acceptance criteria. It ensures that sustainability is not abstractly endorsed but explicitly operationalised in what the project is expected to deliver and how success is defined.

Core roles

1. Requestor side: Project Owner (PO)

The Project Owner (PO) is the senior representative from the Requestor side who assumes overall accountability for the success of the project. As the client of the project, the PO defines its strategic intent, ensures business relevance, and ultimately becomes the owner of its outputs - be it a service or a product.

Positioned within the Directing Layer, the PO bridges institutional priorities with project implementation. They translate strategic needs into actionable objectives, ensure that project outcomes deliver expected benefits, and steer decision-making throughout the lifecycle. The PO also chairs the Project Steering Committee (PSC), acting as a catalyst for alignment, escalation resolution, and stakeholder engagement.

Primary responsibilities:

- Acts as the project's internal champion and strategic sponsor.
- Chairs the Project Steering Committee (PSC), ensuring effective oversight and decision-making.
- Sets the business objectives and validates the Business Case.
- Provides direction and leadership to the Project Manager (PM) and Business Manager (BM).
- Approves key project artefacts including the Project Charter, Work Plan, Business Case, Transition Plan, and Deliverables Acceptance Plan.
- Owns the business risks and aligns mitigation strategies with organisational tolerance.
- Mobilises and secures necessary resources for successful delivery.
- Coordinates the resolution of escalated issues and supports change acceptance across departments.
- Monitors project progress regularly and ensures continued alignment with business goals.
- Drives business transformation and ensures long-term adoption of project results.

Sustainability-integrated responsibilities:

As sustainability becomes a strategic imperative, the PO assumes a pivotal role in ensuring that project design, execution, and outcomes contribute positively to environmental, social, and ethical objectives. Key responsibilities include:

- Ensuring that the Business Case explicitly articulates sustainability co-benefits, risks, and mitigation measures.
- Integrating sustainability-linked criteria into the project's scope and acceptance plans.
- Validating that procurement, stakeholder engagement, and deliverables align with ESG standards (e.g. green public procurement, inclusive participation, ethical sourcing).
- Mobilising resources that support sustainability capabilities (e.g. sustainability consultants, tools, certifications).
- Authorising adjustments to project scope when required to meet new regulatory, climate, or equity expectations.
- Ensuring that project outputs are ready for long-term use without undermining future resilience (e.g. climate-proofed infrastructure, accessible digital tools).

2. Solution provider side: Solution Provider (SP)

The Solution Provider (SP) is the senior representative from the provider side who holds overall accountability for the successful delivery of the project's outputs, services, or products as agreed with the Project Owner (PO). Typically situated in the functional or delivery hierarchy of the

performing organisation, the SP ensures that all aspects of implementation - whether internal or outsourced - are aligned with the project's objectives, standards, and constraints.

As the counterpart to the Project Owner in the Directing Layer, the SP not only leads the mobilisation of resources and implementation capacity but also contributes to the strategic definition of project objectives, especially in complex or technically demanding initiatives.

Primary responsibilities:

- Assumes full accountability for the quality, scope, time, and cost of all project deliverables.
- Mobilises and allocates the required provider-side resources to ensure successful implementation.
- Appoints the Project Manager (PM) and ensures their authority and support within the organisation.
- Approves the objectives and quality expectations of all outsourced or subcontracted work packages.
- Monitors the performance of contractors and vendors, and assumes accountability for their delivery.
- Coordinates closely with the PO to ensure that provider-side constraints and opportunities are considered in project planning and execution.
- Ensures that all technical, regulatory, and operational standards are met throughout the delivery lifecycle.
- Supports the resolution of escalated issues related to delivery risks, dependencies, or capacity gaps.

Sustainability-integrated responsibilities:

As the executing force behind the project, the SP plays a vital role in embedding sustainability into project outputs and delivery practices. This includes:

- Ensuring that sustainability-linked delivery criteria (e.g. energy efficiency, lifecycle impact, digital accessibility) are reflected in implementation specifications.
- Selecting and managing vendors based on sustainability credentials and adherence to green procurement criteria.
- Promoting resource-efficient practices (e.g. circularity, minimal waste, reuse) within delivery teams and processes.
- Anticipating and mitigating negative environmental or social externalities associated with implementation (e.g. emissions, disruption, exclusion).
- Collaborating with the PO to adapt implementation plans when new sustainability risks or opportunities emerge (e.g. updated EU regulations, stakeholder demands).
- Ensuring that the outputs delivered enable sustainable use, maintenance, and future upgrades.

6.3.4 Layer 4: Managing Layer

Purpose

The purpose of the Managing Layer is to ensure disciplined, coordinated, and transparent execution of the project in line with approved objectives, constraints, and governance decisions. It is composed of two core roles: the Project Manager (PM) and the Business Manager (BM). These roles form the nucleus of day-to-day management, working together to organise, coordinate, and monitor all project activities. This layer works at the operational control level, where plans are transformed into coordinated activities, resources are allocated, and performance is continuously monitored.

In sustainability-integrated projects, the Managing Layer is responsible for translating sustainability commitments into day-to-day project practices. It ensures that sustainability considerations are embedded into planning, scheduling, procurement, risk management, reporting, and stakeholder engagement, thereby preventing sustainability from remaining a purely declarative objective.

Core roles

1. Requestor side: Business Manager (BM)

The Business Manager (BM) is the delegate of the Project Owner (PO) for all business-side matters within the project. Operating on a daily basis alongside the Project Manager (PM), the BM ensures that project deliverables meet organisational needs, user expectations, and change-readiness requirements.

Positioned within the Managing Layer, the BM acts as the operational anchor of the client side - translating strategic goals into concrete actions, coordinating stakeholders, and ensuring that business transformation occurs smoothly once deliverables are produced. The BM plays a central role in defining and validating the Business Case, Project Initiation Request, and Business Implementation Plan.

Primary responsibilities:

- Represents the Project Owner in operational decision-making throughout the project.
- Coordinates with the Project Manager (PM) to ensure coherent implementation and mutual accountability.
- Ensures that the products and services delivered meet user expectations and business needs.
- Leads the Business Implementation Group (BIG) and acts as a liaison between User Representatives and the Solution Provider team.
- Manages all business-side activities, including the availability and allocation of client-side resources.
- Oversees stakeholder engagement, user validation, and business process adjustments as needed.
- Defines and executes business change strategies to ensure that project outcomes are adopted, integrated, and sustained.

- Ensures that the organisation is prepared to receive and integrate the deliverables (e.g. infrastructure, software, processes).
- Coordinates the rollout of user training, including the development and delivery of relevant support materials.

Sustainability-integrated responsibilities:

The BM ensures that the integration of project outcomes into business processes supports the institution's environmental and social commitments. This includes:

- Embedding sustainability considerations into change management strategies and training programs.
- Ensuring that business-side implementation plans align with institutional goals such as digital inclusivity, green operations, or social equity.
- Validating that user-facing outputs support ethical and sustainable usage (e.g. accessibility, energy efficiency, inclusive language).
- Championing sustainability awareness and capacity-building across the user community.
- Promoting re-engineering actions that not only improve business performance but also reduce environmental impact or promote circularity.
- Ensuring that long-term operational models reflect responsible resource use, continuous improvement, and climate resilience.

2. Solution provider side: Project Manager (PM)

The Project Manager (PM) is the central figure in the Managing Layer, tasked with ensuring that the project is executed effectively, efficiently, and transparently. Operating on a daily basis, the PM is responsible for translating strategic and business objectives into coordinated project activities and deliverables - all while respecting defined constraints such as time, budget, quality, scope, and risk.

As the operational leader, the PM coordinates the Project Core Team (PCT), manages communications and escalations, ensures rigorous documentation, and liaises between the Directing and Performing Layers. The PM's role is execution-focused yet integrative, demanding both discipline and agility.

Primary responsibilities:

- Executes the project according to approved plans and governance decisions.
- Coordinates the Project Core Team (PCT), ensuring resource efficiency and team cohesion.
- Ensures the achievement of project objectives within time, cost, and quality constraints.
- Applies preventive and corrective measures when deviations arise.
- Oversees the development and approval of management artefacts (excluding Business Case, Project Initiation Request, and Business Implementation Plan).
- Manages risk and issue logs, implementing mitigation and contingency strategies.
- Ensures controlled product evolution through change management processes.
- Reports on project progress to the Project Steering Committee (PSC) at predefined intervals.

- Escalates unresolved issues to the PSC in a structured and timely manner.
- Facilitates communication and coordination between Directing and Performing Layers.
- Manages stakeholder engagement and expectations throughout the lifecycle.

Sustainability-integrated responsibilities:

The PM plays a pivotal role in operationalising sustainability principles across the project lifecycle. This requires translating strategic sustainability objectives into tangible project practices and deliverables. Key responsibilities include:

- Embedding environmental, social, and ethical considerations into project planning and delivery.
- Ensuring that scheduling, resource allocation, and procurement choices reflect sustainability goals (e.g. low-carbon logistics, ethical sourcing).
- Applying green project management principles, such as lifecycle thinking, non-financial impact tracking, and inclusive practices.
- Incorporating sustainability-related risks (e.g. regulatory, reputational, environmental) into the project's risk register and response plans.
- Coordinating with sustainability roles (e.g. Sustainability Liaison, CSO delegate) to ensure alignment between execution and strategic commitments.
- Leading by example to embed a culture of responsibility, transparency, and forward-looking thinking within the project team.

6.3.5 Clarifying sustainability accountability between the Steering and Managing Layers

In practical terms, sustainability accountability is distributed across governance layers according to mandate and decision authority. The Managing Layer is responsible for the day-to-day integration, monitoring, and operational handling of sustainability-related matters within approved project parameters. The Steering Layer is responsible for decisions that involve significant trade-offs, exceed approved tolerances, affect strategic alignment, or create material stakeholder, compliance, or reputational implications. In this way, sustainability is managed operationally at project level, while major sustainability-related decisions remain subject to appropriate governance oversight.

For example, during project execution, the project team identifies that a planned supplier option would reduce short-term costs but create significantly higher environmental impact and expose the organisation to stakeholder criticism. The Managing Layer assesses the issue, documents the sustainability, cost, and schedule implications, and prepares alternative options. Because the decision affects procurement strategy, stakeholder confidence, and long-term value, the matter is escalated to the Steering Layer, which decides whether to approve a different supplier option, revise tolerances, or confirm the original approach with justified rationale.

6.3.6 Layer 5: Performing Layer

Purpose

The purpose of the Performing Layer is to execute project activities and produce deliverables in accordance with defined specifications, quality standards, and sustainability requirements. This layer includes two core: Project Core Team (PCT) as a multidisciplinary group of professionals who work under the direction of the Project Manager (PM) to perform project-specific tasks and a Business Implementation Group (BIG) as a group of representatives from the business side of the organisation, coordinated by the Business Manager (BM), responsible for accepting and integrating deliverables into the operational environment.This layer represents the point at which governance decisions materialise into concrete actions and outcomes.

In sustainability-integrated projects, the Performing Layer embodies the principle that sustainability is realised not only through what is delivered, but through how work is performed. It operationalises sustainability-by-design, responsible resource use, inclusivity, and ethical practices in everyday project execution and user interaction.

Core roles

1. Requestor side: Business Implementation Group (BIG)

The Business Implementation Group (BIG) is a coordinated structure on the requestor side, composed of representatives from business units and user communities. It is led by the Business Manager (BM) and plays a pivotal role in ensuring that project deliverables are successfully embedded into day-to-day operations.

As a collective interface between strategic intent and frontline adoption, BIG is responsible for change planning, process adaptation, user engagement, and operational transition. This group is vital for ensuring that the organisation is not only ready to receive the deliverables but also equipped to internalise them effectively.

Primary responsibilities:

- Analyses the impact of project implementation on business operations, workflows, people, and culture.
- Co-designs and updates affected business processes to align with the new solution.
- Prepares the business environment for smooth transition and change adoption.
- Advises the Business Manager on readiness indicators and possible resistance areas.
- Embeds the deliverables into daily operations through targeted change activities and communication.
- Facilitates feedback loops between users, business units, and the project team.

Sustainability-integrated responsibilities:

As organisational change increasingly intersects with sustainability agendas, BIG plays a key role in ensuring that the transition to the new solution is aligned with environmental and social objectives. These include:

- Promoting sustainable behavioural changes among users (e.g. digital responsibility, waste reduction, accessibility).
- Integrating sustainability KPIs into process redesign (e.g. reducing resource intensity, supporting inclusion).
- Identifying risks related to social exclusion or operational inefficiencies during transition.
- Supporting training and onboarding that reflects sustainability-aware practices and values.
- Ensuring that implemented changes do not undermine long-term environmental resilience or organisational ethics.

User Representatives (URs)

User Representatives (URs) are appointed members of the Business Implementation Group who represent the interests of the end users throughout the project. Their continuous engagement ensures that the solution remains aligned with real-world needs and promotes ownership, usability, and trust.

URs help define requirements, validate deliverables, and participate in testing and feedback cycles. As frontline informants and validators, they shape how the project serves the people who will ultimately use it.

Primary responsibilities:

- Define business needs and detailed user requirements during early planning phases.
- Review and validate deliverables and specifications on behalf of the user community.
- Ensure that acceptance criteria reflect usability, accessibility, and real-world workflows.
- Advocate for user interests within governance bodies such as the PSC.
- Participate in testing, demonstrations, pilot implementations, and user onboarding.
- Sign off on user-facing documentation and deliverables.
- Support communication across user groups and contribute to business stability during transition.

Sustainability-integrated responsibilities:

URs are uniquely positioned to identify how project outputs affect users' ability to work responsibly and equitably. In this regard, their sustainability-linked tasks include:

- Reviewing outputs for digital accessibility, ethical use, and social inclusion.
- Ensuring that tools or workflows do not create unintended exclusions or increase workload imbalances.
- Advocating for practices that reduce digital waste, overconsumption, or environmentally harmful usage.
- Participating in the design of ethical user journeys that promote responsible behaviours.
- Flagging feedback on user wellbeing or systemic sustainability risks emerging from pilot use.

2. Solution proider side: Project Core Team (PCT)

The Project Core Team (PCT) consists of the technical and subject-matter experts responsible for developing the project's deliverables. It includes individuals or teams drawn from relevant departments, functions, or external partners, selected based on the project's specific needs.

Coordinated by the Project Manager (PM), the PCT plays a central role in shaping the technical solution, carrying out implementation tasks, and ensuring that all outputs meet defined quality standards and performance requirements. The team's structure is tailored to the project type, size, and complexity, and may evolve during the project lifecycle.

Primary responsibilities:

- Participates in defining the project scope, technical requirements, and work breakdown structure.
- Contributes to the development of the Project Work Plan and supports iterative planning and refinement.
- Executes technical tasks according to the agreed schedule and methodology.
- Produces project deliverables in accordance with quality, security, and compliance standards.
- Engages in solution validation and iterative testing to ensure functionality and user acceptance.
- Reports progress, risks, and issues to the Project Manager (PM), supporting transparent communication.
- Participates in project meetings, retrospectives, and Lessons Learned sessions.

Sustainability-integrated responsibilities:

As operational enablers, PCT members are key actors in embedding sustainability at the level of execution. This includes:

- Applying sustainability-by-design principles in solution development (e.g. energy efficiency, modularity, accessibility).
- Selecting materials, processes, or platforms that minimize environmental and social harm.
- Validating that deliverables align with agreed sustainability specifications and KPIs.
- Supporting the Project Manager in tracking sustainability-related metrics during delivery.
- Participating in post-project reviews of sustainability outcomes and improvement opportunities.

Project Support Team (PST)

The Project Support Team (PST) is an optional, **flexible and adaptive support structure** that provides project-wide services essential for the successful execution and governance of the project. Unlike delivery-focused teams, the PST supports operational coherence, compliance, communication, and coordination across all layers of the project.

Its composition is tailored to the specific needs, complexity, and risk profile of each project and may include representatives from various horizontal functions such as legal, procurement, finance, human resources, data protection, risk, sustainability, communications, or IT. PST functions can be fulfilled by individuals, units, or even external support services.

Primary responsibilities:

- Ensures administrative, logistical, and operational support to the PM and governance bodies.
- Manages project documentation, version control, archiving, and audit trails.
- Coordinates internal workflows related to procurement, HR, and financial reporting.
- Organises meetings of the Project Steering Committee (PSC), including agendas, minutes, and follow-up actions.
- Advises on project management tools, systems, reporting formats, and templates.
- Monitors compliance with institutional standards, including legal, ethical, and data protection requirements.
- Facilitates knowledge management and integration of lessons learned.

Extended functional roles within PST (context-specific):

Depending on the project context, PST may incorporate the following roles or service points:

- **Project Support Office (PSO):** Offers centralised support in methodology, artefacts, governance, logistics, and tool implementation.
- **Project Quality Assurance (PQA):** Appointed by the PSC and operating independently from the PM, it ensures quality control through audits and compliance reviews.
- **Sustainability Officer (or Liaison):** Monitors and supports the integration of sustainability indicators, procurement standards, and reporting obligations.
- **Legal/Procurement/Finance Liaisons:** Ensure contracts, purchases, and expenditures align with institutional frameworks and legal obligations.

This modular structure ensures the PST evolves as the project scales or transitions between phases.

Sustainability-integrated responsibilities:

In sustainability-integrated projects, the Project Support Team (PST) plays a critical enabling role in ensuring that sustainability is consistently embedded, traceable, and governable across the entire project lifecycle. Rather than focusing on delivery or decision-making, the PST supports the structural conditions under which sustainability commitments can be implemented, monitored, and sustained over time.

Key sustainability-integrated responsibilities of the PST include:

- Enabling governance coherence and traceability by embedding sustainability considerations into core project documentation, templates, reporting cycles, and decision records, ensuring that sustainability commitments are visible, auditable, and consistently applied across phases.
- Supporting integrated management systems, ensuring that sustainability-related requirements are reflected in project control mechanisms such as risk registers, issue logs, change control procedures, quality plans, and performance monitoring frameworks.
- Facilitating coordination across roles and layers, acting as a neutral integrator between governance bodies, management roles, delivery teams, and transversal sustainability functions to prevent fragmentation, duplication, or loss of sustainability focus.

- Ensuring continuity across project phases, supporting the handover of sustainability-related knowledge, data, and lessons learned between initiation, execution, transition, and closure, thereby preventing sustainability dilution over time.
- Supporting transparency and accountability, by maintaining reliable documentation, version control, and reporting structures that allow sustainability decisions, trade-offs, and outcomes to be clearly reconstructed and communicated to internal and external stakeholders.
- Embedding sustainability into quality and assurance mechanisms, supporting audits, reviews, and evaluations related to sustainability performance, ethical compliance, and long-term value creation, in collaboration with Quality Assurance and Audit functions.
- Strengthening institutional learning, by capturing sustainability-related lessons learned, good practices, and improvement opportunities, and supporting their integration into organisational knowledge bases, methodologies, and future project designs.
- Enabling adaptive capacity, by supporting updates to tools, templates, reporting formats, and workflows when sustainability requirements evolve due to regulatory changes, stakeholder expectations, or contextual shifts.

6.4 Transversal and supporting roles across governance layers for sustainability-integrated projects

Purpose

In complex, sustainability-integrated projects, effective governance cannot rely solely on vertical role allocation within individual layers of the temporary project organisation. Certain strategic, assurance, compliance, and specialist functions are institutional in nature and therefore operate across multiple governance layers to ensure coherence, compliance, and long-term value integrity.

The purpose of transversal and supporting roles is to strengthen governance quality without disrupting the formal decision-making hierarchy defined by PM². These roles provide expert input, independent oversight, assurance mechanisms, and coordination support that enhance the quality of decisions taken within the established governance layers. They enable informed trade-offs and ensure that sustainability, ethics, risk, compliance, and quality considerations are systematically addressed throughout the project lifecycle.

It is important to clarify that transversal roles do not assume delivery responsibility or replace the accountability assigned to core PM² roles. They do not “own” project execution or decision authority within the temporary project hierarchy. Instead, they reinforce accountability, enhance institutional learning, and act as early-warning and sense-making mechanisms in environments characterised by regulatory complexity, sustainability obligations, and societal impact.

In sustainability-integrated contexts, this distinction is particularly important: sustainability is not treated as an additional project function, but as an institutional governance responsibility that must inform project decisions without altering the fundamental accountability structure of the methodology.

Positioning within the governance model

Transversal roles do not constitute an additional governance layer within the PM² project organisation. The project structure remains vertically organised into Business Governing, Steering,

Directing, Managing, and Performing layers. Introducing transversal roles as a new vertical layer would blur accountability boundaries and weaken the clarity of the governance model.

The term “horizontal” is therefore used deliberately.

These roles are typically **permanent institutional functions** embedded in the organisation(s) participating in the project. A project represents a temporary governance structure, while roles such as Chief Sustainability Officer, Risk and Compliance Officer, Data Protection Officer, Ethics Officer, or Audit functions are part of the permanent organisational architecture. They usually pre-exist the project and continue beyond its closure.

Because they are institutional rather than temporary project roles:

- they cannot be positioned as vertical layers within the temporary project hierarchy,
- they do not replace or duplicate accountability of PM² roles,
- they may exist on the Requestor side, the Solution Provider side, or on both, depending on organisational configuration.

Their “horizontal” positioning means that they interact with multiple governance layers according to their mandate. For example:

- At the Business Governing or Steering Layers, they may provide advisory or assurance input on strategic alignment, risk appetite, or sustainability criteria.
- At the Directing and Managing Layers, they may review scope changes, procurement choices, compliance aspects, or sustainability KPIs.
- At the Performing Layer, they may verify conformity with ethical, regulatory, or sustainability requirements.

However, implementation responsibility remains with the defined PM² roles (e.g. PO, SP, PM, BM, PCT). Transversal roles safeguard specific dimensions of governance (e.g. sustainability, risk, data protection, quality), but they do not execute project deliverables themselves.

Their positioning reflects three core governance principles:

- **Subsidiarity** – Decisions remain at the appropriate governance level; transversal roles support but do not displace accountable roles.
- **Independence where required** – Especially for assurance, audit, compliance, and data protection functions, which must retain objective distance from project management.
- **Continuity** – Sustainability, ethics, and compliance are treated as lifecycle-spanning institutional concerns rather than phase-specific project tasks.

By maintaining this distinction between vertical accountability (temporary project governance) and horizontal institutional oversight (permanent organisational functions), the governance model preserves methodological clarity while enabling robust sustainability integration.

6.4.1 Key transversal and supporting roles

Chief Sustainability Officer (CSO)

Governance positioning

Institutional, transversal role anchored outside the temporary project governance structure.

The Chief Sustainability Officer (CSO) is a permanent executive role within the organisational architecture, typically positioned at portfolio or corporate level. The CSO does not belong to the temporary project organisation and therefore is not positioned as a vertical governance layer within the PM² project structure.

In sustainability-integrated project environments, the CSO acts as the institutional guarantor that projects collectively contribute to long-term environmental, social, and governance objectives.

In single-organisation projects, the CSO is usually situated within the Requestor organisation. In multi-organisational or partnership-based projects, both sides may maintain their own sustainability leadership structures, each operating within its respective institutional mandate.

The CSO's role is strategic and systemic rather than operational.

Key responsibilities

The CSO's responsibilities focus on institutional alignment and portfolio coherence rather than project-level execution. These include:

- Ensuring alignment between organisational sustainability strategy and the project portfolio;
- Advising the Appropriate Governance Body (AGB) on sustainability-related investment logic, trade-offs, and risk appetite;
- Overseeing the integration of sustainability criteria into portfolio governance, policies, and performance frameworks;
- Providing strategic guidance to Steering Committees and Project Owners regarding sustainability implications of major scope, budget, or timeline decisions;
- Ensuring coherence between project-level sustainability actions and external reporting obligations (e.g. CSRD, EU Taxonomy, SDGs);
- Safeguarding institutional consistency across multiple projects to prevent fragmentation of sustainability practices.

The CSO does not intervene in day-to-day project execution and does not assume delivery accountability. Implementation responsibility remains with the formally defined PM² roles.

Horizontal interfaces within the governance model

Although institutionally anchored, the CSO maintains structured horizontal interfaces with multiple layers of the temporary project organisation.

These interfaces are advisory and assurance-based, not managerial.

- **Layer 1 – Business Governing Layer**: Advises the AGB on sustainability-related investment decisions, portfolio prioritisation logic, and long-term value framing.
- **Layer 2 – Steering Layer**: Provides strategic input to the Project Steering Committee (PSC) when major trade-offs, escalations, or sustainability-sensitive decisions arise. The CSO may be invited to steering discussions but does not hold steering authority.
- **Layer 3 – Directing Layer**: Offers advisory input to Project Owners regarding sustainability framing within the Business Case, benefit realisation logic, and acceptance criteria. Interaction is consultative rather than directive.

The CSO does not interface directly with the Managing or Performing Layers in an operational capacity. Any interaction with these layers is typically mediated through governance bodies or institutional reporting mechanisms.

These horizontal interfaces ensure sustainability coherence without altering formal PM² accountability lines.

Interface across project sides

Given the PM² distinction between the Requestor and Solution Provider sides, the positioning and functional emphasis of the CSO may vary depending on institutional architecture.

- **If positioned on the Requestor side**, the CSO safeguards benefit realisation logic, investment alignment, portfolio consistency, and sustainability reporting obligations. The emphasis is on value definition, strategic contribution, and long-term institutional accountability.
- **If positioned on the Solution Provider side**, the CSO ensures that delivery practices, technical standards, procurement approaches, and operational processes comply with sustainability commitments and contractual sustainability criteria. The emphasis shifts from strategic value framing to responsible implementation and operational integrity.
- **In multi-organisational projects**, sustainability leadership structures may exist on both sides. In such cases, structured coordination mechanisms are required to prevent misalignment, duplication, or conflicting sustainability interpretations. This may include:
    1. joint sustainability alignment sessions,
    2. harmonised sustainability KPIs,
    3. coordinated reporting frameworks,
    4. cross-organisational sustainability governance protocols.

The existence of CSO roles on both sides does not create a parallel project governance structure. Rather, it reflects institutional sustainability accountability within each organisation participating in the project.

Sustainability Integration Advisor (SIA)

Governance positioning

Project-level advisory role embedded within the temporary project organisation.

The Sustainability Integration Advisor (SIA) is not a portfolio-level institutional authority (like the CSO), but a project-scoped specialist function supporting the integration of sustainability objectives into project governance and delivery.

The role is advisory and supportive in nature. It does not hold formal decision-making authority and does not replace existing PM² roles.

Role purpose

The purpose of the Sustainability Integration Advisor is to ensure that sustainability objectives defined at strategic or portfolio level are translated into coherent, operational, and measurable project-level requirements.

While the CSO safeguards institutional alignment, the SIA safeguards project-level integration.

The SIA helps prevent sustainability from becoming:

- symbolic,
- fragmented,

- reduced to reporting only,
- or disconnected from scope, risk, procurement, and delivery decisions.

Key responsibilities

The Sustainability Integration Advisor focuses on operational embedding rather than institutional strategy. Core responsibilities include:

- Advising the Project Steering Committee (PSC) on sustainability implications of major trade-offs and escalations;
- Supporting the Project Owner (PO) in embedding sustainability criteria into the Business Case and benefit logic;
- Supporting the Project Manager (PM) in integrating sustainability into planning, procurement, scheduling, and risk management;
- Contributing to the definition and monitoring of sustainability KPIs;
- Reviewing scope changes for sustainability implications;
- Supporting alignment between sustainability commitments and delivery practices;
- Facilitating dialogue between governance bodies, technical teams, and external sustainability experts when required;
- Providing methodological input on lifecycle thinking, impact assessment, and non-financial performance tracking.

The SIA does not assume delivery accountability for sustainability outcomes. That responsibility remains distributed across PM²-defined roles.

Horizontal interfaces within the governance model

The Sustainability Integration Advisor maintains structured advisory interfaces across multiple layers:

- **Layer 2 – Steering Layer**: Provides advisory input during sustainability-sensitive decisions and trade-off evaluations.
- **Layer 3 – Directing Layer**: Supports the PO and SP in ensuring sustainability commitments are embedded in mandates and acceptance criteria.
- **Layer 4 – Managing Layer**: Works closely with the PM to integrate sustainability into operational artefacts (risk register, procurement plans, monitoring frameworks).
- **Layer 5 – Performing Layer**: May provide guidance to the PCT regarding sustainability-by-design principles, but does not supervise or manage delivery teams.

The SIA does not alter formal accountability lines. The role strengthens governance quality through structured advisory input.

Interface across project sides

Given the PM² separation between Requestor and Solution Provider sides, the Sustainability Integration Advisor may be positioned on either side depending on project architecture.

- **If positioned on the Requestor side**, the SIA ensures sustainability criteria are properly defined in mandates, procurement specifications, and acceptance logic. The focus is on value framing and benefit integrity.

- **If positioned on the Solution Provider side**, the SIA ensures sustainability is embedded into technical implementation, resource use, vendor management, and operational practices. The focus is on responsible delivery.
- **In complex or high-impact projects**, both sides may appoint sustainability advisors. In such cases, structured coordination mechanisms are recommended to ensure harmonised KPIs, consistent interpretation of sustainability requirements, and aligned reporting.

Risk and Compliance Officer (RCO)

Governance positioning

Project-level control and advisory role embedded within the temporary project governance structure.

The RCO may be institutionally anchored within either the Requestor or Solution Provider organisation (e.g. risk department, compliance unit, legal office), but when assigned to a project, the role functions as a structured governance support mechanism within the temporary project organisation.

The RCO is not a decision-making authority and does not replace accountability of the PM, PO, or PSC.

Role purpose

The purpose of the Risk and Compliance Officer is to ensure that the project:

- systematically identifies and assesses risks (strategic, operational, regulatory, sustainability-related),
- remains compliant with applicable internal and external frameworks,
- embeds risk mitigation measures into project controls,
- and maintains traceability of compliance-related decisions.

The role strengthens governance resilience by ensuring that risks are neither underestimated nor treated as purely operational issues.

In sustainability-integrated projects, this includes environmental, social, regulatory, reputational, and ESG-related risks.

Key responsibilities

The Risk and Compliance Officer focuses on structured risk governance and compliance assurance at project level. Responsibilities include:

- Supporting integrated risk identification across financial, operational, environmental, legal, and reputational domains;
- Ensuring that sustainability-related risks (e.g. regulatory changes, climate exposure, stakeholder backlash, procurement non-compliance) are explicitly captured in the risk register;
- Reviewing mitigation plans for adequacy and proportionality;
- Monitoring compliance with regulatory frameworks (e.g. environmental law, public procurement, data protection, labour law, funding conditions);
- Advising the PSC on risk exposure and compliance implications of major decisions;

- Escalating material risk concerns to appropriate governance levels;
- Ensuring that compliance-related documentation is auditable and traceable;
- Supporting integration of compliance checkpoints into project controls and phase gates.

The RCO does not own project risk - risk ownership remains with accountable PM² roles (typically PO for business risks and PM for operational risks).

Horizontal interfaces within the governance model

The RCO interacts with multiple layers without altering formal accountability lines:

- **Layer 2 – Steering Layer**: Provides structured risk exposure analysis and compliance insight during escalations and strategic trade-offs.
- **Layer 3 – Directing Layer**: Advises PO and SP on compliance implications of scope definition, contracting models, and mandate framing.
- **Layer 4 – Managing Layer**: Works closely with the PM to maintain a robust and up-to-date risk register and ensure mitigation measures are embedded into planning.
- **Layer 5 – Performing Layer**: May provide compliance guidance when operational practices expose the project to legal or regulatory risk, but does not supervise teams.

Interface across project sides

Given the PM² distinction between Requestor and Solution Provider sides, the RCO may operate differently depending on institutional anchoring:

- **If positioned on the Requestor side**, the RCO safeguards compliance with funding rules, public procurement frameworks, reporting obligations, and institutional risk appetite. The focus is on governance integrity and benefit protection.
- **If positioned on the Solution Provider side**, the RCO ensures delivery practices comply with contractual obligations, technical standards, environmental regulations, labour law, and sustainability commitments. The focus is on operational compliance.
- **In multi-organisational projects**, both sides may have their own risk and compliance functions. In such cases, alignment mechanisms are required to avoid fragmented risk registers or inconsistent mitigation approaches.

Data Protection Officer (DPO)

Governance positioning

Institutional, independent oversight function anchored outside the temporary project governance structure.

The DPO is typically positioned within the Requestor organisation (as legally required under GDPR where applicable), but may also exist within the Solution Provider organisation in multi-entity environments.

The DPO does not belong to the vertical PM² governance layers and does not assume operational or delivery accountability.

The role is legally defined and must maintain formal independence.

Role purpose

The purpose of the Data Protection Officer is to ensure that all project activities involving personal data comply with applicable data protection regulations (e.g. GDPR), institutional policies, and contractual obligations.

In sustainability-integrated projects-especially those involving digital systems, AI, research participants, stakeholder databases, or monitoring platforms-the DPO safeguards lawful, fair, and transparent data processing practices.

The DPO protects data subjects, institutional liability exposure, and regulatory compliance.

Key responsibilities

The DPO's responsibilities typically include:

- Reviewing project designs, systems, and deliverables involving personal data;
- Advising on lawful bases for processing and data minimisation principles;
- Overseeing Data Protection Impact Assessments (DPIAs) where required;
- Ensuring appropriate consent, transparency, and accountability mechanisms;
- Monitoring compliance with internal and external data protection requirements;
- Advising on cross-border data transfers and data retention policies;
- Acting as contact point with supervisory authorities;
- Raising formal alerts in case of data breach risks.
- The DPO does not manage project execution or approve scope changes. Implementation responsibility remains with the PM²-defined roles.

Horizontal interfaces within the governance model

The DPO interacts primarily with:

- **Layer 2 – Steering Layer**: Advises on high-risk decisions involving personal data.
- **Layer 3 – Directing Layer**: Reviews data-related elements in Business Case, procurement, and scope framing.
- **Layer 4 – Managing Layer**: Advises the PM on data protection compliance in planning, stakeholder engagement, and digital tool deployment.
- **Layer 5 – Performing Layer**: Reviews system configurations, user data handling, and security measures where required.

Interface across project sides

- If positioned on the Requestor side, the DPO ensures that data collected, processed, or stored by the organisation complies with regulatory obligations.
- If positioned on the Solution Provider side, the DPO ensures that technical implementation and system architecture comply with contractual and regulatory requirements.
- In multi-organisational projects, each side may have its own DPO, requiring coordination to clarify data controller/processor roles and responsibilities.

Ethics Officer

Governance positioning

Institutional advisory and oversight role anchored outside the temporary project governance structure.

The Ethics Officer may be positioned within the Requestor or Solution Provider organisation, depending on the institutional setup, or may operate through an Ethics Committee or Review Board.

Unlike the DPO, the Ethics Officer's mandate is broader than data protection and includes societal, environmental, research, and technological ethics considerations.

Role purpose

The purpose of the Ethics Officer is to ensure that project design, implementation, and outcomes align with ethical standards, societal expectations, and institutional values.

In sustainability-integrated projects, the Ethics Officer safeguards:

- fairness and inclusivity,
- avoidance of harm,
- responsible AI and technology use,
- environmental responsibility beyond compliance,
- stakeholder justice and social equity considerations.

The role protects long-term legitimacy and reputational integrity.

Key responsibilities

The Ethics Officer typically:

- Reviews project objectives and deliverables for ethical implications;
- Advises on research ethics, AI ethics, and societal impact;
- Evaluates risks related to vulnerable groups or unintended exclusions;
- Supports development of ethical guidelines or codes of conduct within the project;
- Provides advisory input during major trade-offs affecting social or environmental impact;
- Raises alerts where ethical concerns may undermine long-term value or institutional reputation.

Horizontal interfaces within the governance model

The Ethics Officer may interact with:

- **Layer 1 – Business Governing Layer**: Advising on value framing and societal positioning.
- **Layer 2 – Steering Layer**: Providing guidance on high-impact ethical trade-offs.
- **Layer 3 – Directing Layer**: Reviewing scope definitions and acceptance criteria.
- **Layer 4 – Managing Layer**: Advising on stakeholder engagement, inclusion strategies, and behavioural impact.
- **Layer 5 – Performing Layer**: Providing guidance where implementation choices raise ethical concerns.

Interface across project sides

- On the Requestor side, the Ethics Officer ensures alignment with institutional values and societal responsibilities.
- On the Solution Provider side, the Ethics Officer ensures responsible technical design, fair implementation practices, and ethical vendor behaviour.
- In multi-organisational projects, ethical governance may require joint review mechanisms or shared ethical standards.

Quality Assurance (QA)

Governance positioning

Functionally independent project-level assurance role.

QA may be institutionally anchored within either the Requestor or Solution Provider organisation, or may be provided by a central Project Support Office (PSO) or quality unit. Although embedded within the temporary project environment, QA must maintain functional independence from the Project Manager and delivery teams to ensure objective oversight.

Role purpose

The purpose of Quality Assurance is to verify that:

- governance processes are properly applied,
- artefacts meet defined standards,
- deliverables comply with agreed quality criteria,
- sustainability commitments are traceable and measurable,
- and the project follows approved methodologies and controls.

QA focuses on process integrity and quality conformity - not on operational execution.

In sustainability-integrated projects, QA ensures that sustainability is not only declared but demonstrably embedded in artefacts, procedures, and outputs.

Key responsibilities

Quality Assurance responsibilities include:

- Reviewing governance processes for methodological compliance (e.g. PM² artefacts, approvals, controls);
- Verifying completeness and coherence of core artefacts (Business Case, Project Charter, Work Plan, Risk Register, Transition Plan, etc.);
- Ensuring that sustainability criteria embedded in artefacts are measurable, structured, and traceable;
- Checking alignment between approved scope and delivered outputs;
- Monitoring adherence to quality standards, documentation protocols, and configuration control;
- Conducting structured quality reviews at key phase gates;

- Providing independent feedback to the PSC regarding process integrity and deliverable quality;
- Recommending corrective actions where quality deviations are detected;
- Supporting lessons learned and continuous improvement mechanisms.

QA does not execute corrective actions itself - corrective responsibility remains with accountable PM² roles.

Horizontal interfaces within the governance model

QA interacts across layers while preserving accountability clarity:

- **Layer 2 – Steering Layer**: Reports quality findings and systemic weaknesses; may recommend governance-level corrective measures.
- **Layer 3 – Directing Layer**: Verifies that mandates, scope definitions, and approval artefacts meet quality and traceability standards.
- **Layer 4 – Managing Layer**: Reviews planning, risk management, procurement documentation, and control processes for procedural rigor.
- **Layer 5 – Performing Layer**: Verifies that deliverables meet predefined acceptance criteria and sustainability specifications.

Interface across project sides

Given the PM² separation between Requestor and Solution Provider:

- **If positioned on the Requestor side**, QA focuses on verifying governance integrity, benefit logic traceability, and strategic alignment of deliverables.
- **If positioned on the Solution Provider side**, QA focuses on technical conformity, process adherence, and quality of outputs.
- **In multi-organisational projects**, QA functions may exist on both sides. In such cases, coordination is required to ensure consistent review standards and avoid contradictory quality assessments.

QA always evaluates quality within its institutional mandate but must align with overall project governance requirements.

Audit Function (Internal or External)

Governance positioning

Formally independent oversight function.

Audit is positioned **outside the temporary project governance structure** and typically reports to:

- Layer 1 – Business Governing Layer (AGB)

or

- An independent institutional audit body (Internal Audit Unit, Supervisory Board, External Auditor)

Audit does not belong to the project’s operational hierarchy and has no delivery mandate.

Unlike QA (which verifies quality during execution), Audit performs independent ex-post or periodic examinations of governance integrity, compliance, and control effectiveness.

Role purpose

The purpose of Audit is to provide independent assurance that:

- the project is conducted in accordance with approved governance frameworks,
- financial resources are used properly and lawfully,
- internal controls are effective,
- compliance obligations are fulfilled,
- sustainability and ESG claims are substantiated and auditable.

Audit protects institutional accountability, transparency, and fiduciary responsibility.

In sustainability-integrated projects, Audit ensures that sustainability commitments are not only embedded but verifiable and defensible.

Key responsibilities

Audit responsibilities may include:

- Examining financial management, procurement processes, and contract compliance;
- Verifying adherence to regulatory frameworks (e.g. EU funding rules, CSRD, data protection laws);
- Reviewing governance decision records and approval traceability;
- Assessing adequacy of internal controls, risk management systems, and reporting mechanisms;
- Testing accuracy and reliability of sustainability-related data and KPIs;
- Identifying material weaknesses or governance gaps;
- Issuing formal audit reports with findings and recommendations;
- Escalating significant breaches to governing bodies.

Audit does not manage risks, correct issues, or execute improvements.
It identifies and reports; remediation remains the responsibility of accountable PM² roles.

Horizontal interfaces within the governance model

Although institutionally external to the project structure, Audit interacts with multiple layers:

- **Layer 1 – Business Governing Layer**: Receives audit reports and ensures corrective measures are implemented.
- **Layer 2 – Steering Layer**: May review PSC decision records, escalation handling, and compliance documentation.
- **Layer 3 – Directing Layer**: Verifies accountability allocation and mandate consistency.
- **Layer 4 – Managing Layer**: Reviews documentation integrity, financial reporting, and risk controls.
- **Layer 5 – Performing Layer**: Examines deliverable traceability and sustainability claim substantiation where relevant.

Interface across project sides

Given the PM² distinction between Requestor and Solution Provider:

- If the project is internal, Audit is usually anchored within the Requestor organisation and reviews the entire governance chain.
- If the project involves external providers, Audit may review both sides, particularly where contractual obligations, financial flows, or sustainability claims are shared.
- In externally funded or partnership-based projects, external audits (e.g. EU, regulatory, donor audits) may supersede institutional audit structures.
- In multi-organisational projects, each organisation may be subject to its own audit framework, requiring coordination to ensure consistent evidence trails and documentation standards.

6.5 Responsibility Assignment Matrix (RAM)

6.5.1 Purpose and governance logic of the RAM

The Responsibility Assignment Matrix (RAM) is a core governance instrument used to formalise accountability and clarify involvement across project activities and artefacts.

Within PM² and SPM², the RAM ensures that:

- decision authority is explicitly assigned,
- execution responsibility is clearly defined,
- consultation pathways are structured,
- information flows are transparent,
- and governance ambiguity is prevented.

The RAM is structured as a **RASCI matrix**, which distinguishes five types of responsibility.

RASCI responsibility types

Letter	Role	Description
R	**Responsible**	The role assigned to *do the work*. There is always *one* and one only responsible role per activity.
A	**Accountable**	The role *ultimately answerable* for the success and quality of the work. There is *only one and one only* accountable role per activity.
S	**Supports**	Those who *help complete the work* by providing input, resources, or logistical support.
C	**Consulted**	Those who *provide input and feedback* through two-way communication. They are *not responsible*for executing the task.
I	**Informed**	Those who are *kept up to date* on the progress or outcome of the work. This is typically one-way communication.

The RASCI structure prevents role ambiguity, strengthens accountability, and enhances governance transparency across all lifecycle phases. It ensures that:

- every artefact has a single Accountable authority,

- execution responsibility is clearly assigned,
- consultation pathways are structured,
- and information flows are transparent.

In complex sustainability-integrated environments, this clarity is particularly important to avoid fragmented ownership of environmental, social, and governance considerations.

6.5.2 Scope and structural boundaries of the RAM in SPM²

The RAM tables provided in this Guide cover:

- all core artefacts in the Initiating, Planning and Closing phases,
- and key governance activities within the Executing and Monitor & Control phases.

Formal accountability (Responsible and Accountable roles) resides exclusively within the **temporary project organisation**, consistent with PM² governance architecture.

This principle remains unchanged in SPM².

Sustainability integration does not alter the structural logic of the RAM.

No additional governance layers are introduced.

No parallel accountability structures are created.

Instead, sustainability responsibilities are embedded within existing PM² roles.

This integration operates through role mandate extension rather than structural modification.

Examples of embedded sustainability responsibility:

- **Project Owner (PO)** ensures that sustainability is part of the strategic justification and investment logic.
- **Business Manager (BM)** integrates sustainability criteria, risks and KPIs into the Business Case and management plans.
- **Project Manager (PM)** incorporates sustainability into planning, procurement, risk management, coordination and performance monitoring.
- **Project Steering Committee (PSC)** considers sustainability implications when approving scope, budget or change decisions.

In this way, sustainability becomes a property of governance decisions rather than a standalone workstream.

The core RAM therefore remains intact - but its interpretative logic is expanded.

Core SPM² RAM (RASCI)-Responsible, Accountable, Supports, Consulted, Informed

Initiating	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project Initiation Request	I	n.a.	A/S	R	S/C	I	n.a.	n.a.
Business Case	I	C	A	R	C	S	S	n.a.
Project Charter	I	A	C	S	C	S	R	C
Planning	**AGB**	**PSC**	**PO**	**BM**	**BIG**	**SP**	**PM**	**PCT**
Planning Kick-off Meeting	I	A	C	S	C	C	R	C
Project Handbook	I	I	A	S	C	I	R	C
Project Stakeholder Matrix	I	I	A	S	C	I	R	C
Project Work Plan	I	A	C	S/C	C	C	R	S/C
Outsourcing Plan	A	C	C	C	I	S	R	I
Deliverables Acceptance Plan	I	A	C	S	I	C	R	C
Transition Plan	I	A	C	C	C	C	R	C
Business Implementation Plan	I	I	A	R	C	I	S	I
Management Plans								
Requirements Management Plan	I	I	A	C	C	I	R	S
Project Change Management Plan	I	I	A	C	I	I	R	I
Risk Management Plan	I	C	A	C	I	I	R	I
Issue Management Plan	I	I	A	C	C	I	R	C
Quality Management Plan	I	A	C	C	C	C	R	C
Communications Management Plan	I	I	A	S	C	I	R	C
Sustainability Management Plan	I	C	A	R	S/C	C	S	C
Executing	**AGB**	**PSC**	**PO**	**BM**	**BIG**	**SP**	**PM**	**PCT**
Executing Kick-off Meeting	I	A	C	S/C	C	C	R	C
Project Coordination	I	I	A	S	I	I	R	I

Initiating	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Quality Assurance	I	I	I	S	C	I	A	R
Project Reporting	I	I	A	S/C	I/C	I/C	R	C
Information Distribution	I	I	A	C	I	I	R	C
Monitor & Control	**AGB**	**PSC**	**PO**	**BM**	**BIG**	**SP**	**PM**	**PCT**
Monitor Project Performance	I	I	A	C	C	I	R	C
Control Schedule	I	I	A	C	C	I	R	C
Control Cost	I	I	A	C	C	I	R	C
Manage Stakeholders	I	I	A	S/C	I	C	R	I
Manage Requirements	I	I	A	C	C	I	R	S
Manage Project Changes	I	C	A	S	I	I	R	C
Manage Risks	I	C	A	S/C	C	I	R	C
Manage Issues & Decisions	I	I	A	S	C	I	R	C
Manage Quality	I	I	I	S/C	C	A	R	C
Manage Deliverables Acceptance	I	I	A	S	C	C	R	C
Manage Business Implementation	I	I	A	R	C	I	S	I
Manage Transition	I	A	C	C	C	C	R	C
Manage Outsourcing	A	C	C	C	I	S	R	I
Closing	**AGB**	**PSC**	**PO**	**BM**	**BIG**	**SP**	**PM**	**PCT**
Project-End Review Meeting	I	A	C	S	C	C	R	C
Project-End Report	I	A	C	S	C	C	R	C
Administrative Closure	I	C	A	C	I	C	R	I

The RAM remains grounded in the core PM² governance structure. Formal accountability (Responsible and Accountable roles) continues to reside exclusively within the temporary project organisation, as defined by the PM² methodology.

However, sustainability integration requires that project activities and artefacts are not treated in isolation from institutional strategy, regulatory obligations, ethical standards, and long-term value creation. For this reason, this Guide introduces a structured approach to embedding sustainability considerations within RAM assignments while preserving the integrity of the original PM² architecture.

6.5.3 Extended RASCI application in sustainability-integrated project management

While formal accountability remains within the temporary project organisation, sustainability-integrated projects often interact with **permanent institutional functions** that operate across projects and governance layers.

These institutional roles:

- do **not** assume Responsible (R) or Accountable (A) status for project delivery,
- do **not** replace PM² governance roles,
- do **not** alter the formal RAM structure,
- do **not** introduce parallel accountability chains.

Instead, their involvement is structured within the existing RASCI logic.

They may participate as:

- **Consulted (C)** - providing regulatory, ethical, or sustainability-related input before decisions are taken,
- **Supports (S)** - offering technical, methodological, or compliance assistance,
- **Informed (I)** - receiving structured updates for oversight or assurance purposes.

For clarity and governance transparency, their participation is presented in a dedicated RASCI table that complements - but does not modify - the core project RAM.

This approach ensures that:

- accountability remains vertically anchored within the project governance structure,
- institutional sustainability alignment is structurally enabled,
- advisory and assurance functions are clearly positioned,
- and the methodological integrity of PM² is fully preserved.

Extended SPM² RASCI for permanent institutional functions

Initiating	CSO	SIA	RCO	DPO	Ethics	QA	Audit
Project Initiation Request	C	C	C	I	C	I	I
Business Case	C	C	C	I	C	C	I
Project Charter	C	C	C	C	C	C	I
Planning	**AGB**	**PSC**	**PO**	**BM**	**BIG**	**SP**	**PM**
Planning Kick-off Meeting	I	C	C	I	C	C	I
Project Handbook	I	C	C	I	C	C	I
Project Stakeholder Matrix	I	C	C	C	C	C	I
Project Work Plan	I	S	C	I	C	C	I
Outsourcing Plan	I	C	C	I	C	C	I
Deliverables Acceptance Plan	I	C	C	I	C	C	I
Transition Plan	I	C	C	I	C	C	I
Business Implementation Plan	C	C	C	I	C	C	I
Management Plans							
Requirements Management Plan	I	C	C	I	C	C	I
Project Change Management Plan	I	C	S	I	C	C	I
Risk Management Plan	I	C	S	I	C	C	I
Issue Management Plan	I	C	C	I	C	S	I
Quality Management Plan	I	C	C	C	C	C	I
Communications Management Plan	C	S	C	C	C	C	I
Sustainability Management Plan	I	C	C	I	C	C	I
Executing	**AGB**	**PSC**	**PO**	**BM**	**BIG**	**SP**	**PM**
Executing Kick-off Meeting	I	C	C	I	C	C	I
Project Coordination	I	S	C	I	C	C	I

Initiating	CSO	SIA	RCO	DPO	Ethics	QA	Audit
Quality Assurance	I	C	C	I	C	A	I
Project Reporting	C	C	C	C	C	C	I
Information Distribution	I	C	C	C	C	C	I
Monitor & Control	**AGB**	**PSC**	**PO**	**BM**	**BIG**	**SP**	**PM**
Monitor Project Performance	C	C	C	I	C	C	C
Control Schedule	I	C	C	I	C	C	C
Control Cost	I	C	C	I	C	C	C
Manage Stakeholders	I	C	C	C	C	C	C
Manage Requirements	I	C	C	I	C	C	C
Manage Project Changes	I	C	C	I	C	C	C
Manage Risks	I	C	S	I	C	C	C
Manage Issues & Decisions	I	C	S	I	C	C	C
Manage Quality	I	C	C	I	C	S	C
Manage Deliverables Acceptance	I	C	C	I	C	C	C
Manage Business Implementation	C	C	C	I	C	C	C
Manage Transition	I	C	C	I	C	C	C
Manage Outsourcing	I	C	C	I	C	C	C
Closing	**AGB**	**PSC**	**PO**	**BM**	**BIG**	**SP**	**PM**
Project-End Review Meeting	C	C	C	I	C	C	C
Project-End Report	C	C	C	C	C	C	C
Administrative Closure	I	C	C	I	C	C	C

7 INITIATION PHASE

The first phase of an SPM² project is the Initiation Phase. It begins with identifying a project idea, need or opportunity and ends with gathering the information, artefacts and decisions required to proceed to the Planning Phase. The **primary purpose** of this phase is to:

- ensure that the project idea is aligned with the organisation's strategic objectives
- confirm that there is a justified need for the project
- provide enough information to gain formal approval to elaborate the Business Case and Project Charter and to start detailed planning.

In SPM², Initiation also clarifies whether the project has material environmental, social or governance (ESG) implications and whether sustainability contributes to the strategic rationale for the initiative. Where relevant, sustainability aspects are captured explicitly but concisely in the Initiation artefacts so that they can be considered consistently in later phases.

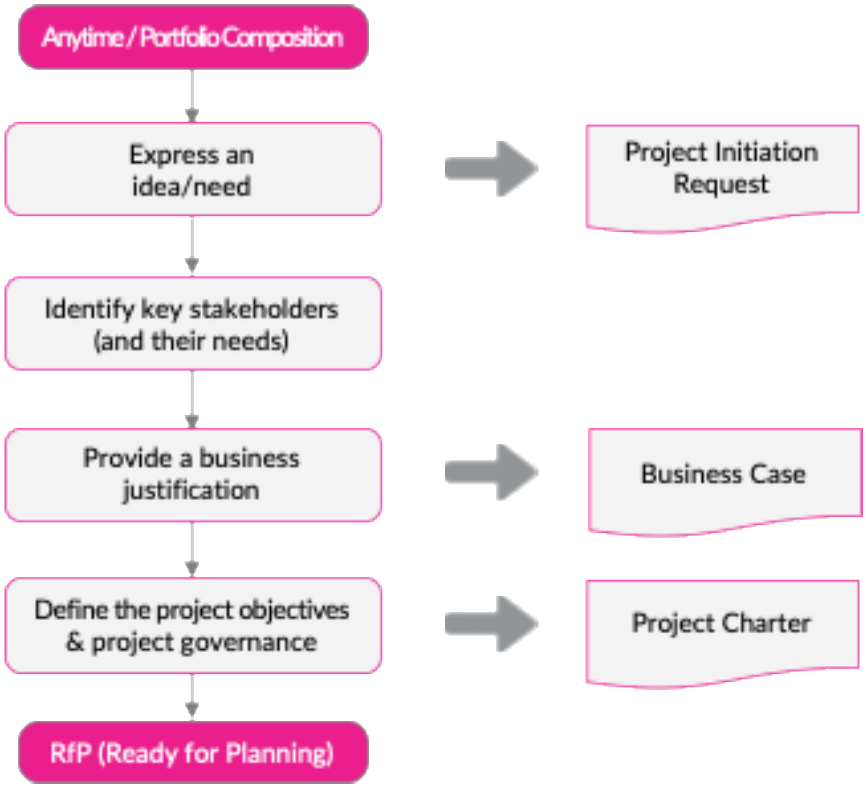

Fig 7.1 Initiating Phase activities and main outputs

Key artefacts

The key project artefacts created during the Initiation Phase are the Project Initiation Request, the Business Case and the Project Charter. Some project logs are also set up (e.g. Risk Log, Issue Log, Decision Log), while the Change Log is typically set up during the Planning Phase.

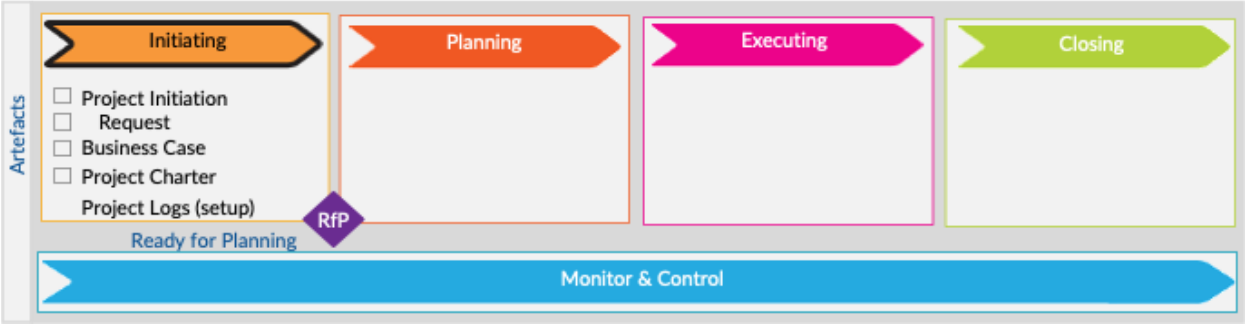

Fig 7.2 Initiating Phase artefacts

How SPM² tailors the PM² artefacts in Initiation

SPM² keeps the same three core Initiation artefacts as PM² (Project Initiation Request, Business Case, Project Charter). Changes focus on enabling sustainability to be addressed where it is relevant, without over-complicating projects where it is not:

- **Project Initiation Request:**
  - adds a dedicated section "Sustainability context and relevance (high-level)", to capture whether and how sustainability is relevant for the project.
- **Business Case:**
  - extends several sections (impact, outcomes, alternatives, benefits, risks, synergies) with guidance and, where needed, tables for sustainability-related aspects (e.g. a "Sustainability profile" per alternative).
- **Project Charter:**
  - extends existing sections (success criteria, stakeholder needs, deliverables, constraints, approach) so that they can explicitly reflect sustainability aspects where needed and adds a short "Sustainability Approach" section.

7.1 Initiating meeting

The Initiating meeting is an informal meeting, usually between the project initiator and the Project Owner (PO), with other relevant people from the organisation who could contribute to creating the Initiation Phase documents.

Purpose

- examine the project idea, need or opportunity in its organisational context
- confirm its alignment with strategic objectives
- identify major assumptions, constraints and risks
- decide whether to move forward with the Project Initiation Request.

Where the project is likely to have significant sustainability implications, the Initiating Meeting should also identify key sustainability drivers (e.g. organisational sustainability strategies, regulatory requirements, funding conditions, stakeholder expectations) and clarify whether sustainability expertise will be needed during Initiation and Planning.

Key participants	Description
Project Initiator	Any person within the organisation who proposes a project idea or identifies a need or opportunity.
Project Owner (PO)	Represents the main beneficiary of the project outputs and is typically the sponsor of the project.
Business Manager (BM)	Supports the PO in analysing the business need, desired outcomes and organisational implications.
Sustainability Integration Advisor	Supports the PO and BM in identifying whether sustainability is material for the project and which aspects should be considered in the Initiation artefacts (where relevant).

Inputs

- Organisation's strategy and, where relevant, sustainability-related policies and targets.
- Any internal analyses, opportunity maps or risk assessments related to the idea.
- External drivers such as legislation, standards or funding conditions that may influence the project.

Guidelines

- Keep the discussion focused on the strategic rationale and overall feasibility, not on detailed planning.
- Ensure that the expected value and alignment with organisational priorities are clearly articulated.
- Capture only the most significant assumptions, constraints and risks at this stage.
- Where sustainability may be material, briefly confirm its relevance and whether additional expertise is required in the next phase.
- Conclude the meeting with a clear decision and agreed next steps.

How SPM² tailors the PM² approach in the Initiating Meeting

SPM² retains the informal nature and core intent of the PM² Initiating Meeting as an early discussion to examine the project idea and decide whether to proceed with the Project Initiation Request. However, it broadens the perspective of the discussion to explicitly consider sustainability implications where relevant. In addition to confirming strategic alignment, major assumptions, constraints and risks, the meeting may also identify key environmental, social and governance drivers such as organisational sustainability strategies, regulatory requirements, funding conditions or stakeholder expectations. Where sustainability is likely to be material, SPM² recommends clarifying whether specific sustainability expertise is required during the Initiation and Planning phases. This enhancement strengthens early contextual awareness and strategic alignment, while preserving the lightweight and decision-oriented character of the original PM² Initiating Meeting.

Outputs

- Decision to proceed with the creation of a Project Initiation Request.
- Initial list of key stakeholders, assumptions, constraints and risks (including sustainability-related ones where applicable) to be reflected in the Project Initiation Request.

7.2 Project Initiation Request

The Project Initiation Request is the project's starting point and formalises its initiation. It captures the current context (problem, need or opportunity) and the high-level desired outcomes so that they can be further explored in the Business Case and Project Charter.

Purpose

- Formalise the decision to explore a project and allocate initial effort.
- Summarise the situation, expected outcomes, impact, constraints and risks at a high level.
- Indicate, where relevant, whether sustainability is a significant dimension of the project and in what way.

Key participants	Description
Initiator	Proposes the Project Initiation Request based on the identified need or opportunity.
Project Owner (PO)	Main beneficiary of the outputs; accountable for deciding whether to proceed and for sponsoring development of the Business Case.
Business Manager (BM)	Typically drafts the Project Initiation Request on behalf of the PO, consolidating inputs from relevant stakeholders and, where appropriate, sustainability experts.
Solution Provider (SP)	Consulted to provide an initial view on feasibility, options, resource needs and constraints.
Approving Authority (PO or Governance Body / Steering Committee)	Reviews and approves or rejects the Project Initiation Request, depending on organisational rules.

Inputs

- Information from the Initiating Meeting.
- Organisational strategic and sustainability-related documents.
- Any known external requirements or constraints relevant to the project.

Guidelines

- Limit the level of detail; the Project Initiation Request should remain concise and focused on key information.
- Ensure that the link with strategic objectives is clear.

- Where sustainability is relevant, use the dedicated section to capture only the most important aspects that should influence later decisions.

How SPM² tailors the PM² approach in the Project Initiation request

In SPM², the PM² Project Initiation Request artefact is tailored by introducing a dedicated field on *Sustainability context and relevance (high level)*. This ensures that environmental, social, governance, and long-term value considerations are explicitly assessed already at project initiation, rather than later in the lifecycle. The Requestor is prompted to identify which sustainability dimensions are relevant, who may be primarily affected on both the Requestor and Solution Provider sides, and why this is important in light of organisational commitments, regulatory requirements, or stakeholder expectations. This early reflection helps embed sustainability into objective setting, major design choices, procurement decisions, risk management, and acceptance criteria. Where no material sustainability implications are identified, a brief justification is required, reinforcing accountability and a “comply or explain” governance approach.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project Initiation Request	I	n.a.	A / S	R	S / C	I	n.a.	n.a.

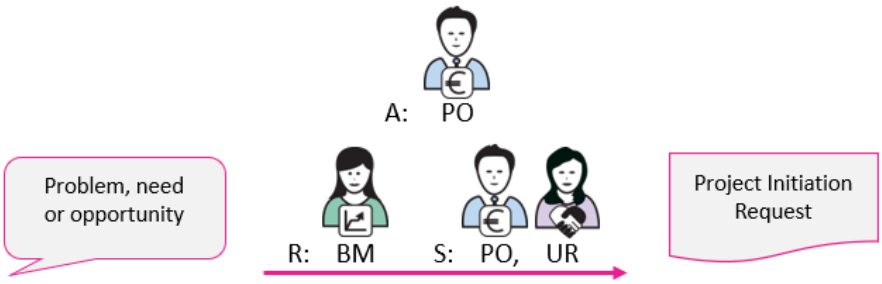

Fig 7.3 Project Initiation Request inputs and main roles

Outputs

- Project Initiation Request

7.3 Business Case

The Business Case captures the reasoning behind the project, describes its alignment with organisational strategic objectives, justifies the investment in time and effort, and sets out the budgetary needs. It provides decision-makers with the information they need to determine whether the project is worth doing and should be continued.

Purpose

- Justify the project in terms of strategy, benefits, costs and risks.
- Compare alternative solutions and recommend one option.

- Provide a first complete view of what the project will deliver and how.

Key participants	Description
Project Owner (PO)	Accountable for the Business Case.
Business Manager (BM)	Responsible for drafting the Business Case, supported by the Project Manager (PM) and Solution Provider (SP).
Solution Provider (SP)	Provides input on solution options, feasibility, costs and risks.
Project Manager (PM)	Supports preparation of plans, estimates and approach.
Other Stakeholders	Consulted as needed (e.g. User Representatives, sustainability and risk experts), especially for projects with notable sustainability implications.
Approving Body (e.g. Project Steering Committee, AGB)	Reviews and approves the Business Case.

Inputs

- Approved Project Initiation Request.
- Organisational strategy and sustainability-related policies.
- Existing analyses, studies or baseline information on the problem or opportunity.

Guidelines

- Adapt the depth of analysis to the project's size and importance; larger projects may require more detailed analysis of impacts, costs and risks.
- Consider at least two alternatives (including "Do nothing"), and preferably more when appropriate.
- For sustainability-relevant projects, explicitly consider sustainability impacts and benefits when comparing alternatives and when defining expected outcomes and success criteria.

How SPM² tailors the PM² approach in the Business Case

In SPM², the PM² Business Case artefact is enhanced through the systematic integration of sustainability considerations across multiple sections, rather than treating them as optional or implicit aspects. Compared to the o PM² Business case explicitly incorporates sustainability-related guidance in the analysis of impacts, alternatives (including a structured sustainability profile per option), benefits, success criteria, risks, constraints, and synergies. This ensures that environmental, social, and governance (long-term value) dimensions are assessed alongside financial, organisational, and timing aspects when comparing alternatives and selecting the preferred solution. The chosen alternative must therefore be justified not only in terms of cost-benefit and risk, but also based on its sustainability profile. Where relevant, sustainability-informed decisions may also strengthen the business value of the project by improving long-term resilience, reducing exposure to regulatory and reputational risk, supporting more efficient use of resources, and increasing alignment with stakeholder expectations and organisational commitments. In this sense, sustainability contributes not only to responsible governance, but also to value protection, benefit realisation, and the longer-term justification of the preferred investment option. Through this tailoring, SPM² strengthens strategic alignment, transparency, and accountability, embedding sustainability as a core decision-making criterion within the Business Case.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Business Case	I	C	A	R	C	S	S	n.a.

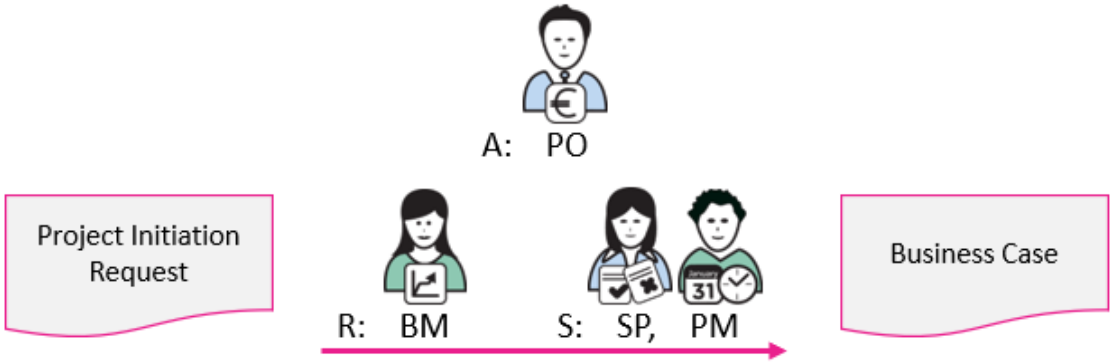

Fig 7.4 Business Case inputs and main roles

Outputs

- Business Case

7.4 Project charter

The Project Charter provides a basis for more detailed planning. It defines the project's objectives in terms of scope, time, cost and quality, high-level requirements, risks and constraints, as well as the project milestones and deliverables. Together with the Business Case, it is a key element of the approval process.

Purpose

- Define what the project will deliver and under which conditions.
- Clarify roles and responsibilities for project governance.
- Provide a stable reference for managing scope, expectations and trade-offs.

Key participants	Description
Project Manager (PM)	Develops the Project Charter, supported by the Business Manager (BM) and Solution Provider (SP).
Business Manager (BM)	Supports the definition of scope, outcomes, success criteria and stakeholder needs.
Solution Provider (SP)	Provides input on solution approach, constraints and risks.
Project Owner (PO)	Reviews and approves the Project Charter and remains accountable for its content.
Appropriate Governance Body (AGB) / Steering Committee	Provides additional approval where required.

Inputs

- Approved Project Initiation Request
- Business Case.

Guidelines

- The Charter should be brief but sufficiently complete for stakeholders to have a shared understanding of the project.
- Requirements should be kept at a high level; more detailed requirements are captured later in dedicated artefacts.
- Where sustainability is relevant, ensure that it is reflected in appropriate sections (success criteria, stakeholder needs, constraints, approach), consistent with the Business Case and Initiation Request.

How SPM² tailors the PM² approach in the Project Charter

In SPM², the PM² Project Charter artefact is tailored by embedding sustainability considerations explicitly within key project definition elements, rather than limiting the focus to scope, time, and cost. Compared to the original PM² template integrates sustainability aspects into success criteria, stakeholder and user needs, deliverables, constraints, and risks, and introduces a dedicated sustainability approach section. This ensures that environmental, social, and governance (long-term value) dimensions are reflected in how success is defined, how requirements are prioritised, and how risks and compliance constraints are identified. The Charter therefore formalises sustainability commitments already outlined in the Business Case and translates them into concrete project-level governance and monitoring considerations. Through this enhancement, SPM² positions sustainability as an operational project parameter, embedded in decision-making, accountability, and performance tracking from the outset.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project Charter	I	A	C	S	C	S	R	C

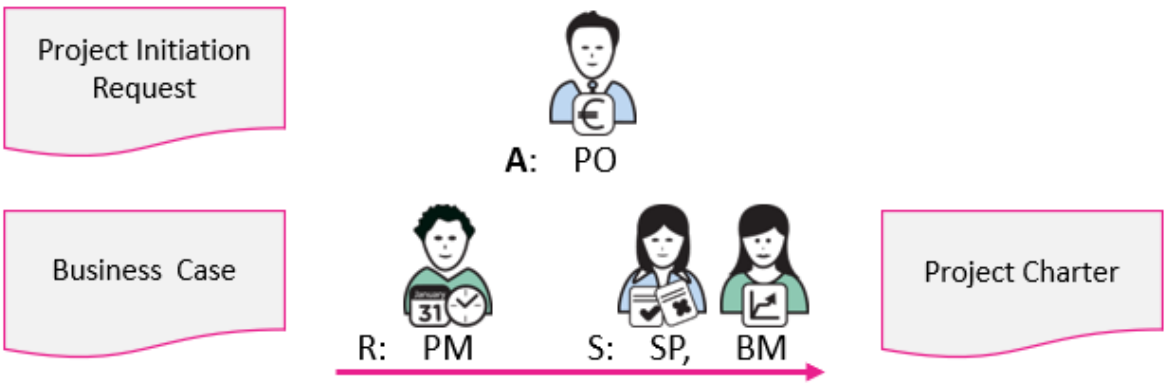

Fig 7.5 Project Charter inputs and main roles

Outputs

- Project Charter

7.5 Phase Gate: RfP (Ready for Planning)

This is the first phase gate. A review and formal approval are recommended before the project can move to the Planning Phase. The Project Manager (PM) assesses whether the objectives of the Initiation Phase have been achieved and submits the Business Case and Project Charter for approval to the appropriate governance body (e.g. Project Steering Committee, AGB), as defined by the organisation.

The decision that the project is Ready for Planning (RfP) confirms that:

- the Project Initiation Request has been approved and provides a coherent starting point
- the Business Case justifies the project and clearly describes the selected solution, including, where relevant, the main sustainability-related drivers, benefits, risks and constraints
- the Project Charter clearly defines objectives, scope, constraints, governance and success criteria, and is consistent with the Business Case
- major risks (including, where applicable, sustainability-related ones) have been identified at a high level and are considered manageable in the Planning Phase.

A Phase Exit Review Checklist aligned with the PM² checklist can be used by the Project Manager to guide the assessment and by the decision-making body to support its decision. If the Business Case or Project Charter is not approved, the project may be revised or may proceed directly to the Closing Phase for Lessons Learned and archiving.

8 PLANNING PHASE

The second phase of an SPM² project is the Planning Phase. It begins once the project has been declared Ready for Planning (RfP) at the end of the Initiation Phase and ends when it is declared Ready for Executing (RfE). During this phase, the information captured in the Business Case and Project Charter is developed into a set of coherent and workable plans that will guide the project work in the Executing Phase.

The Planning Phase is essential for successful project execution and control. It defines what will be delivered, how and when it will be delivered, who will be involved, and how the project will be monitored, communicated and implemented in the organisation. In SPM², it also clarifies how the project's outcomes will be integrated into existing structures and how their sustainability will be supported beyond the project's lifetime, in a way that remains proportionate to the size and context of the project.

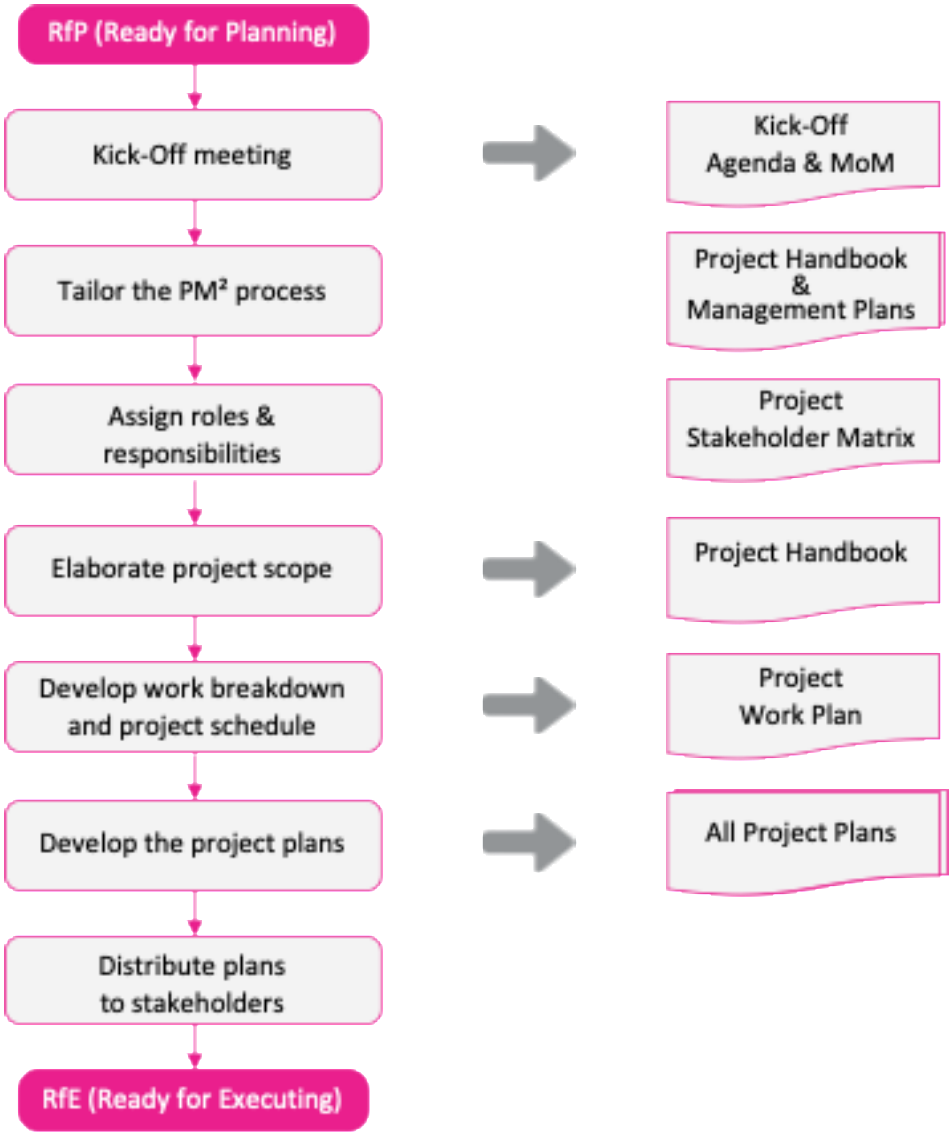

Fig 8.1 Planning Phase activities and main output

Key artefacts

The key project artefacts created or baselined during the Planning Phase are:

- Project Handbook
- Project Stakeholder Matrix
- Project Work Plan (Work Breakdown, Effort & Costs, Schedule)
- Outsourcing Plan (if applicable)
- Deliverables Acceptance Plan
- Transition Plan
- Business Implementation Plan
- Sustainability Management Plan

- Project Management Plans (Requirements Management Plan, Project Change Management Plan, Risk Management Plan, Issue Management Plan, Quality Management Plan, Communications Management Plan).

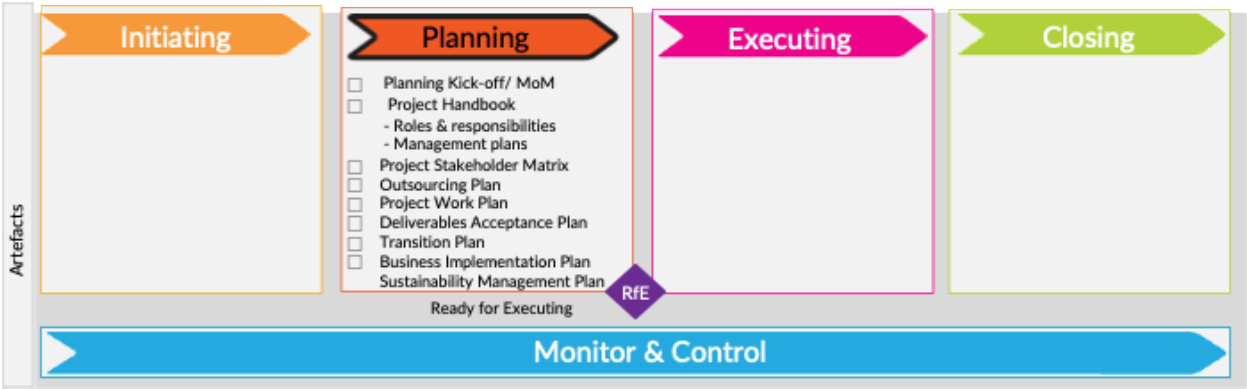

Fig 8.2 Planning Phase artefacts

How SPM² tailors the PM² artefacts in Planning

SPM² keeps the same core Planning artefacts as PM² (Project Handbook, Project Stakeholder Matrix, Project Work Plan, Outsourcing Plan, Deliverables Acceptance Plan, Transition Plan, management plans). Changes focus on integrating sustainability and long-term value where it is relevant, without over-complicating projects where it is not:

- Project Handbook: reflects the SPM² governance model (sides and layers) and may include sustainability-related Critical Success Factors (CSFs) and responsibilities where applicable.
- Project Stakeholder Matrix: highlights stakeholders who are important for long-term sustainability and institutionalisation and those with specific sustainability-related expectations.
- Project Work Plan: includes, where relevant, the key activities from the Business Implementation Plan, Transition Plan and Sustainability Management Plan that must be carried out during the project.
- Outsourcing Plan and Deliverables Acceptance Plan: may incorporate sustainability-related conditions and criteria where these are already defined in the Business Case, Project Charter or contractual framework.
- Transition Plan: emphasises activities that support responsible and sustainable introduction of deliverables into operations.
- Business Implementation Plan: uses a P5+Culture impact structure adapted from Green Project Management® (Processes, People, Planet, Prosperity, Product, Organisational Culture).
- Sustainability Management Plan: is introduced as a new SPM² artefact to consolidate strategies for institutionalisation, partnerships, resource mobilisation, knowledge management, legacy, stakeholder engagement, continuous improvement and open access.
- Project Management Plans: integrate sustainability-related aspects into existing processes where relevant, instead of defining separate processes.

8.1 Planning Kick-off Meeting

The Planning Phase starts with an official planning Kick-off Meeting. This meeting brings together the key roles from the Requestor and Solution Provider sides and confirms how the planning work will be organised.

Purpose

- ensure a shared understanding of the Business Case and Project Charter, including objectives, scope, constraints, governance and major risks
- agree which planning artefacts will be produced or tailored, and at which level of detail
- clarify responsibilities, working methods and timelines for developing, reviewing and approving these artefacts
- identify further information needs, assumptions, risks and dependencies that must be considered during planning.

Where the project has material sustainability implications, the Planning Kick-off Meeting should also confirm how these will be reflected in the planning artefacts (e.g. Business Implementation Plan, Sustainability Management Plan, Project Management Plans) and whether specific sustainability expertise will be involved in planning.

Key participants	Description
Project Owner (PO)	Represents the main beneficiary and confirms expectations from the Requestor side.
Business Manager (BM)	Supports the PO and presents the business context, desired outcomes and key constraints.
Solution Provider (SP)	Represents the provider side and confirms delivery options, feasibility and major constraints.
Project Manager (PM)	Coordinates the planning work and is responsible for the Planning Phase.
Business Implementation Group (BIG) / User Representatives	Provide input on adoption, change and user needs (where applicable).
Project Core Team (PCT)	Contributes to defining deliverables, activities and dependencies.
Project Support Team (PST)	Supports planning of processes, reporting and documentation.
Sustainability Integration Advisor	Advises on how material sustainability aspects should be reflected in the plans (where relevant).

Inputs

- Approved Business Case and Project Charter.
- Organisational standards and policies relevant for planning, including sustainability-related policies where applicable.

Guidelines

- Keep the discussion focused on confirming the objectives, scope, constraints and major risks defined in the Business Case and Project Charter.
- Agree clearly which planning artefacts will be produced or tailored and at what level of detail, in proportion to the project's size and complexity.
- Clarify roles, responsibilities, timelines and working methods for developing, reviewing and approving the planning artefacts.
- Identify key assumptions, dependencies and information gaps that must be addressed during planning.
- Where sustainability is material, confirm how it will be integrated into the relevant planning artefacts without introducing unnecessary complexity.

How SPM² tailors the PM² approach in the planning Kick-off Meeting

SPM² retains the PM² structure and intent of the planning kick-off meeting as the formal start of the Planning Phase, ensuring shared understanding of the approved Business Case and Project Charter and agreement on how planning will be organised. However, it broadens the scope of the discussion to explicitly consider sustainability implications where these are material to the project. In addition to confirming objectives, scope, constraints, governance and major risks, the meeting also clarifies how sustainability-related aspects will be reflected in the relevant planning artefacts, such as the Business Implementation Plan, Sustainability Management Plan and other Project Management Plans. Where appropriate, SPM² encourages confirmation of whether specific sustainability expertise should be involved in planning activities. Through this enhancement, sustainability is embedded proportionately into the planning baseline without altering the governance structure or adding parallel processes.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Planning Kick-off Meeting	I	A	C	S	C	C	R	C

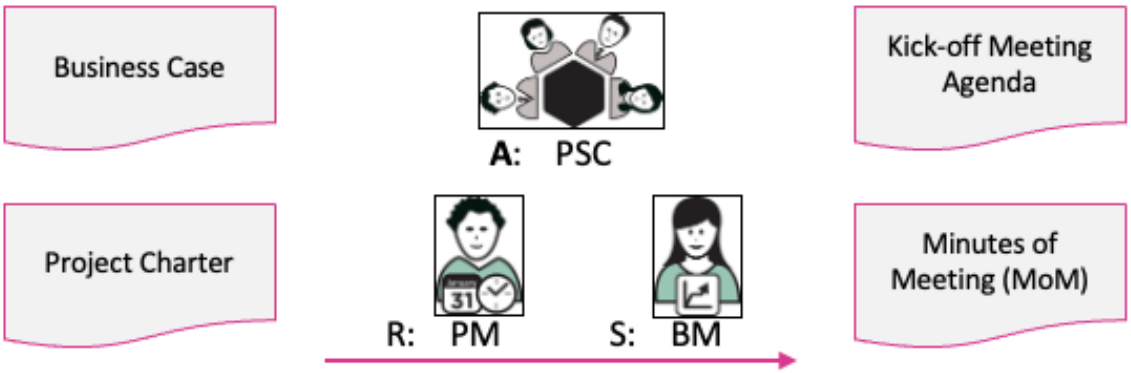

Fig 8.3 Planning Kick-off Meeting - Inputs/Outputs and main roles

Outputs

- Planning Kick-off Meeting Agenda
- Minutes of the Meeting

8.2 Project Handbook

The Project Handbook presents the project management objectives and overall management approach. It documents the governance structure, roles and responsibilities, Critical Success Factors (CSFs), key management processes, escalation paths and the main project artefacts.

Purpose

- Describe how the project will be governed and managed.
- Provide a common reference for all project roles and stakeholders.
- Link the project to organisational standards and methods.

Key participants	Description
Project Manager (PM)	Responsible for preparing the Project Handbook.
Business Manager (BM)	Supports the PM and ensures consistency with business needs and organisational context.
Solution Provider (SP)	Confirms that the approach is feasible from the provider side.
Project Owner (PO)	Approves the Project Handbook.
Project Core Team (PCT), Business Implementation Group (BIG) and Project Support Team (PST)	Provide input on specific sections as needed.

Inputs

- Approved Business Case and Project Charter.
- Planning Kick-off Meeting decisions.
- Organisational policies, standards and methodology guidance.

Guidelines

- Keep the Project Handbook concise but complete enough to provide a clear reference for governance and management.
- Use the SPM² governance model (sides and layers) when describing roles and responsibilities.
- Refer to other artefacts (e.g. Project Work Plan, Business Implementation Plan, Sustainability Management Plan, management plans) rather than duplicating their content.

How SPM² tailors the PM² approach in the Project Handbook

In SPM², the Project Handbook artefact is enhanced to explicitly embed sustainability principles within the overall project management framework. Compared to the original PM² template introduces dedicated sections such as *Sustainability Principles for Project Management*, *Additional Sustainable Project Management Objectives*, *Specific Sustainable Project Management Rules*, and a structured *Sustainable Project Management* approach. As a result, sustainability is integrated across governance, lifecycle management, risk, quality, decision-making, and progress measurement, rather than addressed as a standalone topic. The Handbook clarifies how

sustainability considerations are applied proportionately in planning, prioritisation, documentation of trade-offs, resource use, and knowledge capture, without introducing parallel processes. Through this tailoring, SPM² positions sustainability as a guiding management principle embedded in everyday project governance and control practices.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project Handbook	I	I	A	S	C	I	R	C

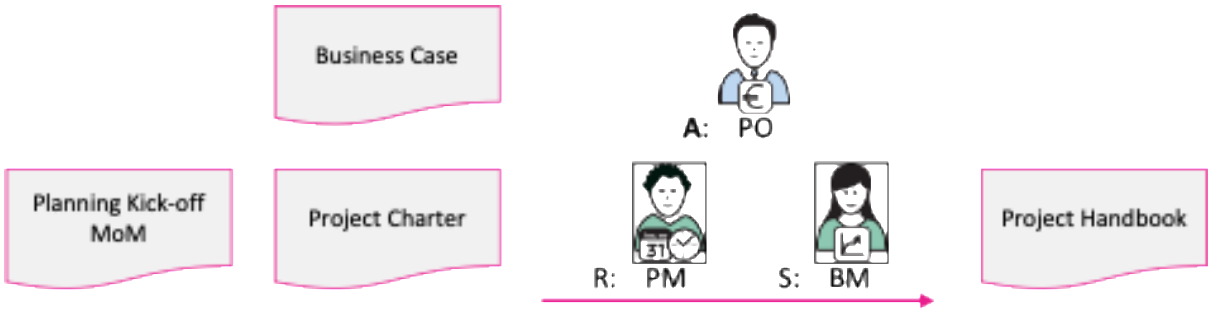

Fig 8.4 Project Handbook inputs and main roles

Outputs

- Project Handbook

8.3 Project Stakeholder Matrix

The Project Stakeholder Matrix identifies the key stakeholders of the project, their roles, contact details and, where useful, their level of influence and interest. It is used as a reference for stakeholder engagement and communication planning.

Purpose

- Provide a structured overview of stakeholders and their roles.
- Support planning of stakeholder engagement and communication activities.
- Help identify stakeholders who are critical for business implementation and sustainability of outcomes.

Key participants	Description
Project Manager (PM)	Responsible for creating and maintaining the Stakeholder Matrix.
Business Manager (BM)	Supports identification and classification of stakeholders on the Requestor side.
Solution Provider (SP), Business Implementation Group (BIG), Project Core Team (PCT) and Project Support Team (PST)	Contribute to identifying stakeholders on both sides and in horizontal functions.

Inputs

- Project Charter (governance and stakeholders).
- Initiation artefacts (Project Initiation Request, Business Case).
- Planning Kick-off Meeting decisions.

Guidelines

- Start from the SPM² governance roles and extend the list with additional stakeholders as needed.
- Capture contact information that is sufficient for practical communication.
- Use simple categories of influence and interest where this is useful for planning communications.

How SPM² tailors the PM² approach in the Project Stakeholder Matrix

SPM² does not alter the basic structure or logic of the Stakeholder Matrix. The tailoring focuses on explicitly identifying stakeholders who are important for the long-term sustainability and institutionalisation of project outcomes, such as organisational decision-makers, professional bodies or relevant networks. Where appropriate, it also notes sustainability-related expectations or constraints that may influence how these stakeholders should be engaged. In this way, SPM² broadens the stakeholder perspective to include long-term value considerations, while maintaining the standard PM² stakeholder identification and analysis framework.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Stakeholder Matrix	I	I	A	S	C	I	R	C

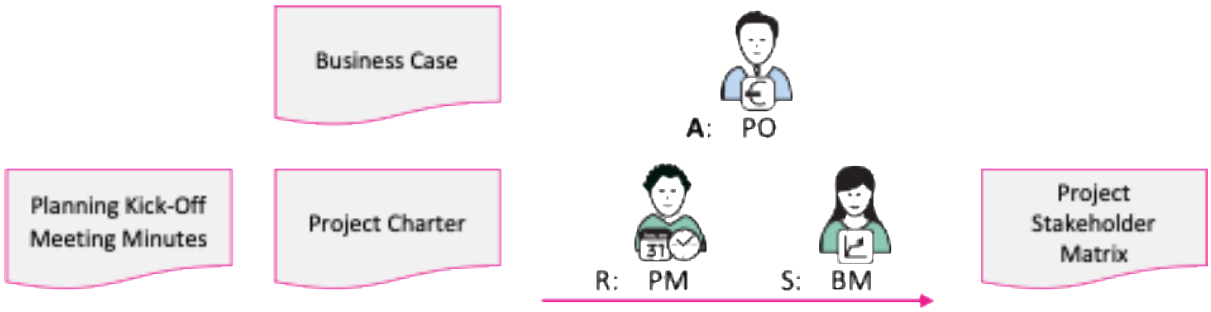

Fig 8.5 Project Stakeholder Matrix - Inputs and main roles

Outputs

- Project Stakeholder Matrix

8.4 Project Work Plan

The Project Work Plan further elaborates the project scope and identifies and organises the work and deliverables needed to achieve the project goals. It is composed of:

- Work Breakdown (deliverables, work packages, activities and tasks)
- Effort & Cost Estimates
- Project Schedule.

Purpose

- Provide a structured view of the work to be performed.
- Support realistic estimation of effort, costs and duration.
- Serve as the main baseline for monitoring and controlling scope, time and cost.

Key participants	Description
Project Manager (PM)	Responsible for coordinating the creation of the Project Work Plan.
Project Core Team (PCT)	Contributes to defining deliverables, activities, estimates and dependencies.
Business Manager (BM) and Business Implementation Group (BIG)	Provide input on business implementation and sustainability-related activities.
Solution Provider (SP)	Confirms feasibility of the plan from the provider side.
Project Support Team (PST)	Supports with scheduling tools, consolidation and formatting.

Inputs

- Approved Business Case and Project Charter.
- Project Handbook.
- Requirements (at the level available during planning).
- Decisions from the Planning Kick-off Meeting.
- Content of the Business Implementation Plan, Sustainability Management Plan and Transition Plan as it becomes available.

Guidelines

- Use an appropriate level of detail, depending on project size and complexity.
- Ensure that all major deliverables and management activities are represented.
- Reflect dependencies and constraints realistically.

How SPM² tailors the PM² approach in the Project Work Plan

SPM² retains the PM² approach to developing the Work Breakdown Structure, estimating effort and costs, and building the project schedule. The tailoring lies not in changing the planning mechanics, but in ensuring that activities defined in the Business Implementation Plan, Transition Plan and, where applicable, the Sustainability Management Plan that must be executed during the project are explicitly included in the Project Work Plan. It also makes transparent the connection between longer-term objectives-such as institutionalisation, partnerships, legacy or open access-and the concrete activities that can realistically be delivered within the project's defined scope,

time and budget. In this way, SPM² strengthens alignment between strategic intent and operational planning, without expanding the project beyond its approved constraints..

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project Work Plan	I	A	C	S / C	C	C	R	S / C

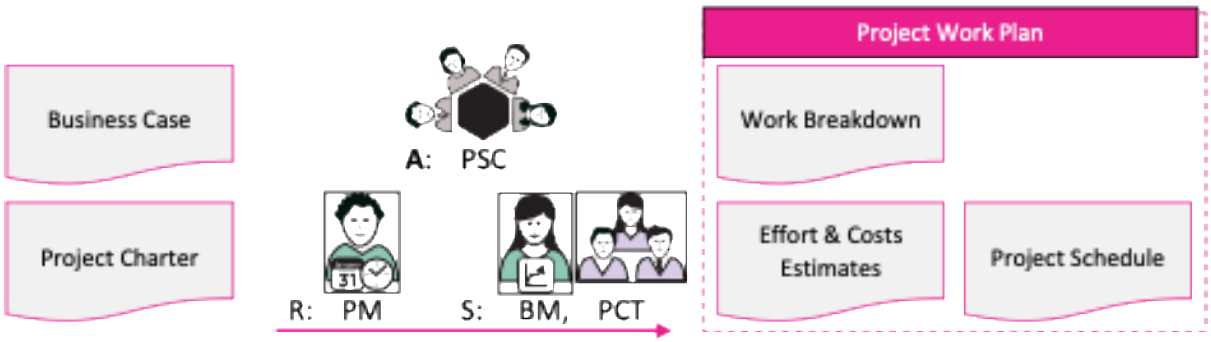

Fig 8.6 Project Work Plan inputs and main roles

Outputs

- Project Work Plan

8.5 Outsourcing Plan

The Outsourcing Plan defines what products and services will be procured externally, how procurement will be organised and how outsourced work will be managed. It describes the scope, strategies, responsibilities and key milestones for outsourcing, in line with organisational procurement rules.

Purpose

- Provide a clear basis for planning, executing and controlling procurement.
- Ensure that outsourced work is aligned with project objectives and constraints.
- Clarify roles and responsibilities in procurement and contract management.

Key participants	Description
Project Manager (PM)	Typically responsible for preparing the Outsourcing Plan.
Solution Provider (SP)	Provides input on outsourcing options and constraints.
Business Manager (BM) and Project Owner (PO)	Confirm business needs and acceptance expectations.
Procurement, Legal and Other Support Functions	Advise on rules and compliance.

Inputs

- Business Case and Project Charter.

- Organisational procurement rules and templates.
- Initial market information where available.

Guidelines

- Align the plan with organisational procedures and any funding conditions.
- Ensure that evaluation criteria reflect the project's needs and constraints.
- Keep the plan proportionate to the value and risk of outsourcing.

How SPM² tailors the PM² approach in the Outsourcing Plan

SPM² does not modify the structure or core logic of the Outsourcing Plan. However, where relevant and permitted by applicable procurement rules, the plan may reflect sustainability-related requirements and constraints that are already defined in the Business Case, Project Charter or funding agreements, such as open access conditions for outputs, specific environmental or social criteria, or data protection and ethical obligations. It may also clarify how project roles and horizontal functions will collaborate to monitor these aspects during procurement and contract execution. In this way, SPM² ensures that sustainability considerations already embedded in project commitments are consistently reflected in outsourcing arrangements, without introducing additional procurement processes or requirements beyond those formally approved.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Outsourcing Plan	A	C	C	C	I	S	R	I

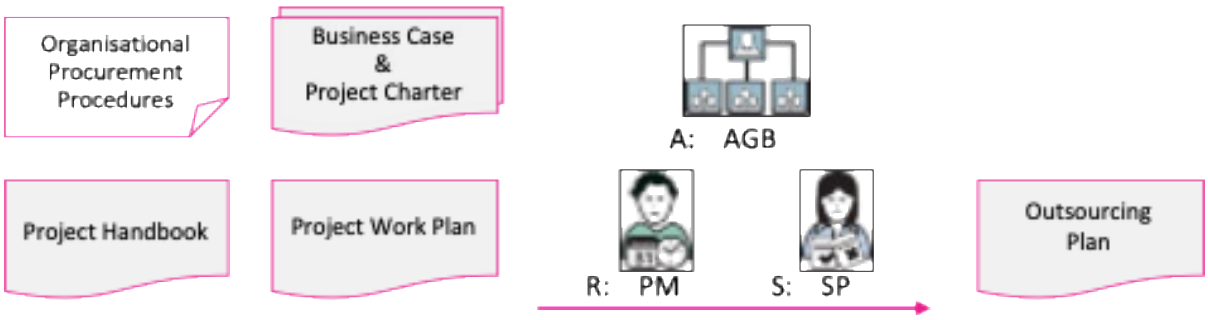

Fig 8.7 Outsourcing Plan inputs and main roles

Outputs

- Outsourcing Plan

8.6 Deliverables Acceptance Plan

The Deliverables Acceptance Plan defines the approach, criteria, activities and responsibilities for the formal acceptance of project deliverables. It helps ensure that deliverables are assessed in a consistent way against agreed expectations.

Purpose

- Provide clarity on how and by whom deliverables will be checked and accepted.
- Reduce ambiguity and disputes at acceptance time.
- Support planning of acceptance activities in the Project Work Plan.

Key participants	Description
Project Manager (PM)	Coordinates preparation of the Deliverables Acceptance Plan.
Business Manager (BM) and Project Owner (PO)	Define acceptance expectations from the business perspective.
Business Implementation Group (BIG) and User Representatives	Contribute to user-side acceptance criteria.
Solution Provider (SP) and Project Core Team (PCT)	Provide technical input on acceptance criteria and procedures.
Project Support Team (PST)	Supports documentation and record keeping.

Inputs

- Business Case and Project Charter.
- Draft list of deliverables.
- Applicable standards, contractual and funding requirements.

Guidelines

- Keep acceptance criteria clear, realistic and testable.
- Align acceptance activities and responsibilities with the governance structure.
- Distinguish between technical, business and user acceptance where needed.

How SPM² tailors the PM² approach in the Deliverables Acceptance Plan

SPM² retains the PM² logic and structure of the Deliverables Acceptance Plan while strengthening it through the explicit integration of sustainability considerations where relevant. In particular, it encourages the inclusion of clearly defined sustainability-related acceptance criteria that are already part of the agreed requirements, such as accessibility standards, open licence conditions, or environmental and social outcome-related obligations. It also aligns acceptance responsibilities with the SPM² governance roles (PO, BM, BIG, SP, PM, PCT, PST) and ensures coherence with the Business Implementation Plan and, where applicable, the Sustainability Management Plan. In this way, deliverables acceptance not only confirms compliance with scope and quality requirements, but also supports conditions necessary for responsible, long-term use and value creation, without introducing parallel acceptance processes.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Deliverables Acceptance Plan	I	A	C	S	I	C	R	C

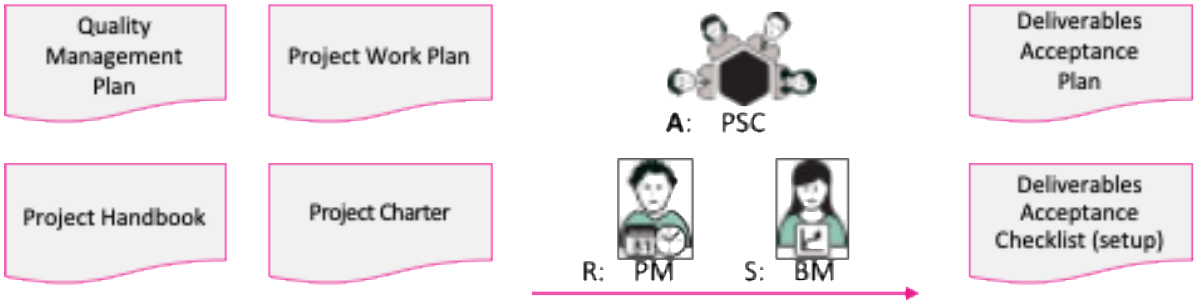

Fig 8.8 Deliverables Acceptance Plan inputs and main roles

Outputs

- Deliverables Acceptance Plan
- Deliverables Acceptance Checklist (setup)

8.7 Transition plan

The Transition Plan defines the goals, prerequisites, timing, activities and responsibilities for moving from project mode to operations mode. It ensures that project deliverables are introduced into operations in a controlled and coordinated way.

Purpose

- Plan how project deliverables will be handed over to operations.
- Reduce disruption to ongoing activities.
- Clarify roles and responsibilities during and after transition.

Key participants	Description
Project Manager (PM)	Coordinates preparation of the Transition Plan.
Business Manager (BM), Project Owner (PO) and Business Implementation Group (BIG)	Define business-side transition needs and responsibilities.
Solution Provider (SP) and Project Core Team (PCT)	Define technical transition steps and support arrangements.
Operational Managers and Support Teams	Confirm operational readiness and capacity.

Inputs

- Business Case and Project Charter.
- Business Implementation Plan.
- Project Work Plan.
- Service or operations documentation where available.

Guidelines

- Align transition activities with the planned go-live and operational cycles.
- Clearly define prerequisites for transition (e.g. training, documentation, infrastructure readiness).
- Consider contingency arrangements and, where appropriate, rollback scenarios.

How SPM² tailors the PM² approach in the Transition Plan

SPM² retains the PM² structure and purpose of the Transition Plan while strengthening its focus on responsible and sustainable use of deliverables where relevant. In particular, it emphasises transition activities that support appropriate use and long-term value, such as user training, alignment with organisational policies, and ensuring that agreed open access or dissemination channels are operational. It also promotes coordination between the Transition Plan, the Business Implementation Plan and, where applicable, the Sustainability Management Plan, so that the introduction of deliverables supports both immediate adoption and longer-term outcomes. Through this alignment, SPM² enhances continuity and value realisation without modifying the underlying PM² transition framework.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Transition Plan	I	A	C	C	C	C	R	C

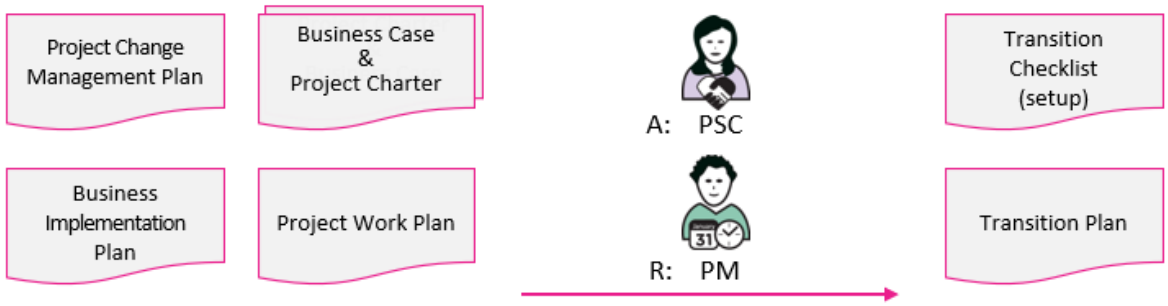

Fig 8.9 Transition Plan - Inputs and main roles

Outputs

- Transition Checklist (setup)
- Transition Plan

8.8 Business Implementation Plan

The Business Implementation Plan aims to increase the likelihood that the project's outcomes and benefits are realised by describing the impact of the deliverables on the organisation and planning the activities needed to support adoption and use.

Purpose

- Analyse how project deliverables will affect processes, people, culture and other dimensions.
- Plan business-side activities needed for successful adoption.
- Provide a bridge between the project and long-term benefits realisation.

Key Participants	Description
Business Manager (BM)	Prepares the Business Implementation Plan.
Project Manager (PM)	Assists the Business Manager (BM). Updates the Project Work Plan to include all business implementation activities that fall within the scope and timeframe of the project.
Business Implementation Group (BIG) and other project stakeholders	Consulted during the impact analysis and involved in the business implementation activities.
Project Owner (PO)	Reviews and approves the Business Implementation Plan.
Sustainability Advisor / ESG or Governance Role (where relevant)	Advises on sustainability-related impacts, long-term value considerations and alignment with sustainability commitments.

Inputs

- Business Case and Project Charter
- Project Handbook and Project Work Plan
- Transition Plan
- Quality Management Plan

Gudlines

- Analyse how deliverables will affect organisational structures, processes, roles, responsibilities, culture and existing systems.
- Identify required business-side activities (e.g. training, communication, change management, procedural updates, system configuration, stakeholder engagement).
- Distinguish clearly between activities to be executed within the project lifecycle and those to be carried out after project closure.
- Align business implementation activities with the Deliverables Acceptance Plan and Transition Plan.
- Define ownership, timelines and accountability for each implementation activity.
- Ensure that risks related to adoption and benefit realisation are identified and reflected in the Risk Log.
- Where sustainability is relevant, assess long-term organisational impact and readiness to sustain environmental, social and governance commitments.
- Confirm that monitoring responsibilities and performance indicators for post-project benefits are clearly assigned.
- Keep the plan proportionate to project size, complexity and sustainability exposure.

How SPM² tailors the PM² approach in the Business Implementation Plan

SPM² extends the PM² Business Implementation Plan by structuring the impact analysis using the P5+Culture approach from Green Project Management®, thereby organising considerations across processes, people, planet, prosperity, product and organisational culture. This provides a coherent and systematic lens for assessing how project outcomes affect the organisation beyond

immediate delivery. In addition, SPM² clearly distinguishes between business implementation activities that fall within the project's mandate and must therefore be included in the Project Work Plan, and those that remain the responsibility of the permanent organisation or future initiatives after project closure. Through this clarification, SPM² strengthens governance transparency and ensures that responsibilities for long-term outcomes are explicitly allocated without expanding the project's approved scope.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Business Implementation Plan	I	I	A	R	C	I	S	I

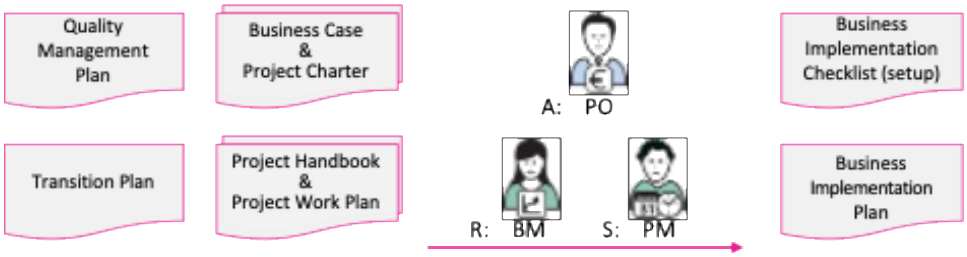

Fig 8.10 Business Implementation Plan inputs and main roles

Outputs

- Business Implementation Checklist (setup)
- Business Implementation Plan

8.9 Sustainability Management Plan

The Sustainability Management Plan complements the Business Implementation Plan and the Transition Plan by defining how sustainability-related impacts are governed throughout the project lifecycle.

While the Business Implementation Plan focuses on organisational adoption and long-term benefits, the Sustainability Management Plan ensures that environmental, social, governance and long-term value considerations are systematically identified, assessed and monitored during project execution and closure.

The plan does not introduce a parallel governance structure. It operates within the SPM² role architecture and lifecycle, ensuring that sustainability commitments defined during Initiation are reflected in planning, monitoring and closing activities.

Purpose

- Ensure structured management of sustainability-related impacts during the project lifecycle.
- Provide traceability between strategic sustainability intent and operational decision-making.
- Clarify accountability for sustainability oversight within existing governance layers.

- Support coherent alignment between project delivery, business implementation and long-term value.

Key participants	Description
Project Manager (PM)	Prepares and maintains the Sustainability Management Plan and ensures integration with other management artefacts.
Project Owner (PO) and Business Manager (BM)	Confirm sustainability expectations and validate material impacts.
Steering Committee (PSC)	Reviews escalated sustainability impacts where required.
Project Core Team (PCT)	Contributes to identification and monitoring of sustainability impacts.
Supporting functions	Provide expertise where sustainability considerations intersect with compliance or regulatory obligations.

Inputs

- Business Case and Project Charter.
- Business Implementation Plan.
- Transition Plan.
- Project Work Plan.
- Organisational sustainability policies and funding conditions.
- Risk and Issue artefacts where sustainability implications arise.

Guidelines

- Keep the Sustainability Management Plan proportionate to the scale and materiality of the project.
- Integrate sustainability control points into existing lifecycle reviews and decision gates.
- Avoid duplication of Risk or Issue Management processes; sustainability impacts are tracked in the Sustainability Impact Log.
- Use the Sustainability KPI Library (included in Appendix F) as a reference for selecting proportionate indicators, and record the chosen indicators and related follow-up in the Sustainability Log in line with the Sustainability Management Plan.
- Ensure coordination with the Business Implementation Plan where sustainability impacts influence long-term adoption and benefits.
- Align post-project sustainability responsibilities with the Transition Plan.

How SPM² tailors the PM² approach in the Sustainability Management Plan

SPM² introduces the Sustainability Management Plan as an additional artefact in the Planning Phase, complementing the existing management plans within the PM² framework. This tailoring embeds structured sustainability reflection within the established governance layers, ensuring that sustainability considerations are reviewed at key lifecycle control points and at the End Review. It also clarifies ownership of sustainability impacts that extend beyond project closure, supporting continuity and accountability in the operational phase. At the same time, it strengthens coherence between project delivery, business implementation and transition activities, without expanding the project's approved scope or altering the core PM² governance model.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Sustainability Management Plan	I	A	C	C	C	C	R	S

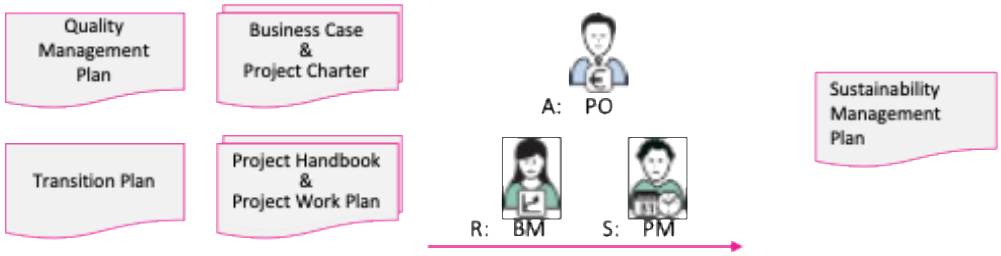

Fig 8.11 Sustainable Management Plan - Inputs and main roles

Outputs

- Sustainability Management Plan

8.10 Project Management Plans

PM² defines a set of Project Management Plans (artefacts) that describe how key project management processes are established and appliedThe Project Management Plans define how standard processes are adapted to ensure that sustainability considerations are embedded across project governance, decision-making, and delivery.

The Project Management Plans include:

1. Requirements Management Plan
2. Project Change Management Plan
3. Risk Management Plan
4. Quality Management Plan
5. Issue Management Plan
6. Communications Management Plan

Depending on the organisational context and the nature of the project, different levels of documentation detail may be applied. Where appropriate, a concise description of each management process is provided in the Project Handbook.

8.10.1 Requirements Management Plan

The Requirements Management Plan defines and documents the approach to managing project requirements, including process steps, roles and responsibilities, as well as the tools, techniques and artefacts to be used throughout the project lifecycle. Requirements form the foundation of all project activities and have a direct impact on project risks, timeline and budget. This plan establishes a structured yet adaptable framework that supports both traditional and more agile approaches to defining and elaborating requirements. The document can be tailored to the specific needs of the project, and in the absence of a specialised role, the Project Manager (PM) is responsible for executing the process from project initiation until all requirements have been implemented and validated.

Purpose

- Define a clear and consistent requirements management process.
- Ensure completeness, traceability and control of requirement changes.
- Align requirements management with change management and deliverables acceptance processes.
- Reduce project risks related to unclear, incomplete or evolving requirements.
- Ensure transparency and accountability among all relevant stakeholders.

Key Participants	Description
Project Manager (PM)	Prepares and maintains this artefact and is responsible for executing the requirements management process throughout the project lifecycle.
Business Manager (BM)	Consulted in the tailoring and elaboration of this artefact and ensures alignment with business objectives and strategic priorities.

Inputs

- Project Charter
- Project Handbook
- Project Stakeholder Matrix

Guidelines

- Verify whether a requirements management process already exists at the organisational level.
- Tailor the Requirements Management Plan to the specific needs of the project, either as a standalone document or as a section within the Project Handbook.
- Define what constitutes a requirement and the possible lifecycle states it may have.
- Ensure alignment between the requirements management process and the change management process, and guarantee traceability of requirements to project deliverables and activities.
- Clearly define roles and responsibilities for each process step, including approval and validation of new or modified requirements.
- Define the tools and techniques to be used for identifying, evaluating, prioritising and managing requirements (e.g. brainstorming sessions, prototyping, MoSCoW method, etc.).
- Specify the formats for representing requirements (e.g. textual descriptions, use cases, diagrams, user stories, etc.).
- Define the artefacts and repositories used to document and manage requirements (e.g. requirements specification document or requirements traceability matrix).
- Define the requirements validation process and ensure it is aligned with the overall deliverables acceptance process.
- Ensure that the requirements management process is properly communicated to all relevant stakeholders.

How SPM² Tailors the PM² Approach in the Requirements Management Plan

SPM² does not modify the PM² requirements management approach in any way; the structure, roles, processes and artefacts remain exactly as defined in PM². The Requirements Management Plan is therefore retained in its original form. However, when applying the plan, SPM² encourages that sustainability principles be consciously considered during the identification, analysis, prioritisation and validation of requirements. In practice, this means that requirements may be reflected upon not only in terms of scope, cost, time and quality, but also in terms of long-term value creation, intergenerational equity and long-term resilience. Project teams are encouraged to apply systems thinking, consider planetary boundaries and resource efficiency, and reflect on potential impacts across the value chain, including Scope 1–3 emissions where relevant.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Requirements Management Plan	I	I	A	C	C	I	R	S

Related Artefacts	Initiating	Planning	Executing	Monitor & Control	Closing
Requirements Management	Project Charter	**Project Handbook Requirements Management Plan Deliverables Acceptance Plan**	Change Requests	Requirements Document(s) Project Work Plan Project Logs	Project-End Report

Artefact

- Requirements Management Plan

8.10.2 Project Change Management Plan

The Project Change Management Plan defines and documents the change management process for the project. It describes the activities, roles and responsibilities related to identifying, documenting, assessing, approving, prioritising, implementing, controlling and communicating project changes. The plan ensures that all changes introduced after the project scope and plans have been baselined are managed in a structured and transparent manner. Through defined escalation procedures and the use of the Project Change Log, the plan provides accountability, traceability and proper governance over changes that may significantly impact project performance.

Purpose

The purpose of this plan is to:

- Establish a structured and transparent change management process.
- Ensure that all requested changes are properly documented, assessed and approved.
- Define clear roles and responsibilities for managing changes at different impact levels.
- Safeguard the integrity of the project baselines (scope, schedule, cost, quality).
- Provide traceability of decisions and actions through the Change Log.

Key Participants	Description
Project Manager (PM)	Prepares the Project Change Management Plan and manages its implementation.
Project Owner (PO)	Approves the Project Change Management Plan.

Key Participants	Description
Business Manager (BM)	Consulted during the elaboration of this artefact to ensure business alignment.

Inputs

- Business Case and Project Charter
- Project Handbook
- Project Work Plan

Guidelines

- Verify whether a project change management process already exists at the organisational level.
- Tailor the Project Change Management Plan to the specific needs of the project (e.g. differentiate steps depending on change type, urgency or impact), either as a standalone document or as part of the Project Handbook.
- Ensure there is no duplication of information already contained in other management plans or the Project Handbook (e.g. escalation procedures).
- Define what constitutes a project change and identify the possible types of changes.
- Define the artefacts, tools and techniques used to identify and assess changes (e.g. Change Request Form, Project Change Log).
- Define responsibilities for approving changes at various impact levels and describe how decisions are communicated to the project team.
- Tailor and customise the Change Log, if necessary, to reflect any adaptations made in the plan (e.g. urgency, impact and priority scales).
- Describe the change monitoring and control activities, their frequency and supporting tools and techniques (e.g. periodic review of the Change Log).
- Ensure that the change management process is clearly communicated to the project team and stakeholders.

How SPM² Tailors the PM² Approach in the Project Change Management Plan

SPM² does not modify the PM² Project Change Management approach; the structure, governance model, roles, processes and artefacts remain exactly as defined in PM². The Project Change Management Plan is therefore retained in its original form.

However, when applying the plan, SPM² encourages that sustainability principles be consciously considered during the identification, assessment, approval and prioritisation of changes. In addition to evaluating changes against their impact on scope, schedule, cost and quality, project teams are encouraged to reflect on long-term value creation, long-term resilience and sustainable growth. Changes may be assessed through a systems-thinking perspective, considering potential environmental, social and governance implications, including resource efficiency, circular economy principles, responsible sourcing and potential impacts across the value chain (including Scope 1–3 emissions where relevant).

RAM(RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project Change Management Plan	I	I	A	C	I	I	R	I

Related Artefacts	Initiating	Planning	Executing	Monitor & Control	Closing
Project Change Management	Project Charter	**Project Handbook Project Change Management Plan**	Project Reports	Change Requests Change Log Project Logs Project Work Plan	Project-End Report

Artefact

- Project Change Management Plan
- Change Log (setup)

8.10.3 Risk Management Plan

The Risk Management Plan defines and documents the Risk Management Process for the project. It describes how risks will be identified, analysed and assessed, the tools and techniques to be used, the evaluation scales and tolerances, the relevant roles and responsibilities, and the frequency of risk reviews. The plan also defines the risk monitoring and escalation process, as well as the structure of the Risk Log, which is used to document, track and communicate risks and related response actions. Risk management increases visibility and accountability, ensuring that risks are proactively addressed and continuously monitored throughout the project lifecycle.

Purpose

- Establish a structured and transparent risk management process.
- Ensure systematic identification, assessment and monitoring of risks.
- Define clear roles and responsibilities for managing project risks.
- Determine risk appetite and escalation procedures.
- Provide traceability and documentation of risks and response actions through the Risk Log.

Key Participants	Description
Project Manager (PM)	Prepares the Risk Management Plan and manages its implementation.
Business Manager (BM)	Consulted during the elaboration of this artefact to ensure alignment with business priorities.
Project Owner (PO)	Approves the Risk Management Plan.

Inputs

- Business Case and Project Charter
- Project Handbook
- Project Work Plan

Guidelines

- Verify whether a risk management process already exists at the organisational level.
- Tailor the Risk Management Plan to the specific needs of the project (e.g. adjust steps, responsibilities or descriptions), either as a standalone document or as part of the Project Handbook.

- Ensure that no duplication exists with other management plans or the Project Handbook (e.g. escalation procedures).
- Define the tools and techniques used to identify, assess and monitor risks (e.g. brainstorming, Risk Breakdown Structure, Likelihood-Impact Matrix, Decision Tree Analysis, Risk Log).
- Customise the scales used for assessing risks (likelihood, impact and overall risk level).
- Determine the project's risk appetite in collaboration with key stakeholders.
- Decide on the frequency for reviewing and updating the Risk Log.
- Specify escalation and communication procedures for critical risks.
- Identify appropriate risk response strategies for both threats (avoid, transfer/share, reduce, accept) and opportunities (exploit, enhance, share, accept).
- Define the level of detail required for documenting risk response actions in the Risk Log.
- Ensure that the risk management process is clearly communicated to the project team and stakeholders.

How SPM² Tailors the PM² Approach in the Risk Management Plan

SPM² does not modify the PM² Risk Management methodology; the structure, governance model, roles, processes and artefacts remain exactly as defined in PM². The Risk Management Plan is therefore retained in its original form. However, when applying the plan, SPM² encourages that sustainability principles be consciously considered during risk identification, assessment, prioritisation and response planning. In addition to traditional project risks related to scope, schedule, cost and quality, project teams are encouraged to consider environmental, social and governance (ESG) risks and opportunities, including long-term value creation, intergenerational equity and long-term resilience. Risks may be analysed using systems thinking, reflecting on potential impacts across the value chain, resource efficiency, circular economy aspects, biodiversity protection and potential Scope 1–3 emissions where relevant. Consideration may also be given to sustainable growth, transition risks, regulatory developments, community impact, human rights due diligence, diversity and inclusion, health and safety, and ethical compliance. Governance-related principles such as accountability, transparency, risk and opportunity identification, impact and financial materiality, KPI alignment and consistency over time may guide decision-making within the existing PM² framework. In this way, the methodology remains unchanged, while its application under SPM² promotes a proactive, sustainability-oriented risk culture.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Risk Management Plan	I	C	A	C	I	I	R	I

Related Artefacts	Initiating	Planning	Executing	Monitor & Control	Closing
Risk Management	Project Charter	**Project Handbook Risk Management Plan**	Project Reports	Risk Log Project Logs	Project-End Report

Artefact

- Risk Management Plan
- Risk Log

8.10.4 Issue Management Plan

The Issue Management Plan defines and documents the activities, roles and responsibilities related to identifying, assessing, assigning, resolving and controlling project issues. Issues are defined as unplanned project-related events that require project management action. The issue management process supports the Project Manager (PM) in assessing and addressing issues that may impact scope, time, cost, quality, risk or stakeholder satisfaction. An Issue Log is used to document the identification, evaluation and assignment of issues, as well as to trace key decisions and planned actions. A Decision Log may also be used to document related decisions, ensuring visibility, traceability and accountability throughout the issue resolution process.

Purpose

- Establish a structured and transparent issue management process.
- Ensure timely identification, assessment and resolution of project issues.
- Define clear roles and responsibilities for managing issues.
- Provide visibility and accountability through structured logging and monitoring.
- Ensure that issues are properly tracked, escalated where necessary and linked to related risks, changes and decisions.

Key Participants	Description
Project Manager (PM)	Prepares the Issue Management Plan and manages its implementation.
Business Manager (BM)	Consulted during the elaboration of this artefact to ensure alignment with business objectives.

Inputs

- Project Charter
- Project Handbook
- Project Work Plan

Guidelines

- Verify whether an issue management process already exists at the organisational level.
- Tailor the Issue Management Plan to the project's needs, either as a standalone document or as part of the Project Handbook.
- Ensure that there is no duplication with other management plans or the Project Handbook (e.g. escalation procedures).
- Define what constitutes an issue for the project and customise relevant issue categories.
- Define the artefacts, tools and techniques used to identify, assess, assign, resolve and monitor issues (e.g. Issue Log, root cause analysis).
- Specify how new issues are identified and how their status is communicated, including when open issues and pending decisions are reviewed (e.g. during Status Meetings).

- Customise the Issue Log to reflect scales of urgency, impact and priority.
- Define which issues can be handled at the Project Management Layer and which require escalation.
- Describe issue control activities, their frequency and supporting tools and techniques (e.g. review of issues in Status Meetings).
- Define how issues are linked to their source and to related decisions, actions, risks and changes.
- Specify the procedure for updating Lessons Learned once an issue is resolved.
- Ensure that the issue management process is communicated to the project team and stakeholders.

How SPM² Tailors the PM² Approach in the Issue Management Plan

SPM² does not modify the PM² Issue Management methodology. When applying the plan, SPM² encourages that sustainability principles be consciously considered during the identification, assessment and resolution of issues. In addition to evaluating the impact of issues on scope, time, cost and quality, project teams are encouraged to reflect on potential environmental, social and governance implications. In this way, the methodology remains unchanged, while its practical application under SPM² promotes responsible, sustainability-aware issue resolution.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Issue Management Plan	I	I	A	C	C	I	R	C

Related Artefacts	Initiating	Planning	Executing	Monitor & Control	Closing
Issue Management	Project Charter	**Project Handbook** **Issue Management Plan**	Project Reports	Issue Log Decision Log	Project-End Report

Artefacts

- Issue Management Plan
- Issue Log
- Decision Log

8.10.5 Quality Management Plan

The Quality Management Plan defines and documents the project's quality requirements, the quality management approach, processes and responsibilities. It outlines the quality assurance and quality control activities to be performed throughout the project lifecycle and establishes the metrics used to evaluate project management and deliverable quality. The plan also documents the configuration management procedure, ensuring proper version control, traceability, protection against unauthorised changes and controlled handling of project artefacts and deliverables. Planning and executing quality assurance and control activities requires a balanced evaluation of quality objectives against cost, time and risk constraints. Well-defined quality metrics and structured review processes help ensure that quality-related activities are consistently implemented and aligned with project objectives.

Purpose

- Define the project's quality objectives and quality management approach.
- Establish structured quality assurance and control processes.
- Define metrics, tolerances and acceptance criteria for deliverables and management processes.
- Ensure proper configuration management and artefact traceability.
- Provide transparency, accountability and consistency in quality-related activities.

Key Participants	Description
Project Manager (PM)	Prepares the Quality Management Plan and ensures its implementation. May be supported by roles such as Project Quality Assurance (PQA), Project Support Office (PSO) and other stakeholders.
Business Manager (BM)	Reviews and validates quality requirements, quality assurance and control activities, and associated metrics.

Inputs

- Project Charter
- Project Handbook
- Project Work Plan

Guidelines

- Verify whether a quality management process already exists at the organisational level.
- Tailor the Quality Management Plan to the project's needs, either as a standalone document or as part of the Project Handbook.
- Determine quality objectives and characteristics based on deliverables, success criteria and specific requirements.
- Ensure no duplication with other management plans (e.g. escalation procedures).
- Define approval criteria for phase-exit reviews and key milestones.
- Define artefacts, tools and techniques for quality planning, assurance and control (e.g. Quality Review Checklist).
- Determine quality assurance and control activities, their frequency and associated metrics and tolerances.
- Assess whether a Project Quality Assurance (PQA) role or independent entity is required.
- Define and communicate roles and responsibilities for quality processes.
- Review quality characteristics with stakeholders and gather input on quality activities.
- Define quality and configuration procedures and ensure traceability to the Project Work Plan.
- Tailor the Quality Review Checklist according to defined quality control activities.
- Identify document reviewers and approvers.
- Present planned activities to the Project Steering Committee (PSC) for approval.
- Communicate the approved plan to the project team and stakeholders.

Configuration Management (Specific Guidelines)

- Tailor the configuration management process to the project's needs.
- Define configuration items and their attributes.
- Identify responsibilities for version control and release management.
- Define tools and techniques for managing configuration items.
- Use a configuration management log if required.
- Establish naming conventions and folder structures.
- Define access rights, confidentiality rules and data retention procedures.
- Ensure communication of configuration management procedures to the project team.

How SPM² Tailors the PM² Approach in the Quality Management Plan

SPM² does not modify the PM² Quality Management methodology; the structure, processes, roles and artefacts remain unchanged. However, when applying the plan, SPM² encourages that sustainability principles be reflected in the definition of quality requirements, acceptance criteria and quality metrics. This means that, where relevant, sustainability-related performance indicators may be embedded into deliverable specifications and review checklists. In addition to compliance, performance and fitness for purpose, quality characteristics may also consider long-term value creation, resilience, resource efficiency and responsible sourcing. Quality assurance activities may verify not only procedural conformity but also alignment with agreed sustainability objectives and KPIs. Quality control reviews may assess whether deliverables meet defined environmental, social and governance expectations, including traceability across the value chain where applicable. Governance-related principles such as accountability, internal controls, ethics and compliance, consistency over time and impact and financial materiality may inform quality evaluation and documentation practices. In this way, while the PM² framework remains unchanged, its application under SPM² broadens the understanding of quality to include long-term sustainability performance within the existing quality assurance and control mechanisms.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Quality Management Plan	I	A	C	C	C	C	R	C

Related Artefacts	Initiating	Planning	Executing	Monitor & Control	Closing
Quality Management	Project Charter	**Project Handbook Quality Management Plan**	Quality Review Reports Audit Reports	Quality Review Checklist Project Logs Phase-exit Review Checklist	Project-End Report Project Acceptance Note

Artefact

- Quality Management Plan
- Quality Review Checklist
- Phase-exit Review Checklist

8.10.6 Communications Management Plan

The Communications Management Plan ensures that all project stakeholders receive the information they need to effectively perform their roles throughout the project lifecycle. Effective communication planning and execution are essential for project success. The plan defines and documents communication activities, including their objectives, content, format, frequency and target audience. It also specifies how project status is communicated, how responsibilities are assigned and how stakeholder expectations are managed. For each key stakeholder group, a communication strategy is defined based on their interests, expectations and level of influence within the project.

Purpose

- Establish a structured and transparent communication framework.
- Ensure that stakeholders receive accurate, timely and relevant information.
- Align communication activities with stakeholder interests and project objectives.
- Define responsibilities for communication activities.
- Support stakeholder engagement and expectation management throughout the project lifecycle.

Key Participants	Description
Project Manager (PM)	Prepares the Communications Management Plan and oversees its implementation.
Business Manager (BM)	Provides input and assists in the creation of the plan to ensure business alignment.

Inputs

- Project Charter
- Project Handbook
- Project Stakeholder Matrix
- Project Work Plan

Guidelines

- Review the Communications Management Plan template guidelines to understand how to tailor the plan.
- Ensure there is no duplication of communication activities already described in other management plans (e.g. Quality or Risk Management Plans).
- Reference processes already documented in the Project Handbook to avoid redundancy.
- Identify stakeholder groups based on the Project Stakeholder Matrix.
- Consider the interests and influence of both internal and external stakeholders when defining communication strategies.
- Determine the purpose and content of communication for each target group.
- Define artefacts (e.g. Project Reports) and methods for collecting, analysing and distributing project information.

- Establish the frequency, format and communication media (e.g. reports, meetings, emails, presentations).
- Assign responsibilities for each communication activity and define expected outcomes.
- Ensure that the Communications Management Plan is communicated to all relevant stakeholders.

How SPM² Tailors the PM² Approach in the Communications Management Plan

SPM² does not modify the PM² Communications Management methodology; the structure, processes, roles and artefacts remain unchanged. The Communications Management Plan is therefore retained in its original form. However, when applying the plan, SPM² encourages that sustainability principles be reflected in the communication strategy, content and stakeholder engagement approach. In addition to communicating progress related to scope, time, cost and quality, project communications may also include information relevant to long-term value creation, resilience and sustainable growth where applicable.

Stakeholder communication strategies may reflect principles such as shared prosperity, societal wellbeing, community impact, diversity and inclusion, human rights due diligence and health and safety, particularly where projects affect external communities or vulnerable groups. Governance-related principles-including accountability, ethics and compliance, internal controls, KPI alignment and consistency over time-may guide the clarity, frequency and integrity of project communications. In this way, while the PM² framework remains unchanged, its practical application under SPM² promotes transparent, responsible and sustainability-informed stakeholder communication.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Communications Management Plan	I	I	A	S	C	I	R	C

Related Artefacts	Initiating	Planning	Executing	Monitor & Control	Closing
Communications Management	Project Charter	**Project Stakeholder Matrix Communications Management Plan**	Project Reports	Project Logs	Project-End Report

Artefact

- Communications Management Plan

8.11 Phase Gate: RfE (Ready for Executing)

This is the second phase gate. A review and formal approval are recommended before the project can move to the Executing Phase. The Project Manager assesses whether the objectives of the Planning Phase have been achieved and submits the planning artefacts for approval to the appropriate governance body (for example, the Project Steering Committee and, where required, the Appropriate Governance Body).

The decision that the project is Ready for Executing (RfE) confirms that:

- the Project Handbook, Project Work Plan and supporting plans (Outsourcing Plan, Deliverables Acceptance Plan, Transition Plan, Business Implementation Plan, Sustainability Management Plan and Project Management Plans) provide a coherent, realistic and authorised baseline for execution
- governance (sides and layers), roles and escalation paths are clearly defined and understood
- major risks, issues, dependencies and constraints, including sustainability-related ones where applicable, have been identified and are addressed in the plans
- there are no significant inconsistencies between the planning artefacts and the approved Business Case and Project Charter.

A Phase Exit Review Checklist aligned with the PM² checklist can be used by the Project Manager to guide the assessment and by the decision-making body to support its decision. If the planning artefacts are not approved, the project may require further planning work or, in exceptional cases, may proceed directly to the Closing Phase for Lessons Learned and archiving.

9 EXECUTING PHASE

The third phase of an SPM² project is the Executing Phase. During this phase, the project deliverables are produced and the requestor organisation prepares for their introduction. The Executing Phase begins with an Executing Kick-off Meeting and ends with the acceptance (final or provisional - as per the Deliverables Acceptance Plan) by the requestor side.

The primary purpose of this phase is to:

- translate approved planning baselines (scope/WBS, schedule, cost plan, quality requirements, procurement plan) into coordinated day-to-day delivery
- ensure controlled delivery in real conditions through leadership, coordination, communication and corrective action
- produce deliverables that meet defined acceptance criteria and are ready for operational use
- generate reliable performance information for monitoring and decision-making (scope, time, cost, quality, risks, issues, changes).

Execution is baseline-driven delivery under controlled adaptation: planning provides the reference (“roadmap”), while execution tests and applies it under real conditions of interdependence, uncertainty and emerging constraints.

In SPM², accountability during execution follows the PM² governance logic of sides and layers. The Requestor side (led by the Project Owner and supported by the Business Manager and Business Implementation Group) safeguards benefit ownership, business readiness and adoption, while the Solution Provider side (led by the Solution Provider and managed day-to-day by the Project Manager and Project Core Team) delivers the agreed solution. Escalations follow the defined layers, with operational issues managed in the Managing Layer and escalated to the Project Steering Committee when they exceed agreed authority boundaries or involve major trade-offs, including those affecting sustainability commitments.

In sustainability-integrated projects, the Executing Phase is also where sustainability commitments become operational practice. Where sustainability is relevant, execution ensures that delivery processes and intermediate outputs remain consistent with defined environmental, social and governance (ESG) requirements (e.g. resource efficiency, supplier compliance, health & safety, transparency), without adding unnecessary complexity where sustainability is not material.

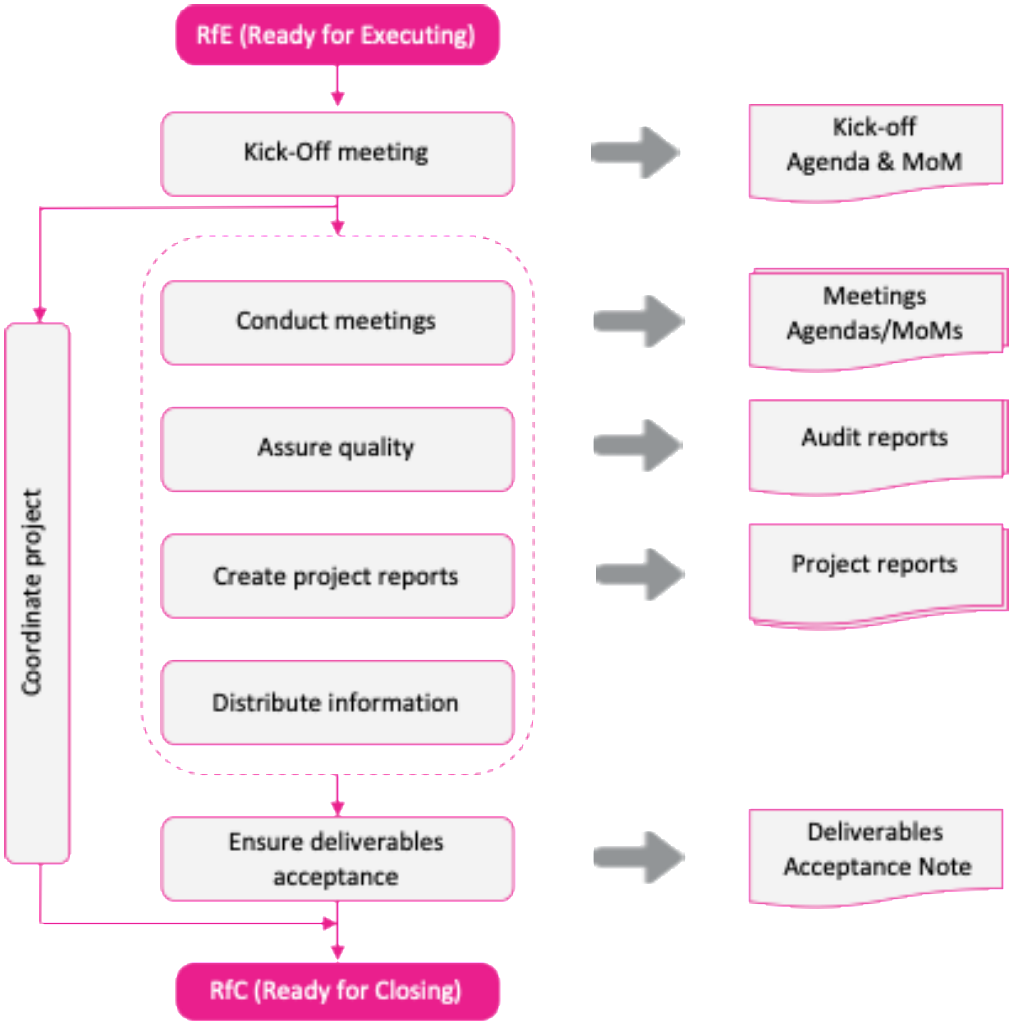

Fig 9.1 Executing Phase activities and main outputs

Key artefacts

The key project artefacts used and updated during the Executing Phase include:

- Minutes of Meeting (MoM) (e.g. Executing Kick-off Meeting)
- Signed-off work assignments / work packages (or equivalent work authorisations)
- Project Reports (Status Report, Progress Report, Quality Review Report, Contractor Status Report, ad hoc reports)
- Quality Review Reports and Audit Reports (as applicable)
- Updated project logs (Risk Log, Issue Log, Decision Log, Change Log, Action Log, lessons learned entries).

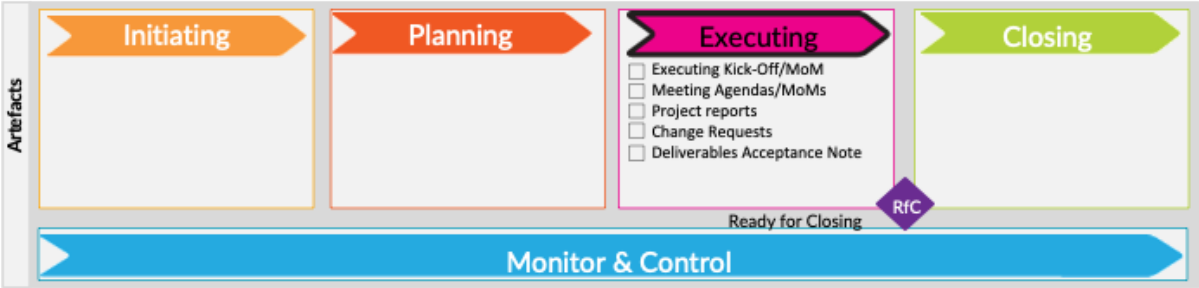

Fig 9.2 Executing Phase artefacts

How SPM² tailors the PM² approach in Executing

SPM² keeps the same core Executing activities as PM² (Kick-off, Coordination, Quality Assurance, Reporting, Information Distribution, and Phase Gate). Tailoring focuses on embedding sustainability where relevant into existing management streams, rather than creating parallel processes:

- Kick-off and team rules explicitly confirm sustainability-relevant expectations where applicable (e.g. procurement and vendor behaviour, documentation discipline, escalation).
- Coordination integrates sustainability into task assignment, resource use and trade-off decisions (short-term delivery pressure vs long-term impacts).
- Quality Assurance extends evidence gathering to include sustainability-related compliance criteria when these exist in plans, standards or contracts.
- Reporting and Information Distribution include sustainability-relevant indicators and risks only when material and decision-useful.
- Procurement implementation (often present implicitly in PM² executing) is treated as execution-critical and includes sustainability clauses and vendor performance checkpoints where relevant.

9.1 Executing Kick-off Meeting

The Executing Phase starts with the Executing Kick-off Meeting. In sustainability-integrated projects, the Executing Kick-off Meeting also serves to translate approved sustainability commitments from the planning phase into shared execution principles, clarifying how they influence daily work, decision-making and collaboration with internal and external actors. This meeting ensures that the whole Project Team is aware of the project's key elements, execution rules and governance mechanisms, and that work begins in a coordinated, baseline-driven way.

Purpose

- Confirm shared understanding of the Project Handbook, Project Work Plan and governance rules, including any sustainability-related constraints and assumptions defined at planning level.
- Align the Project Core Team on roles, expectations, working methods and escalation paths, including responsibilities related to sustainability-relevant decisions and issue escalation where applicable.

- Establish coordination and communication routines for controlled execution, ensuring transparency of risks, deviations and impacts, including sustainability-related ones where relevant.
- Confirm business readiness and adoption approach (including validation points and user involvement).
- Where relevant, confirm sustainability-related requirements and how they will be applied in execution (e.g. supplier obligations, resource constraints, compliance and reporting expectations).

Key participants	Description
Project Manager (PM)	Organises and leads the meeting.
Project Core Team (PCT)	Required participants.
Project Manager Assistant (PMA) and/or Project Support Office (PSO)	Required to attend if part of the project.
Business Manager (BM) and Business Implementation Group (BIG)	Ensure business-side readiness, adoption planning and user coordination.
User Representatives (URs)	Validate user needs and acceptance logic, including usability and accessibility where relevant.
Solution Provider (SP) and Contractor/Vendor Representatives	Confirm delivery constraints, interfaces and performance expectations (where applicable).
Project Support Team (PST)	Supports documentation discipline, traceability and compliance support (e.g. procurement, legal, sustainability liaison), where applicable.
Other Project Roles or Stakeholders	Optional participation as per project needs, including transversal compliance, ethics or data protection roles where relevant.

Inputs

- Business Case and Project Charter
- Project Handbook
- Project Work Plan
- All project plans and logs (incl. Quality Management Plan, Communications Management Plan, Risk/Issue/Decision/Change Logs)
- Requirements documents and relevant technical/contractual documentation.

Guidelines

- Keep the meeting focused on execution logic: “what we do, how we work, how we decide, how we escalate”.
- Confirm responsibilities and decision rights, consistent with governance layers and RASCI logic.
- If sustainability is material, confirm only the few execution-relevant commitments that affect behaviour, procurement, acceptance criteria or reporting, to avoid overloading the team with non-actionable or purely declarative information.

Before the meeting

- Plan the meeting.

- Draft the Meeting Agenda clearly indicating the main points to be discussed.
- Send out the Meeting Agenda in advance.
- Ensure the attendance of the required participants.
- Address any logistical needs and prepare documentation or hand-outs for the meeting.

During the meeting

- Ensure that someone is designated to take the Minutes of Meeting (MoM), including action points.
- Present the Project Handbook and the Project Work Plan with the appropriate level of detail.
- Present the Communications Management Plan.
- Agree on the conflict resolution process and present the escalation procedure.
- Present the Project Stakeholder Matrix.
- Present the Risk Management, Issue Management and Project Change Management processes as well as the Quality Assurance & Control activities.
- Confirm business adoption and readiness approach (BIG/UR involvement, validation points, training and transition signals where applicable).
- Clarify the expectations of the Project Core Team (PCT).
- Agree on the team's ground rules (including documentation discipline, escalation rules, and-where relevant-sustainability-linked behaviour rules such as supplier interaction standards responsible resource use, and early reporting of non-compliance).
- If sustainability is material, confirm which sustainability-linked criteria are embedded in acceptance, procurement and reporting, and who validates them (PO/BM on requestor side; SP/PM on provider side; PQA/PST as assurance support where defined).

After the meeting

- Send out the Minutes of Meeting (MoM) to the relevant stakeholders. The minutes should include a summary of project issues raised, risks identified, decisions taken and changes proposed. Issues, risks, decisions and project changes should also be recorded in the relevant logs.
- Where relevant, sustainability-related issues, risks, decisions or deviations identified during the meeting should be explicitly recorded to ensure traceability and follow-up during execution.

How SPM² tailors the PM² approach in the Executing Kick-off Meeting

SPM² preserves the purpose and structure of the PM² Executing Kick-off Meeting as the formal launch of the Executing Phase, ensuring alignment on scope, planning baselines, roles and coordination mechanisms. The tailoring focuses on embedding sustainability as a shared operational responsibility rather than as an additional reporting layer. SPM² does not introduce a separate sustainability session or parallel governance structure during the Kick-off Meeting. Instead, sustainability considerations are integrated into standard agenda items such as objectives review, planning confirmation, risk discussion and stakeholder alignment. This approach ensures that sustainability becomes part of execution discipline from the first day of delivery, rather than an ex-post evaluation element.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Executing Kick-off Meeting	I	A	C	S / C	C	C	R	C

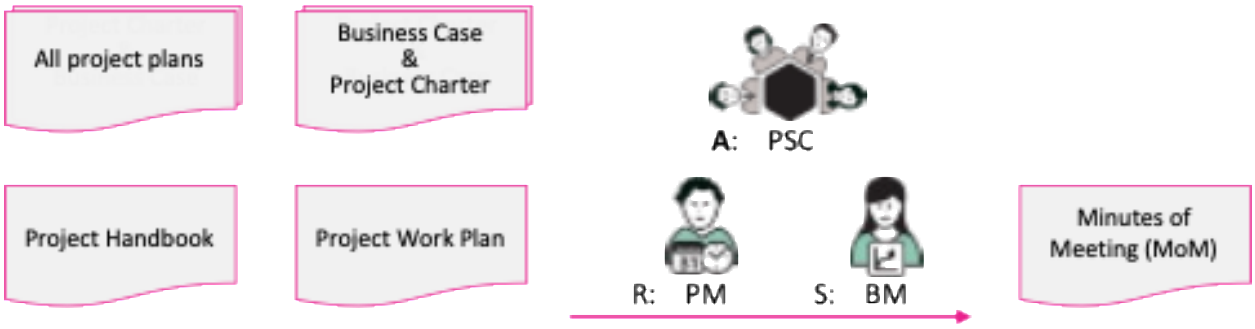

Fig 9.3 Executing Kick-off Meeting inputs/outputs and main roles

Outputs

- Minutes of Meeting (MoM)

9.2 Project Coordination

Project coordination facilitates the project's progress by continuously providing information to the Project Core Team (PCT) and supporting the completion of assigned work. In sustainability-integrated projects, project coordination also plays a key role in balancing short-term delivery efficiency with longer-term environmental, social and governance considerations embedded in the approved baselines. It includes allocating resources to activities, performing regular quality checks of interim results, maintaining ongoing communication and keeping everyone involved motivated through leadership, negotiations and conflict resolution.

Purpose

- Translate baselines into controlled delivery under real execution conditions, recognising resource, environmental and organisational constraints where relevant.
- Ensure coherent task allocation, dependency management and progress tracking, taking into account competence availability, workload distribution and sustainability-relevant constraints where applicable.
- Maintain alignment with scope, schedule, cost and quality constraints.
- Where relevant, ensure sustainability commitments are reflected in day-to-day decisions and trade-offs (e.g. resource use, vendor coordination, prioritisation, corrective action and change handling).

Key participants	Description
Project Manager (PM)	Coordinates provider-side and overall execution activities and controls day-to-day delivery progress.

Key participants	Description
Business Manager (BM)	Coordinates requestor-side execution activities, including BIG and User Representative engagement, readiness and business change.
Project Manager Assistant (PMA)	Assists the Project Manager.
Solution Provider (SP)	Ensures delivery capacity and remains accountable for provider-side delivery and vendor performance.
Project Core Team (PCT) and Contractors/Vendors	Execute assigned work and report progress, risks and issues (where applicable).

Inputs

- Project Handbook
- Project Work Plan

Guidelines

- Coordination is continuous across the project, but peaks in Executing.
- Ensure work is assigned through defined work packages/tasks with clear outputs, deadlines, dependencies and acceptance criteria.
- Maintain clear accountability boundaries: the PM coordinates delivery execution and controls day-to-day progress; the BM ensures business-side readiness and adoption coordination; the SP remains accountable for provider-side capacity and contractor performance; the PO safeguards business objectives and resolves major business-side trade-offs via the PSC where needed.
- Where sustainability is relevant, integrate it into existing controls (work packages, vendor checkpoints, logs, acceptance criteria) rather than creating parallel workstreams.
- When trade-offs arise between speed, cost, quality and longer-term impacts, ensure that decisions are documented, justified and escalated in line with governance rules, including sustainability-related implications where relevant.

How SPM² tailors the PM² approach in the Project Coordination

SPM² preserves the PM² understanding of Project Coordination as the structured management of day-to-day execution activities, stakeholder alignment and decision follow-up during the Executing Phase. The tailoring does not introduce new coordination layers. Instead, it integrates sustainability considerations into existing coordination mechanisms.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project Coordination	I	I	A	S	I	I	R	I

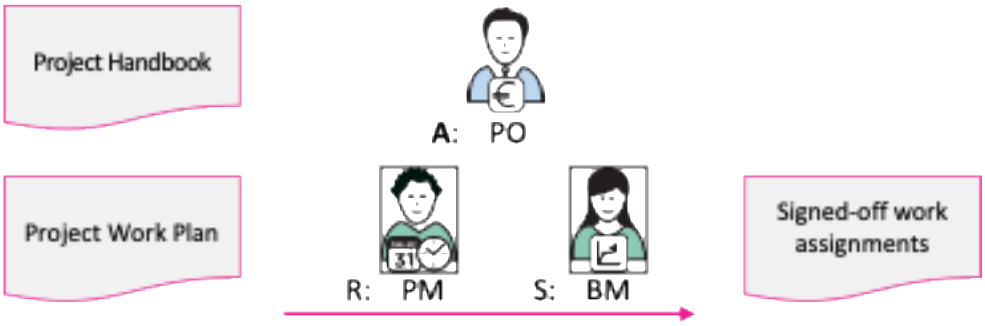

Fig. 9.4 Project Coordination inputs/outputs and main roles

Outputs

- Signed-off work assignments / work packages (or equivalent work authorisations)

9.3 Quality Assurance

Quality Assurance (QA) gathers evidence that the project work is following high-quality standards, methodologies and best practices. It seeks to allow confidence that the project will satisfy the desired scope and quality requirements within project constraints. QA includes determining whether appropriate controls are in place, confirming their implementation and assessing their effectiveness.

In sustainability-integrated projects, QA also supports conformance with sustainability-related requirements embedded in standards, contracts and project plans (e.g. ESG clauses, health & safety requirements, accessibility criteria, ethical or transparency obligations), by ensuring that such requirements are applied consistently, monitored through existing control mechanisms, and supported by verifiable evidence.

Purpose

- Confirm that appropriate controls exist, are implemented and effective.
- Provide evidence that outputs and processes meet defined standards, including those related to regulatory, ethical and sustainability commitments where applicable.
- Where relevant, verify that sustainability-linked requirements are applied as defined, deviations are identified early, and evidence is traceable in quality records and project logs.

Key participants	Description
Project Manager (PM)	Accountable for carrying out all Quality Assurance activities, unless independence arrangements define otherwise.
Project Quality Assurance (PQA)	Establishes QA standards and reviews project outputs and deliverables; may operate independently from the PM, if defined.
Project Core Team (PCT)	Adheres to QA standards and provides required evidence.
Project Support Team (PST) / Project Support Office (PSO)	Supports documentation control, traceability and audit readiness, if defined.

Key participants	Description
External Audits	Conducted where required by organisational or funding context (optional).

Where QA/audit functions are defined as independent, they provide assurance evidence to the PSC (and, where applicable, the AGB) while working with the PM and teams to support corrective actions.

Inputs

- Quality Management Plan
- Project Work Plan

Guidelines

- QA activities must be part of the Project Work Plan.
- The PCT must provide evidence of adherence to QA standards and procedures.
- Treat sustainability compliance (when material) as a quality criterion: defined, evidenced, traceable and reviewed through the same governance logic.
- PST/PSO supports traceability through version control, repositories and audit trails.

How SPM² tailors the PM² approach in the Quality Assurance

SPM² keeps the PM² Quality Assurance process unchanged in structure but broadens its scope to explicitly include regulatory, ethical, and sustainability commitments where relevant. QA therefore verifies that sustainability-linked requirements embedded in standards, contracts, and project plans are consistently applied. It ensures that deviations are identified early and that evidence remains traceable through quality records and project logs. In this way, sustainability is embedded within existing quality controls rather than managed through separate procedures.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Quality Assurance	I	I	I	S	C	I	A	R

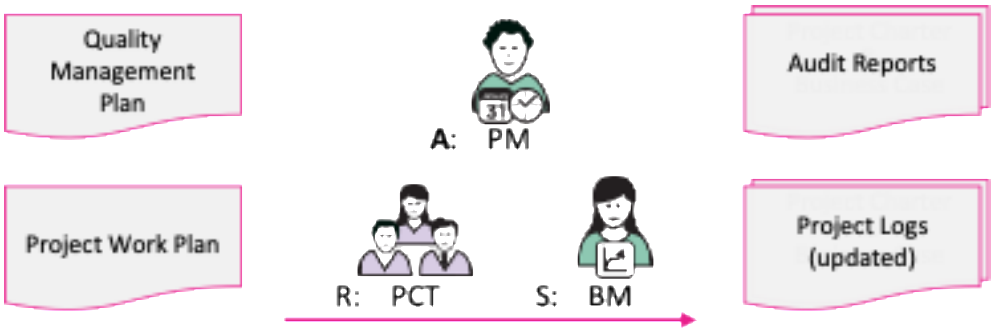

Fig. 9.5 Quality Assurance - Inputs/Outputs and main roles

Outputs

- Audit Reports

- Project Logs (updated)
- Quality Review Report

9.4 Project Reporting

Project Reports communicate consolidated information concerning project performance to the appropriate stakeholders. They typically provide information on scope, schedule, effort/cost and quality, as well as the status of risks, issues, project changes and outsourcing. They are formally presented and discussed during project meetings and disseminated via the Communications Management Plan. In sustainability-integrated projects, reporting also helps ensure transparency on how delivery decisions and emerging deviations affect agreed environmental, social and governance commitments, supporting informed and timely corrective action.

Purpose

- Provide decision-useful visibility into project performance and deviations, including their potential impact on agreed sustainability objectives where applicable.
- Support the Steering Layer in oversight, escalation resolution and trade-off evaluation, including trade-offs between short-term delivery constraints and longer-term sustainability considerations.
- Provide traceable historical information supporting closing and lessons learned, including documentation of key decisions and trade-offs with sustainability implications.
- Where sustainability is relevant, provide decision-useful visibility into sustainability performance, risks or compliance (without reporting for reporting's sake), focusing on indicators and issues that may require management attention or governance decisions.

Key participants	Description
Project Manager (PM)	Responsible for all Project Reports, except external audit reports.
Project Steering Committee (PSC)	Reviews reports, safeguards alignment with objectives and sustainability commitments, and decides on escalations and major trade-offs; chaired by the Project Owner (PO).
Project Owner (PO)	Ensures reports support benefit ownership and decision-making needs.
Other Stakeholders	Review relevant reports as appropriate.
Appropriate Governance Body (AGB)	May receive summarised portfolio-relevant indicators in line with organisational rules, where applicable.

Inputs

- Project Handbook
- Project Work Plan
- Communications Management Plan
- Project Logs and Checklists
- Outputs of monitoring activities

Guidelines

- Tailor content, format and detail to stakeholder needs.
- Reports are an input for control and decision-making and should be properly archived during Closing.
- Avoid information filtering: negative developments should be communicated transparently, together with proposed corrective actions.
- Where sustainability is relevant, include only material indicators/risks/changes that affect decisions, acceptance, compliance or reputational exposure.

How SPM² tailors the PM² approach in the Project Reporting

SPM² preserves the PM² Project Reporting structure but broadens its decision-making scope to include sustainability implications where relevant. In addition to scope, schedule, cost and quality, reports may highlight how delivery decisions and deviations affect agreed ESG commitments. This provides the Steering Layer with visibility on sustainability-related risks and trade-offs, without creating separate reporting processes. Reporting remains proportionate and focused on issues requiring management attention. Through this enhancement, SPM² strengthens transparency and governance without increasing administrative burden.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project Reporting	I	I	A	S / C	I / C	I / C	R	C

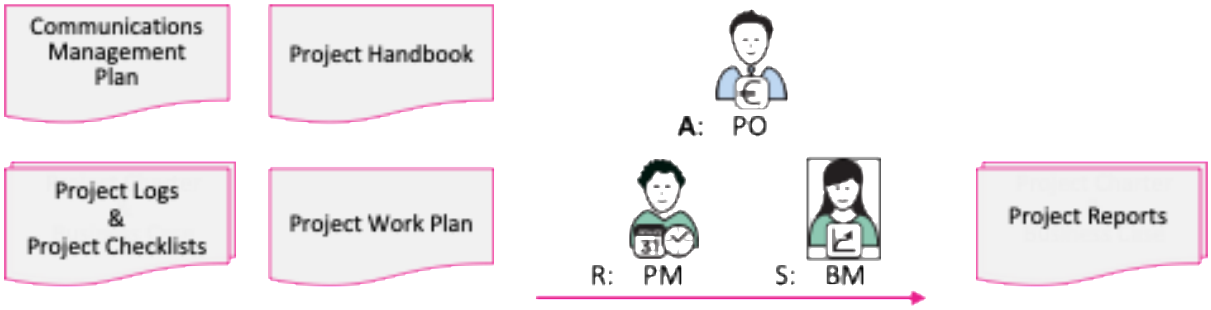

Fig. 9.6 Project Reporting - Inputs and main roles.

The following are examples of PM² reports:

- Project Status Report
- Project Progress Report
- Quality Review Report
- Contractor Status Report
- Custom or Ad Hoc Reports

Project Status Report

The Project Status Report is produced by the Project Manager (PM) and regularly submitted to the Project Steering Committee (PSC) and other stakeholders in accordance with the Communications Management Plan. It provides a consolidated, decision-oriented snapshot of overall project performance, covering scope, schedule, costs, approved changes, key risks and issues, milestone achievement and short-term forecasts. Where sustainability is relevant, the report also highlights

material sustainability-related developments that may require management or steering attention, such as deviations from agreed sustainability criteria, emerging ESG-related risks, supplier non-compliance or trade-offs between short-term delivery constraints and longer-term environmental, social or governance commitments.

Project Progress Report

The Project Progress Report provides a high-level overview of the project's status and evolution over a defined period, including key stakeholders, milestones and deliverables, project plan, budget and costs, as well as major scope changes, risks, issues, actions taken and achievements. For multi-annual projects with unchanged overall vision and scope, it may be used to support approval for continuation into the next period, while material changes require an updated Project Charter. In sustainability-integrated projects, the report may also summarise progress against key sustainability-related objectives or commitments, focusing on overall trends, achieved results and emerging challenges rather than detailed metrics.

Quality Review Report

The Quality Review Report is produced by the Project Manager (PM) following the evaluation of quality-assurance activities and the effectiveness of the project's quality-management process across all relevant dimensions, including scope, time, cost, quality, organisation, communication, risks, contracts and client satisfaction. It presents the main quality assurance and control results, identified non-conformities, opportunities for improvement, recommended remediation actions and their status, based primarily on the Quality Review Checklist. Where sustainability-related requirements form part of the project's quality framework, the report also reflects how such requirements are being applied, verified and evidenced, including any deviations and agreed corrective measures.

Contractor Status Report

The Contractor Status Report is prepared by the contractor, where applicable, and submitted to the Project Manager (PM) according to the agreed schedule. It presents the contractor's view of the project status for the current reporting period, provides forecasts for future periods and identifies new risks, disputes or issues. Where relevant, it may also include information on compliance with contractual sustainability-related obligations, such as environmental, social or ethical requirements, which the Project Manager summarises as appropriate in the overall Project Status Report.

Custom or Ad Hoc Reports

Custom or Ad Hoc Reports are produced to address specific project information or decision-making needs that are not adequately covered by standard reports and are either defined during the Planning Phase or triggered by emerging situations during execution. These reports may be domain-specific or project-specific and are tailored in scope, format and frequency to their purpose. In sustainability-integrated projects, Ad Hoc Reports may be used selectively to address specific sustainability-related issues, incidents, regulatory requirements or stakeholder concerns where focused and timely visibility is required.

Outputs

- Project Reports

9.5 Information distribution

Information distribution refers to methods used to keep project stakeholders informed about relevant project details through the regular distribution of project reports and updates, as per the Communications Management Plan and stakeholder needs. In sustainability-integrated projects, information distribution also supports early visibility of issues or deviations that may affect environmental, social or governance commitments, enabling timely response and escalation where required.

Purpose

- Ensure that relevant information reaches the right stakeholders at the right time, in the right form, taking into account their decision-making authority and information needs.
- Support coordination, transparency, timely decision-making and escalation, particularly when issues may have cross-cutting operational or sustainability implications.
- Where relevant, ensure sustainability-related updates (e.g. supplier non-compliance, changes impacting ESG commitments) are communicated promptly and traceably, in line with defined escalation paths and governance responsibilities.

Key participants	Description
Project Support Team (PST) / Project Support Office (PSO)	Manages internal communication mechanics, document control, baselining, version control and decision traceability (MoMs, action tracking, repositories), where applicable.
Project Manager (PM)	Ensures the Project Core Team and delivery actors have the necessary information to carry out tasks.
Business Manager (BM)	Ensures requestor-side actors (BIG, User Representatives and relevant business units) receive timely updates for readiness and adoption.
Other Stakeholders	Kept informed and provide feedback on external factors that might influence the project.

Inputs

- Communications Management Plan
- Project Work Plan
- Project Reports and Project Logs
- Minutes of Meetings (MoMs)

Guidelines

- Communicate relevant information to appropriate parties at the right time and in the appropriate format.
- If meetings are used, ensure they are frequent enough to serve stakeholder needs.
- Maintain written traceability for decisions, changes, compliance and acceptance-related topics.

How SPM² tailors the PM² approach in the Information distribution

SPM² preserves the PM² Information distribution structure but broadens its scope to include visibility on sustainability-related implications where relevant. In addition to standard project updates, information flows may highlight issues or deviations affecting ESG commitments. This supports timely escalation, cross-functional coordination and informed governance decisions. Traceability remains embedded within existing communication records and project logs. Sustainability considerations are integrated without creating separate communication processes.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Information Distribution	I	I	A	C	I	I	R	C

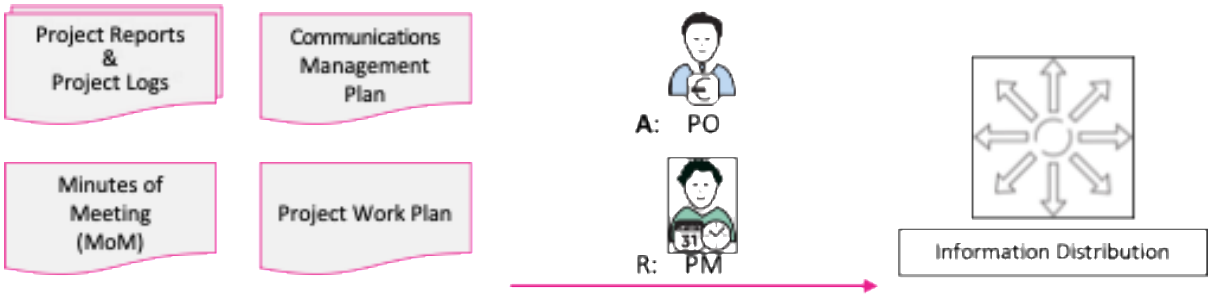

Fig. 9.7 Information Distribution - Inputs/Outputs and main roles

Outputs

- Distributed reports and updates (as per plan)
- Updated communication records and repositories (MoMs, logs, controlled document sets)

9.6 Phase Gate: RfC (Ready for Closing)

This is the third and final phase gate. A review and formal approval are recommended before the project can move to the Closing Phase. The Project Manager assesses whether the objectives of the Executing Phase have been achieved and verifies that all planned activities have been completed, that all requirements have been met, and that the project outputs have been fully delivered. The Project Manager also ensures that the Project Owner accepts the deliverables (at least provisionally), that transition activities have been finalised and that the outputs are available to the end-users.

The decision that the project is Ready for Closing (RfC) confirms that:

- all planned deliverables have been completed and accepted (at least provisionally) in line with the Deliverables Acceptance Plan
- all requirements defined in the approved baselines have been met or formally dispositioned
- transition and business implementation activities have been carried out to the extent required before closure

- no critical open issues, risks or contractual obligations prevent formal closure
- there are no significant inconsistencies between the execution results and the approved Business Case, Project Charter and planning artefacts.

A Phase Exit Review Checklist aligned with the PM² checklist can be used by the Project Manager to guide the assessment and by the decision-making body (typically the Project Steering Committee) to support its authorisation to proceed to the Closing Phase. If the exit criteria are not met, corrective actions may be required before closure can be authorised.

10 CLOSING PHASE

The fourth and final phase of an SPM² project is the Closing Phase. It begins when the Executing Phase has been completed and the Project-End Review Meeting is held, and ends when the Project Owner (PO) gives final approval, marking the project's administrative closure. During this phase, project activities are formally completed, the final state of the project is documented, and deliverables are officially transferred to the PO and the requestor organisation.

The Closing Phase links delivered outputs with longer-term outcomes and benefits. Many environmental, social and governance (ESG) effects appear only after project closure, as outputs are embedded into operations and organisational behaviour. In sustainability-integrated projects, this phase therefore acts as a bridge between delivery and sustained value creation, by confirming that accepted deliverables and recommendations support long-term impact rather than remaining isolated project results.

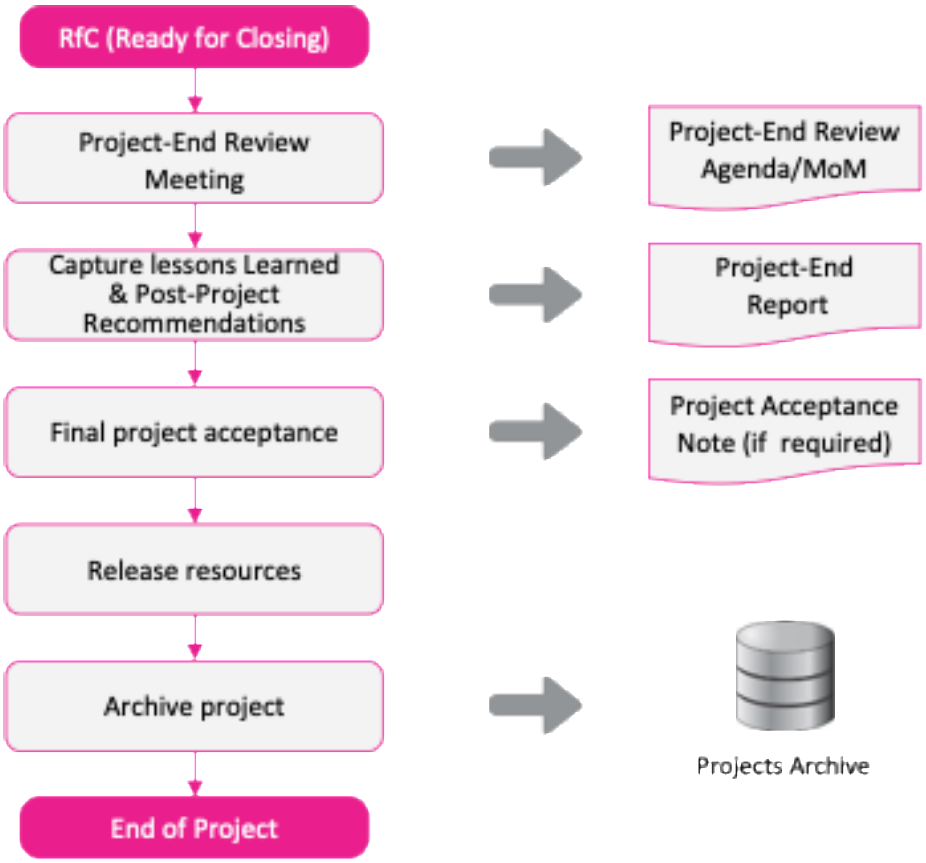

Fig 10.1 Closing Phase: activities and main outputs

Key artefacts

The key artefacts of the Closing Phase are:

- Project-End Review Meeting Minutes (MoM)
- Lessons Learned and Post-Project Recommendations

- Project-End Report (including a Sustainability Evaluation where relevant)
- Project Acceptance Note (or equivalent) and updated project archive.

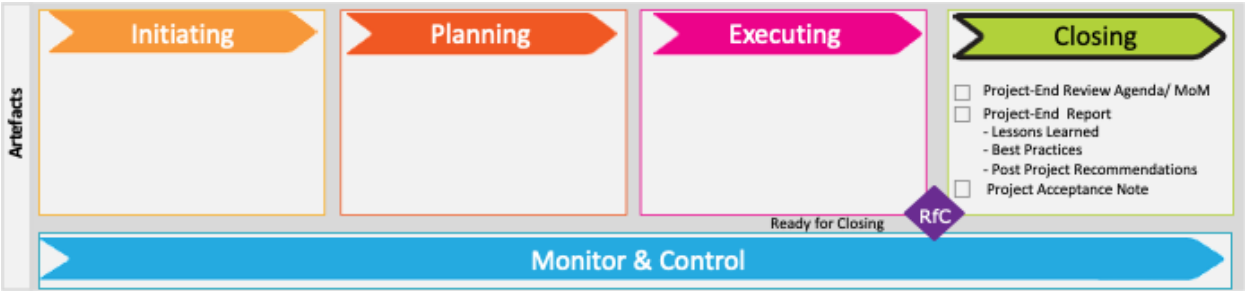

Fig 10.2 Closing Phase artefacts

How SPM² tailors the PM² artefacts in Closing

SPM² keeps the same core Closing artefacts as PM². Changes focus on ensuring that sustainability-related commitments and learning are reflected clearly but proportionately:

- The Project-End Review Meeting explicitly considers sustainability-related objectives, constraints, trade-offs and outcomes where relevant.
- Lessons Learned and Post-Project Recommendations integrate sustainability-related insights into the same dimensions as other lessons, rather than treating them as a separate topic.
- The Project-End Report includes a short Sustainability Evaluation based on the elements of the Sustainability Management Plan (where such a plan exists).
- Administrative closure confirms not only contractual fulfilment but also the hand-over of agreed sustainability-related responsibilities, datasets and follow-up actions to the permanent organisation.

10.1 Project-End Review Meeting

The Project-End Review Meeting formally launches the Closing Phase once the Executing Phase has been completed. It provides a structured forum for reviewing overall project performance, evaluating team and contractor contributions and capturing Lessons Learned and Best Practices. It also allows discussion of post-project recommendations and follow-up actions related to operation, maintenance or further development of the delivered solution.

In sustainability-integrated projects, the Project-End Review Meeting also revisits project success beyond scope, time, cost and quality. It provides space to reflect on how sustainability-related objectives, constraints and trade-offs were addressed during execution, what early sustainability outcomes or unintended effects have emerged, and what this implies for long-term environmental, social or governance performance.

Key participants	Description
Project Manager (PM)	Organises and facilitates the meeting.

Key participants	Description
Project Owner (PO)	Required participant; presents the Requestor-side perspective.
Business Manager (BM)	Represents the business perspective and stakeholder experience.
Project Core Team (PCT)	Participates and contributes experiences and evidence.
Project Quality Assurance (PQA) or Similar Assurance Role	Provides quality and compliance insights, where such roles exist.
Other Stakeholders	Invited as needed (e.g. Solution Provider, Business Implementation Group, key user representatives, sustainability or risk advisors), depending on project size, context and sustainability relevance.

Inputs

- Business Case and Project Charter
- Project Handbook and Project Work Plan
- Relevant project plans (especially Deliverables Acceptance Plan, Transition Plan, Business Implementation Plan and, where used, Sustainability Management Plan)
- Project Reports (e.g. Status and Progress Reports)
- Project logs (e.g. Risk, Issue, Change, Decision and Action Logs)
- Quality assurance and quality control outputs.

Guidelines

Before the meeting:

- Define the Meeting Agenda and share it in advance.
- Invite participants and ensure access to key documents.
- Prepare consolidated project performance information and key achievements.

During the meeting:

- The PO thanks the project team and stakeholders for their contribution.
- Assign a person to take the Minutes of Meeting (MoM).
- Present and discuss overall project performance, including achievements and deviations.
- Review major problems and challenges and how they were addressed.
- Capture Lessons Learned and Best Practices across key management areas (e.g. planning, governance, communication, risk and issue management, change, delivery and quality, adoption), including sustainability-related aspects where relevant.
- Discuss post-project recommendations and follow-up actions, including those linked to institutionalisation, legacy and sustainability.

After the meeting:

- Finalise and distribute the Project-End Review Meeting Minutes (MoM).
- Use the MoM as a key input when drafting the Project-End Report and consolidating Lessons Learned.

How SPM² tailors the PM² approach in the Project-End Review Meeting

SPM² retains the PM² structure and intent of the Project-End Review Meeting as the formal entry point into the Closing Phase, ensuring that overall project performance, team and contractor contributions, and Lessons Learned are systematically reviewed. However, it broadens the reflection beyond scope, time, cost and quality to include sustainability-related objectives, constraints and trade-offs where relevant. In sustainability-integrated projects, the meeting also provides a structured opportunity to assess how environmental, social and governance considerations were addressed during execution, whether any early sustainability outcomes or unintended effects have emerged, and what this implies for long-term performance and value. SPM² further encourages linking post-project recommendations to institutionalisation, legacy and responsible long-term use of deliverables. Through this enhancement, the Project-End Review Meeting strengthens organisational learning and governance continuity without altering the underlying PM² process or structure.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project-End Review Meeting	I	A	C	S	C	C	R	C

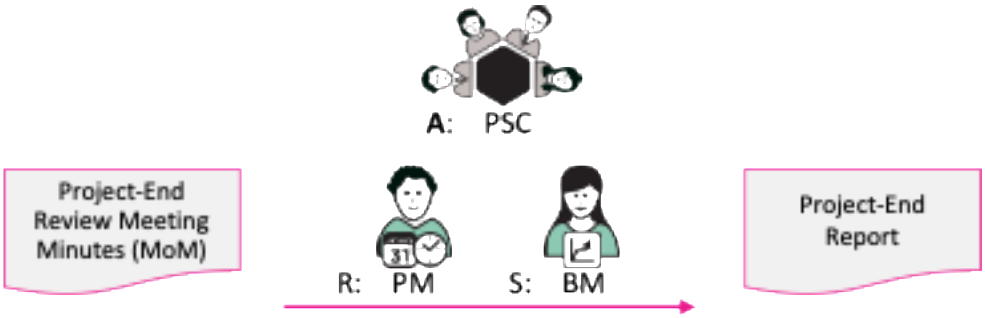

Fig 10.3 Project-End Review Meeting inputs/outputs and main roles

Outputs

- Project-End Review Meeting Minutes (MoM).

10.2 Lessons Learned And Post-Project Recommendations

Lessons learned and post-project recommendations allow the project team and the permanent organisation to benefit from experience acquired during the project. They transform individual and team experience into organisational knowledge and support continuous improvement.

Purpose

- Capture successes, challenges and improvement opportunities in a structured way.
- Support organisational learning and reuse of experience in future projects.
- Identify follow-up actions for post-project operation, maintenance or future initiatives.
- Where relevant, capture sustainability-related insights, trade-offs and systemic constraints that influenced project decisions or outcomes.

Key participants	Description
Project Manager (PM)	Organises and coordinates the Lessons Learned and recommendations process.
Project Core Team (PCT)	Contributes experiences, examples and suggestions from delivery.
Business Manager (BM)	Provides the requestor's viewpoint, including adoption, benefits and organisational impact.
Other Stakeholders	Participate as needed (e.g. Solution Provider, Business Implementation Group, key user representatives, assurance or sustainability advisors) to ensure a complete view.

Guidelines

- Structure discussions on Lessons Learned around common project dimensions (for example: initiation and planning, governance, communication, risk and issue management, change management, delivery and quality, adoption and transition, supplier management).
- Integrate sustainability-related lessons within these dimensions rather than treating them as a separate topic, unless there is a clear need for a dedicated sustainability section.
- Use facilitation techniques, questionnaires or interviews when helpful, especially in larger or multi-partner projects.
- Encourage honest and balanced contributions, covering what worked well and what did not, without assigning blame.
- Consolidate Lessons Learned into concrete, actionable recommendations that can inform future projects, methods or training.

How SPM² tailors the PM² approach in the Lessons Learned and Post-project Recommendations

SPM² keeps the PM² structure of the Lessons Learned and Post-Project Recommendations process but expands its scope to explicitly capture sustainability-related insights, trade-offs and systemic constraints where relevant. This ensures that ESG considerations and long-term implications influencing project decisions are documented alongside traditional performance lessons. No additional processes are introduced; rather, the learning lens is broadened. This supports organisational learning and continuous improvement in sustainability-integrated project environments.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Lessons Learned and Post-project Recommendations	I	A	C	S	C	C	R	C

Outputs

- Lessons Learned and Post Project Recommendations (typically included as a section of the Project End Report and/or stored in an organisational knowledge repository).

10.3 Project-End Report

The Project-End Report consolidates the overall experience of the project and serves as a formal knowledge artefact for future projects. It provides a structured overview of what was delivered, how it was delivered and what was learned.

Purpose

- Document the final state and performance of the project against its approved and updated baselines.
- Provide a knowledge base for future projects and for improving methods and practices.
- Support portfolio-level learning and decision-making.
- Where relevant, document sustainability-related outcomes, deviations and assumptions that may matter for long-term monitoring or future initiatives.

Key participants	Description
Project Manager (PM)	Drafts the Project End Report and coordinates contributions.
Project Core Team (PCT)	Provides content on delivery, performance and Lessons Learned.
Project Quality Assurance (PQA) or Similar Assurance Role	Provides input on quality-related aspects and compliance with methods and standards, where such roles exist.
Business Manager (BM), Solution Provider (SP) and Other Key Stakeholders	May review and comment to ensure balance and completeness.

Inputs

- Project-End Review Meeting Minutes (MoM)
- Project Reports (e.g. Status, Progress and Quality Review Reports)
- Relevant project logs (Risk, Issue, Change, Decision, Action)
- Quality assurance and quality control outputs
- Approved planning artefacts, including the Business Implementation Plan and Sustainability Management Plan where they exist.

Guidelines

- Cover all main aspects of project performance: scope, time, cost, quality, risks and issues, changes, stakeholder engagement, benefits and adoption.
- Summarise key Lessons Learned and Post-Project Recommendations clearly and concisely, referring to detailed material where needed.
- Where sustainability is relevant, include a short Sustainability Evaluation section, as described below.
- Use the structure and template defined by the organisation and store the report in the designated knowledge repository.

How SPM² tailors the PM² approach in the Project-End Report

SPM² retains the overall structure and intent of the PM² Project-End Report as a comprehensive evaluation of project performance, governance and lessons learned. SPM² explicitly integrates a structured *Sustainability Evaluation* within the Project Success section and strengthens references to sustainability considerations across transition, business implementation and post-project recommendations.

In particular, SPM² extends the evaluation beyond cost, schedule, scope and quality to assess how environmental, social and governance aspects were integrated into decision-making, how sustainability-related trade-offs were managed, and whether arrangements for long-term ownership and monitoring are robust. It also encourages documenting residual sustainability risks, open obligations and long-term monitoring needs as part of post-project recommendations.

Through this tailoring, SPM² broadens the evaluative lens of the Project-End Report to include long-term value and governance continuity, while preserving the original PM² reporting logic, structure and governance flow.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project-End Report	I	A	C	S	C	C	R	C

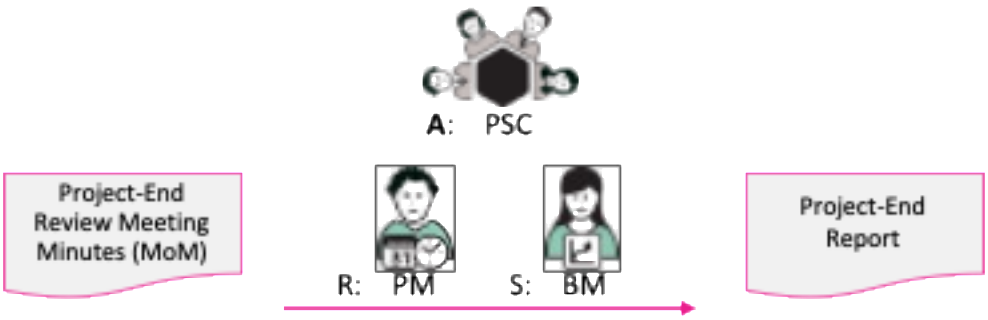

Fig 10.4 Project-End Report - Inputs and main roles

Outputs

- Project-End Report (including Lessons Learned, Post-Project Recommendations and, where relevant, the Sustainability Evaluation).

10.4 Administrative Closure

Administrative Closure ensures that the project is formally closed from an organisational, contractual and governance perspective. It confirms that all project obligations have been met and that responsibility for the deliverables has been fully handed over to the permanent organisation.

Purpose

- Confirm formal acceptance of deliverables in line with the Deliverables Acceptance Plan.
- Complete administrative and contractual obligations, including financial closure where applicable.

- Release project resources and close the project organisation.
- Where relevant, ensure that sustainability-related responsibilities, monitoring tasks and datasets are clearly handed over to operational owners.

Key participants	Description
Project Manager (PM)	Oversees and coordinates closure activities.
Project Owner (PO)	Provides final approval of project closure and confirms acceptance from the Requestor side.
Business Manager (BM) and Business Implementation Group (BIG)	Confirm that business-side conditions for closure and handover are met, where applicable.
Solution Provider (SP) and Project Core Team (PCT)	Confirm completion and handover of deliverables and any agreed support or maintenance arrangements.
Project Support Office (PSO) or Equivalent Support Function	Assists with documentation, archiving, compliance checks and administrative steps.

Inputs

- Project Handbook
- Project Work Plan and main project plans (including Deliverables Acceptance Plan, Transition Plan, Business Implementation Plan and, where used, Sustainability Management Plan)
- Quality Management Plan and related records
- All relevant project documentation and records (e.g. contracts, reports, logs, acceptance documents).

Guidelines

- Verify that all planned deliverables have been accepted or formally dispositioned, in line with the Deliverables Acceptance Plan.
- Confirm that all contractual, financial and compliance obligations have been fulfilled or appropriately closed.
- Review, organise and archive project documentation and records according to organisational and legal requirements.
- Release project resources (team members, budget lines, tools and facilities) as defined by organisational procedures.
- Where sustainability is relevant, check that monitoring responsibilities, datasets (for example, baselines and indicators to be tracked) and agreed follow-up actions from the Sustainability Management Plan and Business Implementation Plan have been clearly assigned to operational owners and are documented in the Project-End Report or related hand-over notes.
- Obtain final project closure approval from the PO and, where required, from the Project Steering Committee or Appropriate Governance Body.

How SPM² tailors the PM² approach in the Administrative Closure

SPM² preserves the PM² Administrative Closure structure but broadens its scope to include sustainability-related handover considerations where relevant. In addition to formal acceptance and contractual completion, closure verifies that sustainability monitoring responsibilities, datasets and follow-up actions are clearly transferred to operational owners. This supports continuity of environmental, social and governance commitments beyond the project lifecycle. No additional processes are introduced; sustainability is integrated within the existing closure framework.

RAM(RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Administrative Closure	I	C	A	C	I	C	R	I

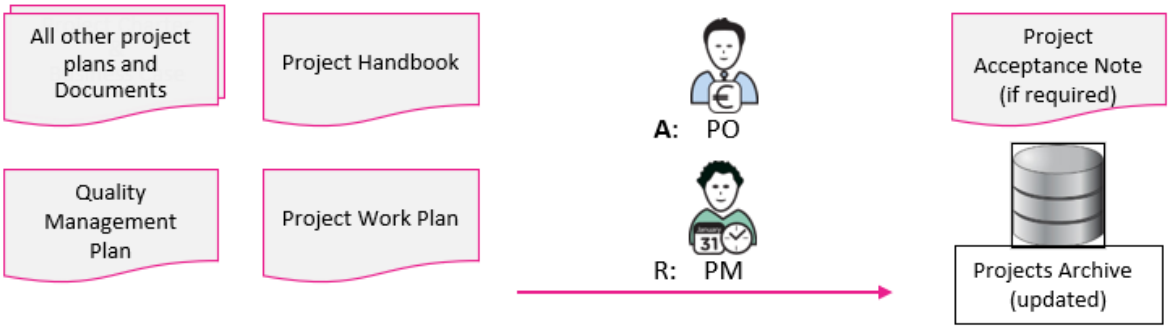

Fig 10.4 Administrative Closure - Inputs/Outputs and main roles

Outputs

- Projects Archive (updated)
- Project Acceptance Note (if required)

11 MONITOR & CONTROL

Monitor & Control activities are performed throughout the entire project lifecycle, with increased intensity during the Executing Phase. In line with PM², all project management processes are applied within the Monitor & Control process group. In this project, these activities are executed in a manner that ensures continuous alignment with sustainability and corporate sustainability objectives, including long-term resilience, system-level impacts, and responsible value creation.

Monitor & Control activities are carried out based on the processes and approaches defined in the Project Management Plans developed during the Planning Phase. The effective and consistent execution of these processes, including the integration of sustainability considerations into decision-making and performance oversight, remains the responsibility of the Project Manager (PM).

Manage

- Execute all management processes defined in the Project Management Plans, and manage outsourcing, transition, business implementation, and deliverables acceptance activities in accordance with the relevant Project-Specific Plans, ensuring alignment with sustainability and corporate sustainability goals.

Monitor

- Monitor project activities and overall project performance, including progress against sustainability-related objectives and commitments.
- Track project performance against the approved baselines to support transparent reporting, informed decision-making, and effective control.

Control

- Define, plan, propose, and implement corrective and preventive actions to address actual or potential performance risks, issues, or deviations, while updating relevant project plans, logs, and sustainability-related records as necessary.

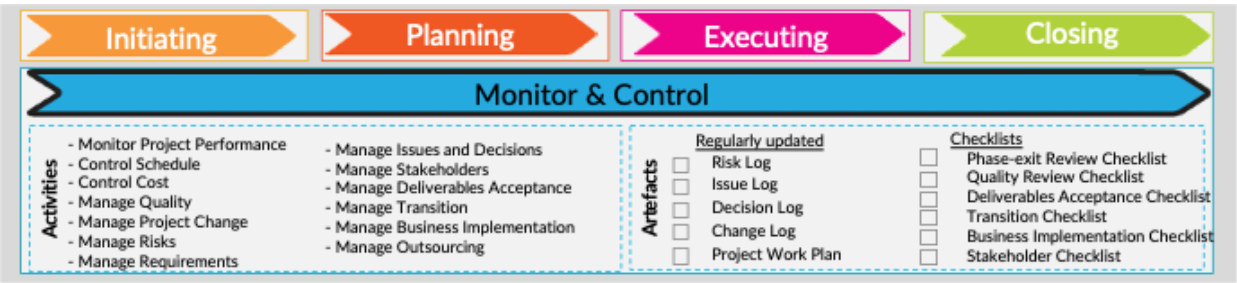

Fig 11.1 Monitor & Control: activities and main artefacts

Monitor & Control artefacts include the Project Work Plan, as well as a set of Project Logs and Checklists supporting structured oversight and continuous improvement. Project Logs are regularly updated as new information becomes available, including sustainability-related risks, issues, and decisions.

A range of Checklists is used to support effective project control and governance. PM² provides the following Checklists, which are applied with consideration of sustainability and corporate sustainability impacts:

- Phase-Exit Review Checklist
- Quality Review Checklist
- Deliverables Acceptance Checklist
- Transition Checklist
- Stakeholders Checklist
- Business Implementation Checklist

How SPM² tailors the PM² artefacts in Monitor & Control

SPM² retains the core Monitor & Control artefacts and practices defined by PM². Tailoring focuses on ensuring that sustainability objectives are consistently integrated into performance monitoring, decision-making, and corrective actions, in a proportionate and pragmatic manner:

- Monitoring activities explicitly consider progress against sustainability-related objectives, commitments, and transformation targets, alongside scope, schedule, cost, and quality performance.
- Project Logs (e.g. Risk Log, Issue Log, Change Log) integrate sustainability-related risks, issues, dependencies, and trade-offs within the same structures used for other project management topics, rather than treating sustainability as a separate stream.
- Corrective and preventive actions assess potential impacts on long-term resilience, resource efficiency, supply chain transition, and shared value creation before implementation.
- Quality reviews and deliverables acceptance explicitly verify that sustainability-related requirements and performance criteria defined in the Project Management Plans and Project-Specific Plans are met.
- Transition and business implementation controls ensure that sustainability-related operational changes, responsibilities, data, and performance indicators are effectively embedded into the permanent organisation
- Reporting supports transparent communication on overall project performance, including sustainability and corporate sustainability aspects, in a way that is aligned with decision-making needs and project complexity.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Monitor Project Performance	I	A	C	C	I	I	R	C

11.1 Monitor Project Performance

Monitoring Project Performance ensures that timely, accurate, and relevant information is collected on the project's progress and overall health, in order to support effective decision-making and control. In line with PM², the Project Manager (PM) monitors core project dimensions such as scope, schedule, cost, and quality, while also tracking risks, issues, and changes. In this project,

performance monitoring is tailored to ensure that sustainability and corporate sustainability objectives-such as operational transformation, long-term resilience, resource efficiency, and stakeholder commitments-are consistently reflected within standard monitoring activities.

Purpose

- Monitor overall project progress and performance against approved baselines.
- Provide early visibility of deviations, risks, issues, and emerging trends.
- Support informed decision-making, forecasting, and corrective action.
- Ensure that sustainability-related objectives and commitments are monitored alongside other project performance dimensions.

Key participants	Description
Project Manager (PM)	Undertakes and coordinates all project performance monitoring activities and reporting.
Project Core Team (PCT)	Contributes information on task progress, deliverables, risks, issues, and sustainability-related aspects relevant to their areas.
Project Steering Committee (PSC)	Provides oversight and accountability for overall project performance, where applicable.
Business Manager (BM) and Business Implementation Group (BIG)	Provide input on business impacts, operational readiness, and sustainability-related performance considerations, where relevant.

Inputs

- Project Handbook
- Project Work Plan (baselined)
- Project Logs (Risk Log, Issue Log, Decision Log, Project Change Log)
- Quality Management Plan and Quality Checklist
- Minutes of Meetings (MoMs)
- Input from the Contractor's Project Manager (CPM), where applicable

Guidelines

- Use the baselined Project Work Plan as the primary reference for monitoring progress, milestones, and dependencies.
- Regularly exchange information on current status, emerging risks, and next steps with the Project Core Team through formal and informal meetings.
- Monitor progress across the following dimensions:
  - **Tasks:** status of critical and near-critical activities.
  - **Key outputs:** completion and verification of deliverables and milestones.
  - **Resource utilisation:** use of resources and costs against the approved budget.
  - **Logs:** status and evolution of risks, issues, changes, and decisions, including those related to sustainability commitments.
  - **People:** team dynamics, productivity, stakeholder engagement, and collaboration.

- Where sustainability objectives are defined, ensure that relevant indicators, dependencies, trade-offs, and impacts are reviewed within existing monitoring structures and logs.
- Provide timely, accurate reporting to stakeholders in accordance with the Communications Management Plan, supporting transparency and effective governance.

How SPM² tailors the PM² approach in the Monitor Project Performance

SPM² retains the PM² structure and intent of Monitor Project Performance, maintaining focus on tracking scope, schedule, cost, quality, risks, issues and changes against approved baselines. However, it extends the monitoring lens to explicitly include sustainability and corporate sustainability objectives where these are relevant to the project. In addition to core performance dimensions, SPM² ensures that aspects such as operational transformation, long-term resilience, resource efficiency and stakeholder commitments are reflected within standard monitoring activities. Sustainability-related indicators, dependencies and trade-offs are reviewed through existing logs, reports and governance mechanisms, rather than through separate control processes. Through this enhancement, SPM² strengthens transparency, early visibility of sustainability implications and alignment with long-term organisational objectives, while preserving the original PM² monitoring framework and governance flow.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Monitor Project Performance	I	I	A	C	C	I	R	C

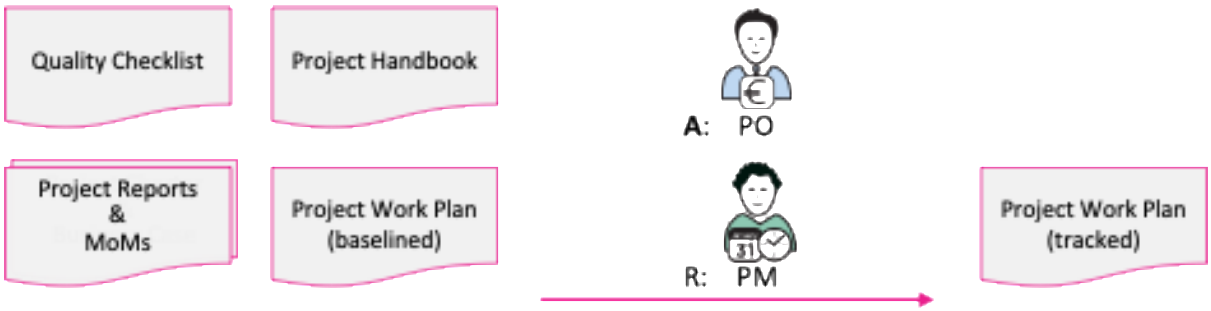

Fig 11.2 Monitor Project Performance inputs/outputs and main roles

Outputs

- Tracked and updated Project Work Plan

11.2 Control Schedule

Schedule control ensures that project activities are executed in line with the approved timeline and that key milestones and deadlines are achieved. In accordance with PM², the Project Manager (PM) monitors planned, actual, and forecasted start and end dates and identifies deviations that may affect overall project delivery. In this project, schedule control is tailored to ensure that timing dependencies related to operational transformation, stakeholder coordination, and sustainability-related commitments are appropriately reflected and managed within the Project Work Plan.

Approved project changes that affect the schedule-such as the addition of new tasks, changes in effort estimates, or modifications to task dependencies-are incorporated into the Project Work Plan. Where schedule risks or significant delays exceed predefined thresholds, the Project Steering Committee (PSC) is informed and appropriate corrective actions are defined, agreed, and implemented. Affected stakeholders are notified in line with the Communications Management Plan.

Purpose

- Ensure that project tasks and milestones are delivered in accordance with the approved schedule.
- Identify schedule deviations, dependencies, and emerging delays at an early stages.
- Support timely decision-making and corrective actions to protect project objectives.
- Ensure that schedule adjustments take into account sustainability-related dependencies and commitments, where applicable.

Key participants	Description
Project Manager (PM)	Monitors, controls, and updates the project schedule and coordinates corrective actions.
Project Core Team (PCT)	Executes tasks in line with the baselined schedule and quality standards, and reports on progress and delays.
Project Steering Committee (PSC)	Provides oversight and decision-making where significant schedule deviations or trade-offs arise.

Inputs

- Project Handbook
- Project Work Plan (schedule baseline)
- Change Log and other relevant Project Logs
- Minutes of Meetings (MoMs) and Project Reports from previous reporting periods

Guidelines

- Track the progress of project tasks in line with the monitoring approach defined in the Project Handbook.
- Update the Project Work Plan to reflect actual task status, revised forecasts, and approved changes.
- Regularly review the schedule to identify potential sources of delay, interdependencies, and critical path impacts.
- Monitor project changes, risks, and issues, and assess their impact on the overall project schedule, including impacts related to sustainability or operational readiness where relevant.
- Define, agree, and implement corrective actions when schedule deviations exceed agreed thresholds or pose a risk to project objectives.

- Inform all affected stakeholders of schedule changes and impacts in accordance with the Communications Management Plan.

How SPM² tailors the PM² approach in the Control Schedule

SPM² retains the PM² structure and intent of Schedule Control, maintaining focus on monitoring planned, actual and forecasted dates, managing deviations, and protecting key milestones and deadlines. However, it extends the schedule control perspective to explicitly consider timing dependencies related to operational transformation, stakeholder coordination and sustainability-related commitments where these are relevant. In addition to traditional schedule risks and critical path impacts, SPM² ensures that sustainability-linked activities, obligations or sequencing constraints are reflected within the Project Work Plan and assessed during schedule reviews. Approved changes affecting timing are incorporated in the baseline in line with standard change control processes, while significant deviations are escalated through established governance channels. Through this enhancement, SPM² strengthens alignment between delivery timing and long-term organisational and sustainability objectives, without altering the underlying PM² schedule control framework.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Control Schedule	I	I	A	C	C	I	R	C

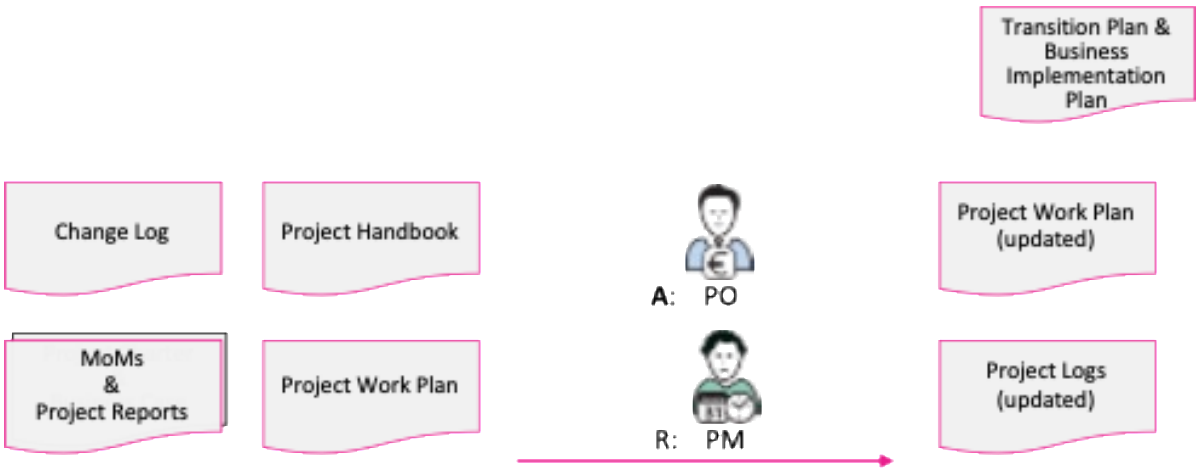

Fig 11.3 Control Schedule inputs/outputs and main roles

Outputs

- Updated Project Work Plan (schedule)
- Updated Change Log and other relevant Project Logs

11.3 Control Cost

Cost control ensures that project expenditure remains aligned with the approved cost and effort baselines and within overall budget constraints. In line with PM², the Project Manager (PM) monitors budgeted, actual, and forecasted costs throughout the project lifecycle. In this project, cost control is tailored to support sustainability and corporate sustainability objectives by ensuring transparency in resource allocation, informed trade-offs, and cost decisions that contribute to long-term value, operational efficiency, and responsible use of financial and non-financial resources.

Where there is a risk of budget deviation, the Project Steering Committee (PSC) is informed and appropriate corrective actions are defined, agreed, and implemented. If significant cost overruns are anticipated, these are justified, reported, and submitted for approval to the Project Owner (PO) or the Appropriate Governance Body (AGB), in line with established governance arrangements. The project budget is approved by the Project Owner (PO) at the start of the project and serves as the baseline for all cost control activities.

Purpose

- Ensure that project costs and effort remain within approved budget constraints.
- Identify cost deviations and emerging financial risks at an early stage.
- Support informed decision-making and corrective actions related to cost performance.
- Ensure that cost-related decisions consider sustainability-related impacts, trade-offs, and long-term value creation, where applicable.

Key participants	Description
Project Manager (PM)	Monitors, controls, and forecasts project costs and effort, and coordinates corrective actions.
Project Owner (PO)	Owns the project budget and approves significant cost deviations and budget changes.
Project Steering Committee (PSC)	Provides oversight and guidance where budget risks or trade-offs arise.
Appropriate Governance Body (AGB)	Approves major budget revisions and re-baselining, where required.

Inputs

- Project Handbook
- Project Work Plan (cost and effort baseline)
- Outsourcing Plan, where applicable
- Change Log and other relevant Project Logs
- Minutes of Meetings (MoMs) and Project Reports from previous reporting periods

Guidelines

- Track project effort and overall budget consumption in accordance with the approach defined in the Project Handbook.

- Regularly review budget status and forecasts with the Project Owner, including cost drivers related to operational transformation or sustainability commitments, where relevant.
- Identify, analyse, and communicate deviations between budgeted, actual, and forecasted costs, and obtain approval for significant variances in line with governance rules.
- Define and plan corrective actions to address cost deviations while considering impacts on scope, schedule, quality, and sustainability-related objectives.
- Where a substantial budget revision is required, ensure that the justification is documented and formally approved by the Appropriate Governance Body before affected plans are re-baselined.
- Assess and manage any resulting impacts on schedule, risks, quality, or sustainability commitments in an integrated and transparent manner.

How SPM² tailors the PM² approach in the Control Cost

SPM² retains the PM² structure and intent of Cost Control, maintaining focus on monitoring budgeted, actual and forecasted costs against the approved baseline and ensuring that expenditures remain within authorised limits. However, it broadens the cost control perspective to explicitly consider sustainability and corporate sustainability objectives where relevant. In addition to tracking financial performance, SPM² encourages transparency in resource allocation and informed trade-offs that reflect long-term value, operational efficiency and responsible use of financial and non-financial resources. Cost-related decisions are therefore assessed not only for their immediate budgetary impact, but also for their implications on sustainability commitments, dependencies and trade-offs. Through this enhancement, SPM² strengthens alignment between financial control and long-term organisational objectives, while preserving the established PM² governance, escalation and re-baselining mechanisms.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Control Cost	I	I	A	C	C	I	R	C

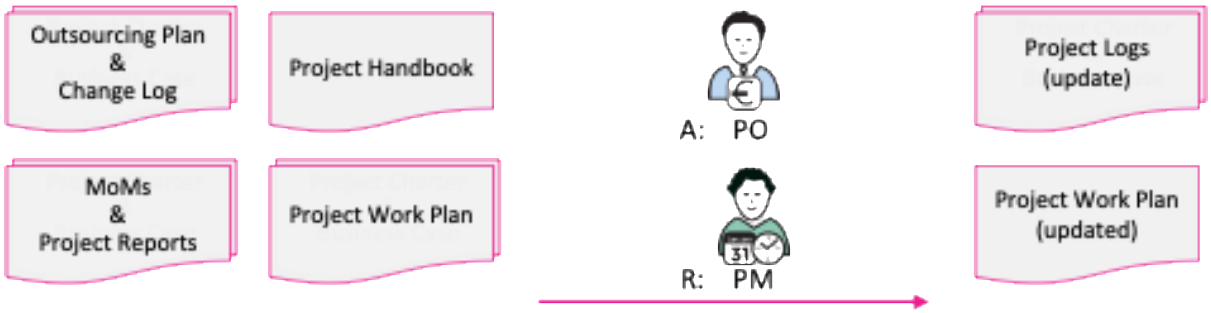

Fig 11.4 Control Cost inputs/outputs and main roles

Outputs

- Updated Project Work Plan (cost and effort forecasts)
- Updated Change Log and other relevant Project Logs

11.4 Manage Stakeholders

Stakeholder management is a continuous project management activity that starts in the Initiating Phase, when stakeholder expectations, interests, and requirements are first identified, and continues through to the Closing Phase, when overall stakeholder experience and satisfaction are reviewed. In line with PM², the Project Manager (PM) is responsible for managing project stakeholders. In this project, stakeholder management is tailored to ensure that sustainability and corporate sustainability considerations-such as long-term value creation, operational transformation, supply chain impacts, and shared prosperity-are appropriately reflected in stakeholder engagement and decision-making.

While overall responsibility rests with the Project Manager, members of the Project Steering Committee (PSC) also play an active role, particularly the Business Manager (BM), who supports engagement with requestor-side stakeholders such as users and business representatives, including those affected by sustainability-related changes.

Purpose

- Identify, analyse, and manage stakeholder expectations, interests, and influence throughout the project lifecycle.
- Promote effective stakeholder engagement, collaboration, and alignment with project objectives.
- Anticipate and manage resistance, concerns, or conflicting expectations.
- Ensure that sustainability-related impacts, trade-offs, and long-term considerations are transparently addressed in stakeholder interactions.

Key participants	Description
Project Manager (PM)	Leads and coordinates stakeholder management activities.
Business Manager (BM)	Supports the PM in managing requestor-side and business stakeholders.
Project Steering Committee (PSC)	Provides oversight and supports stakeholder alignment at governance level.

Inputs

- Project Handbook
- Project Stakeholder Matrix
- Communications Management Plan
- Deliverables Acceptance Plan and Transition Plan
- Business Implementation Plan

Guidelines

- Analyse stakeholder expectations, attitudes, interests, and influence, including potential concerns related to sustainability, operational change, or long-term impacts.
- Define communication and engagement strategies that encourage stakeholder participation, contribution, and ownership of project outcomes.

- Continuously monitor stakeholder perceptions and evolving attitudes throughout the project, recognising that stakeholder analysis is an ongoing activity rather than a one-off exercise.
- Use the Stakeholders Checklist to plan targeted actions at key points in the project lifecycle, ensuring that engagement activities are timely and proportionate.
- Align the Communications Management Plan with stakeholder management needs, particularly in relation to deliverables acceptance, transition, business implementation, and sustainability-related commitments.

How SPM² tailors the PM² approach in the Manage Stakeholders

SPM² retains the PM² structure and intent of Stakeholder Management as a continuous activity spanning the entire project lifecycle, with the Project Manager holding overall responsibility and the governance roles providing support and oversight. However, it broadens the stakeholder engagement perspective to explicitly incorporate sustainability and corporate sustainability considerations where relevant. In addition to managing expectations, interests and influence related to scope, schedule and quality, SPM² ensures that long-term value creation, operational transformation, supply chain impacts and shared prosperity are appropriately reflected in stakeholder interactions and decision-making. It encourages transparent discussion of sustainability-related impacts and trade-offs, particularly where these may affect adoption, institutionalisation or long-term outcomes. Through this enhancement, SPM² strengthens alignment between stakeholder engagement, governance and sustainability objectives, while preserving the original PM² stakeholder management framework.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Manage Stakeholders	I	I	A	S/C	I	C	R	I

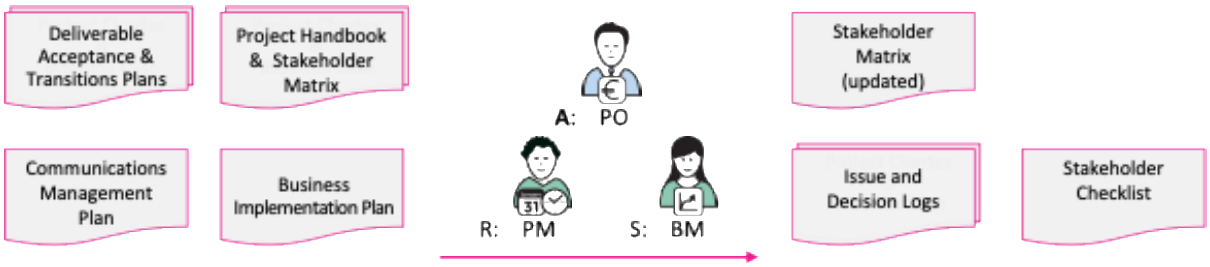

Fig 11.5 Manage Stakeholders inputs/outputs and main roles

Outputs

- Updated Project Stakeholder Matrix
- Updated Issue Log and Decision Log
- Stakeholders Checklist

11.5 Manage Requirements

Requirements management is a continuous process that covers the identification, documentation, validation, implementation, and change of project requirements throughout the project lifecycle. In line with PM², this process is closely linked to other project management processes such as quality

and change management. In this project, requirements management is tailored to ensure that sustainability and corporate sustainability objectives-such as long-term value creation, operational transformation, resource efficiency, supply chain considerations, and stakeholder expectations-are embedded within standard requirement definition and decision-making processes.

The Requirements Management Process is adapted to the specific needs of the project and may be documented either in a dedicated Requirements Management Plan or within the Project Handbook. Requirements are specified, categorised, and prioritised using appropriate requirements artefacts, which may be standalone documents or annexes to the Project Charter.

Purpose

- Ensure that project requirements accurately reflect stakeholder needs and strategic objectives.
- Provide a structured basis for defining, validating, and controlling the project scope.
- Support informed decision-making by balancing requirements against project constraints.
- Ensure that sustainability-related needs, impacts, and trade-offs are integrated into the requirements baseline.

Key participants	Description
Project Manager (PM)	Leads and coordinates the requirements management process.
Business Manager (BM)	Provides input to define requirements and formally approves them.
User Representatives (URs)	Participate in the elicitation and validation of requirements.
Business Analyst (BA) (PCT member)	Supports requirements specification, documentation, analysis, and traceability.

Inputs

- Project Initiation Request, Business Case, and Project Charter
- Requirements Management Plan or Project Handbook
- Project Stakeholder Matrix

Guidelines

- A requirement defines a capability that a product or service must provide to meet stakeholder needs, including operational, organisational, and sustainability-related expectations where relevant.
- High-level (business) requirements are typically defined in the Project Initiation Request, Business Case, and Project Charter, and may include strategic sustainability or transformation objectives.
- Detailed (lower-level) requirements are derived by elaborating business needs and are documented using appropriate formats (e.g. text, user stories, models, or process descriptions).
- The approved set of stakeholder requirements constitutes the project's baseline scope, including any sustainability-related requirements.

- Changes to baselined requirements are managed through the Change Management process, ensuring that impacts on scope, cost, schedule, quality, and sustainability commitments are assessed.
- Each requirement is associated with acceptance criteria and validation tests, documented in the relevant acceptance or quality artefacts.
- Requirements focus on describing needs rather than prescribing specific technical solutions, avoiding unnecessary technology or design constraints.
- Even where requirements are defined prior to project initiation, the Project Manager remains accountable for their ongoing management and traceability.

How SPM² tailors the PM² approach in the Manage Requirements

SPM² retains the PM² structure and intent of Requirements Management as a continuous process linked to quality and change management, ensuring that requirements are identified, validated, baselined and controlled throughout the project lifecycle. However, it extends the scope of requirements definition and evaluation to explicitly incorporate sustainability and corporate sustainability objectives where relevant. In addition to capturing functional and business needs, SPM² ensures that long-term value creation, operational transformation, resource efficiency, supply chain considerations and stakeholder expectations are reflected within the requirements baseline. Sustainability-related requirements are therefore treated as integral components of scope, subject to the same validation, prioritisation, traceability and change control mechanisms as other requirements. Through this enhancement, SPM² strengthens strategic alignment and long-term accountability, while preserving the original PM² requirements management framework and governance processes.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Manage Requirements	I	I	A	C	C	I	R	S

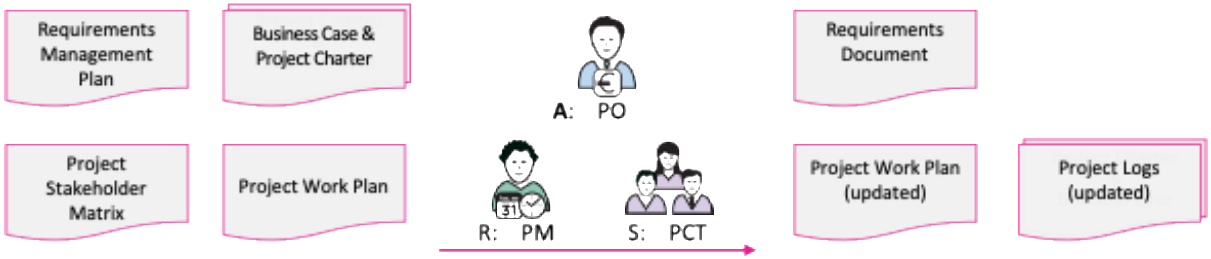

Fig 11.6 Manage Requirements inputs/outputs and main roles

Outputs

- Approved and updated requirements artefacts
- Updated Change Log and related Project Logs
- Validated deliverables in line with the Deliverables Acceptance process

11.6 Manage Project Change

Project Change Management defines the structured approach for identifying, documenting, assessing, prioritising, approving, implementing, and controlling changes throughout the project lifecycle. In line with PM², changes may be requested or identified at any time by any project stakeholder. In this project, the change management process is tailored to ensure that sustainability and corporate sustainability considerations-such as long-term value creation, operational transformation, resource efficiency, supply chain impacts, and stakeholder commitments-are systematically assessed as part of standard change decisions.

The Project Change Management process is adapted to the specific needs of the project and is documented either in a dedicated Project Change Management Plan or within the Project Handbook. All project changes are recorded and tracked in the Change Log, enabling transparent oversight, traceability, and effective communication with the Project Owner (PO) and/or the Project Steering Committee (PSC).

Purpose

- Ensure that all project changes are managed in a structured, transparent, and controlled manner.
- Assess the impact of proposed changes on project objectives, constraints, and delivery.
- Support informed decision-making and prioritisation of changes.
- Ensure that sustainability-related impacts, trade-offs, and long-term implications are considered as part of change assessment and approval.

Key participants	Description
Project Manager (PM)	Coordinates, monitors, and controls the project change management process.
Project Owner (PO) and/or Project Steering Committee (PSC)	Reviews and approves, rejects, postpones, or merges change requests in line with governance arrangements.
Project Core Team (PCT)	Supports the analysis of change requests, including effort, cost, and impact assessments.
Stakeholders	Are informed of approved changes and may initiate new change requests.

Inputs

- Business Case and Project Charter
- Project Change Management Plan or Project Handbook
- Project Work Plan
- Communications Management Plan
- Relevant Project Logs (e.g. Issue Log, Risk Log, Change Log)

Guidelines

- All proposed changes are documented, assessed, and controlled using the defined change management process.
- Change assessments consider impacts on scope, schedule, cost, quality, risks, and sustainability-related objectives and commitments.
- Decisions on changes are made in accordance with the project's governance model and escalation procedures.
- Approved changes are fully integrated into project plans and baselines, ensuring consistency and traceability.
- All stakeholders affected by changes are informed in a timely and appropriate manner.

How SPM² tailors the PM² approach in the Manage Project Change

SPM² keeps the PM² structure and governance process for Project Change Management unchanged. The tailoring lies in explicitly requiring that sustainability-related impacts and long-term implications be considered as part of standard change assessments, alongside scope, schedule, cost, quality and risks. This ensures that trade-offs affecting long-term value creation, operational transformation or stakeholder commitments are transparently evaluated within existing decision-making and escalation mechanisms. Sustainability is therefore integrated into the regular change control process, without introducing additional procedures.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Manage Project Change	I	C	A	S	I	I	R	C

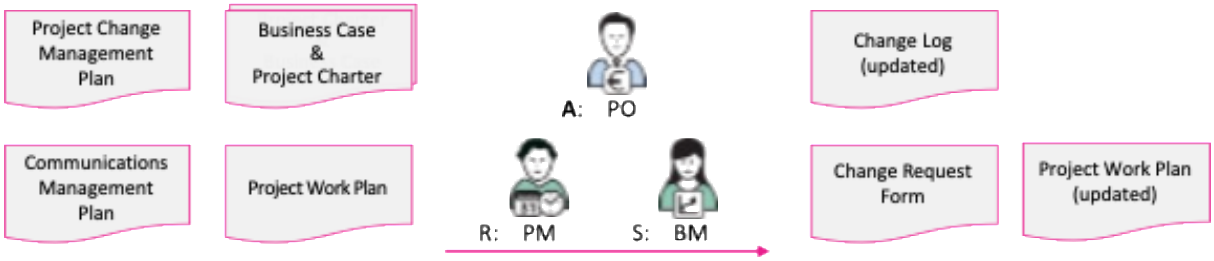

Fig 11.7 Manage Project Change inputs/outputs and main roles

Outputs

- Updated Change Log
- Updated Project Work Plan and relevant project baselines
- Updated Risk, Issue, and Decision Logs, where applicable

11.7 Manage Risk

Risk management is a structured and continuous process for identifying, assessing, and managing risks and opportunities in line with the organisation's accepted risk attitude. In accordance with

PM², risk management increases confidence in project delivery by proactively addressing events that may positively or negatively affect project objectives. In this project, the risk management process is tailored to ensure that sustainability considerations-such as long-term resilience, system dependencies, supply chain exposure, resource efficiency, regulatory compliance, and reputational impacts-are integrated into standard risk identification, assessment, and response activities.

The Risk Management Process is adapted to the project context and documented either in a dedicated Risk Management Plan or within the Project Handbook. All identified risks and related response actions are recorded and monitored through the Risk Log, providing transparency, traceability, and effective communication across governance levels.

Purpose

- Identify and manage risks and opportunities that may affect project objectives.
- Reduce uncertainty and support informed decision-making throughout the project lifecycle.
- Ensure that risk exposure remains within acceptable limits defined by the organisation.
- Integrate sustainability-related risks and opportunities into overall project risk management, rather than treating them as a separate category.

Key participants	Description
Project Manager (PM)	Coordinates, monitors, and controls risk management activities.
Project Core Team (PCT)	Supports risk identification, assessment, and implementation of response actions.
Project Steering Committee (PSC)	Oversees projects with elevated risk exposure and supports decision-making.
Other project stakeholders	Identify and communicate risks within their areas of expertise and responsibility.

Inputs

- Business Case and Project Charter
- Risk Management Plan or Project Handbook
- Risk Log

Guidelines

- Risk management is an ongoing activity; new risks may emerge at any point during the project lifecycle.
- Risks are assessed consistently using agreed likelihood and impact criteria.
- Sustainability-related risks (e.g. regulatory changes, supply chain disruptions, long-term operational impacts, stakeholder or reputational risks) are assessed within the same framework as other project risks.
- Risk responses are proportionate to the level of exposure and aligned with project and organisational objectives.

- Risk information is regularly communicated to relevant stakeholders and governance bodies.

How SPM² tailors the PM² approach in the Manage Risk

SPM² retains the PM² structure and continuous logic of Risk Management, ensuring that risks and opportunities are systematically identified, assessed and controlled through the established governance framework. The tailoring consists of explicitly integrating sustainability-related risks and opportunities-such as long-term resilience, supply chain exposure, regulatory compliance, resource efficiency and reputational impacts-into the standard risk management process. These aspects are assessed using the same criteria and logs as other project risks, rather than being treated as a separate category. Through this enhancement, SPM² strengthens long-term risk awareness and strategic alignment while preserving the original PM² risk management structure.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Manage Risks	I	C	A	S / C	C	I	R	C

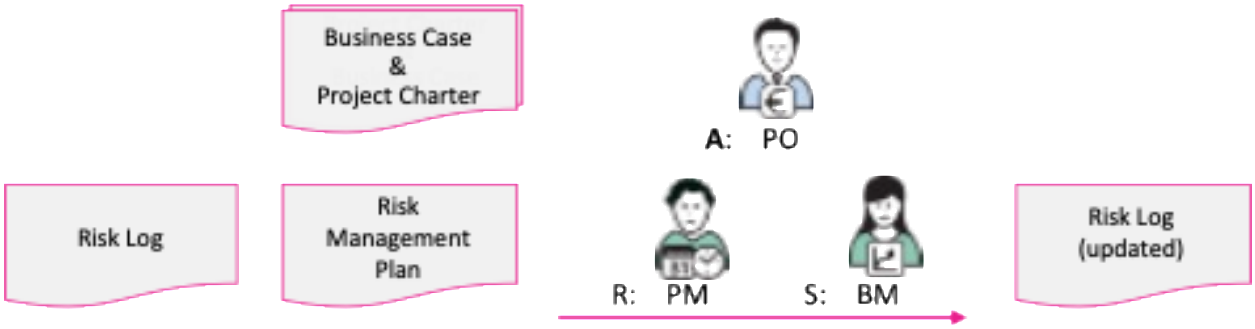

Fig 11.8 Manage Risk inputs/outputs and main roles

Outputs

- Updated Risk Log
- Updated Project Work Plan with risk-response actions, where applicable
- Risk-related inputs to Project Reports and governance reviews

11.8 Manage Issues and Decisions

Managing issues and decisions is a continuous project management activity that ensures emerging problems are addressed in a timely and structured manner and that key decisions are documented and communicated transparently. In line with PM², the Project Manager (PM) is responsible for managing project issues and decisions. In this project, the issue and decision management process is tailored to ensure that sustainability and corporate sustainability considerations-such as long-term resilience, operational impacts, stakeholder expectations, and resource-related trade-offs-are systematically reflected in issue resolution and decision-making.

Issue management activities are carried out in accordance with the defined Issue Management Process, which is documented either in an Issue Management Plan or within the Project Handbook. Issues are recorded and tracked in the Issue Log, while all significant decisions are

documented in the Decision Log, ensuring traceability and alignment with other project management processes such as risk, change, and quality management.

Purpose

- Ensure timely identification, escalation, and resolution of project issues.
- Provide a transparent and auditable record of key project decisions.
- Support informed decision-making and effective governance.
- Ensure that sustainability-related impacts, dependencies, and trade-offs are considered when resolving issues and taking decisions.

Key participants	Description
Project Manager (PM)	Monitors issues, coordinates resolution activities, and manages decision documentation and escalation.
Project Core Team (PCT)	Reviews proposed actions and implements measures to resolve assigned issues.
Project Steering Committee (PSC)	Reviews and decides on high-impact issues and escalated decisions.
Other project stakeholders	Are informed of significant issues and may participate in decision-making, as required.

Inputs

- Issue Management Plan or Project Handbook
- Project Logs (Issue Log, Decision Log, Risk Log, Change Log)
- Minutes of Meetings (MoMs)

Guidelines

- Ensure that issue management activities are carried out in accordance with the defined Issue Management Process.
- Identify and document issues promptly, including issues related to sustainability commitments, operational impacts, or stakeholder concerns.
- Escalate high-impact or high-priority issues in line with defined escalation thresholds and governance arrangements.
- Where issue volume or complexity is significant, reflect major issue-resolution activities in the Project Work Plan.
- Monitor and control the implementation of issue-resolution actions and close issues once resolved.
- Keep the Issue Log up to date and report issue status regularly to stakeholders in line with the Communications Management Plan.
- Document all significant project decisions, particularly those taken during the Executing Phase.
- Ensure that decisions are linked to the resolution of related risks, issues, or change requests, providing full traceability.
- Regularly report on the status and implications of decisions to relevant stakeholders and governance bodies, including any sustainability-related impacts.

How SPM² tailors the PM² approach in the Manage Issues and Decisions

SPM² retains the PM² structure and continuous logic of Issue and Decision Management, ensuring that issues are identified, escalated and resolved in a structured manner and that key decisions are documented and traceable. The tailoring consists of explicitly integrating sustainability-related impacts, dependencies and trade-offs into issue resolution and decision-making where relevant. In addition to operational, cost or schedule implications, SPM² encourages consideration of long-term resilience, stakeholder expectations and resource-related consequences when analysing issues or approving decisions. These aspects are managed within the same logs, escalation paths and governance mechanisms as other project matters. Through this enhancement, SPM² strengthens transparency and long-term accountability while preserving the original PM² issue and decision management framework.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Manage Issues and Decisions	I	I	A	S	C	I	R	C

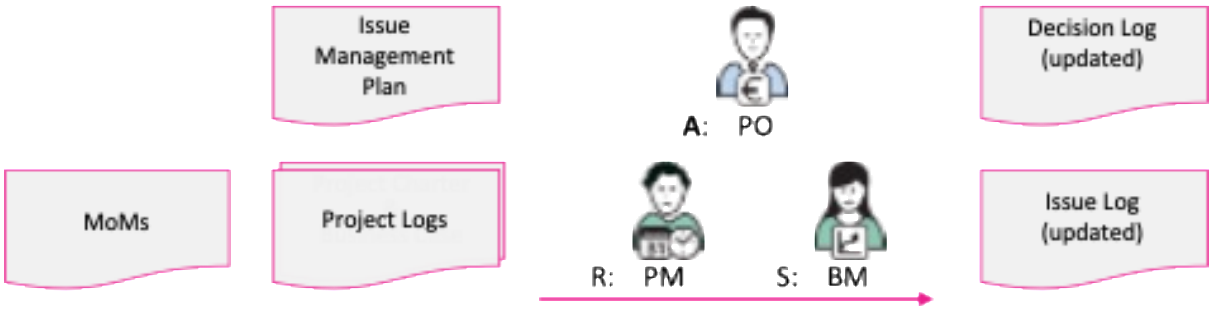

Fig 11.9 Manage Issues and Decisions inputs/outputs and main roles

Outputs

- Updated Issue Log
- Updated Decision Log
- Updated Project Work Plan, where applicable

11.9 Manage Quality

Project Quality Management ensures that project deliverables achieve the expected results in an efficient, consistent, and controlled manner, and that they are accepted by relevant stakeholders. In line with PM², quality management encompasses quality planning, quality assurance, quality control, and continuous improvement throughout the project lifecycle until final acceptance. In this project, quality management is tailored to ensure that sustainability and corporate sustainability considerations-such as long-term value creation, operational efficiency, responsible resource use, stakeholder expectations, and transformation objectives-are embedded within standard quality criteria and review processes.

Configuration management supports quality management by ensuring that project artefacts and deliverables are properly identified, versioned, and controlled, providing a single reliable reference for all stakeholders and ensuring that the correct and approved versions are delivered.

The Project Manager (PM) ensures that the objectives, approach, requirements, activities, metrics, and responsibilities related to quality management are clearly defined and documented in the Quality Management Plan.

Purpose

- Ensure that project deliverables meet agreed quality criteria and stakeholder expectations.
- Support efficient project execution through well-defined quality processes.
- Identify and correct non-conformities at an early stage.
- Ensure that sustainability-related quality attributes and performance criteria are addressed within standard quality management activities.

Key participants	Description
Project Manager (PM)	Ensures that quality management activities are planned, executed, and monitored.
Project Quality Assurance (PQA)	Independently reviews project quality and compliance with agreed standards.
Project Core Team (PCT)	Supports quality control activities and implements corrective actions.

Inputs

- Project Handbook
- Project Work Plan
- Quality Management Plan
- Deliverables Acceptance Plan

Guidelines

- Define and agree quality characteristics based on project objectives, constraints, stakeholder expectations, and cost–benefit considerations, including sustainability-related quality attributes where applicable.
- Plan and perform quality assurance and quality control activities in line with the Quality Management Plan.
- Ensure that configuration management procedures are consistently applied and followed.
- Actively involve the project team and relevant stakeholders in quality-related activities and reviews.
- Identify non-conformities, analyse root causes, and implement corrective and preventive actions in a timely manner.
- Identify opportunities for continuous improvement of both project processes and deliverables, including improvements that support long-term value and operational effectiveness.

- Ensure that deliverables are formally reviewed and accepted by relevant stakeholders in accordance with predefined acceptance criteria and the agreed acceptance process.

How SPM² tailors the PM² approach in the Manage Quality

SPM² retains the PM² structure and lifecycle approach to Quality Management, covering quality planning, assurance, control and continuous improvement within the established governance framework. The tailoring consists of explicitly embedding sustainability-related quality attributes and long-term performance considerations into standard quality criteria and review processes where relevant. In addition to verifying conformity with scope, cost and technical standards, SPM² ensures that aspects such as long-term value creation, operational efficiency, responsible resource use and stakeholder expectations are reflected in quality characteristics and acceptance criteria. These considerations are managed within existing quality and configuration management mechanisms, without introducing parallel processes. Through this enhancement, SPM² strengthens the link between quality assurance and long-term organisational performance while preserving the original PM² quality management structure.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Manage Quality	I	I	I	S/C	C	A	R	C

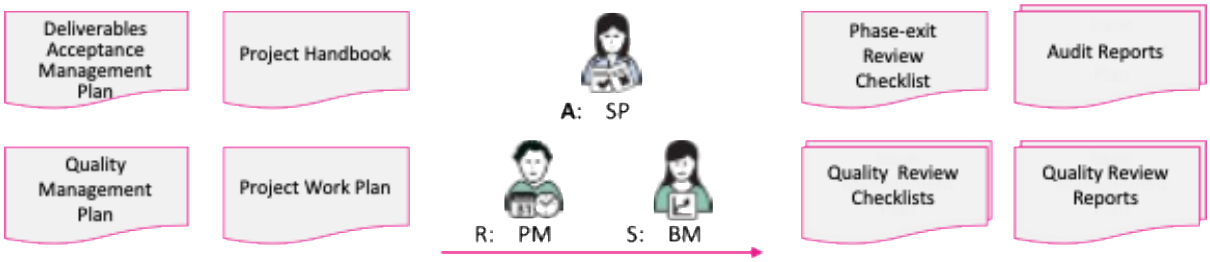

Fig 11.10 Manage Quality inputs/outputs and main roles

Outputs

- Quality review records and checklists
- Updated Quality Management Plan and related quality artefacts, where applicable
- Accepted deliverables in line with the Deliverables Acceptance process

11.10 Manage deliverables acceptance

Deliverables Acceptance Management ensures that all project deliverables are formally reviewed and accepted in line with predefined objectives and acceptance criteria. In accordance with PM², each deliverable produced by the project must be accepted before it can be handed over to the project requestor. In this project, deliverables acceptance is tailored under the SPM² approach to ensure that sustainability and corporate sustainability commitments, such as long-term value creation, operational readiness, responsible resource use, and agreed transformation objectives, are explicitly verified as part of standard acceptance activities.

Deliverables acceptance is performed in line with the Deliverables Acceptance Plan and supports transparency, accountability, and traceability. While individual deliverables may be accepted during the Executing Phase, final project acceptance is performed during the Closing Phase.

Purpose

- Ensure that project deliverables meet agreed functional, quality, and acceptance criteria.
- Provide a formal basis for deliverables handover and acceptance by the project requestor.
- Confirm that sustainability-related requirements and commitments defined in project plans have been met, where applicable.
- Support smooth transition of accepted deliverables into operations or business implementation.

Key participants	Description
Project Manager (PM)	Coordinates and manages the deliverables acceptance process.
Project Quality Assurance (PQA)	Supports acceptance activities and performs quality controls.
Project Steering Committee (PSC)	Defines and approves the overall deliverables acceptance strategy.
Project Owner (PO)	Provides formal acceptance of the project deliverables.
Business Manager (BM)	Supports user-side acceptance and operational readiness, where applicable.

Inputs

- Deliverables Acceptance Plan
- Project Work Plan
- Quality Management Plan
- Outsourcing Plan, where applicable

Guidelines

- Ensure that acceptance procedures, criteria, and responsibilities defined in the Deliverables Acceptance Plan are consistently applied.
- Provide the necessary environments, tools, documentation, and information required to perform acceptance activities effectively.
- Apply the approved acceptance strategy and acceptance schedule as validated by the Project Steering Committee.
- Verify that deliverables comply with agreed quality criteria and acceptance thresholds, including any sustainability-related requirements or performance expectations defined in project plans.
- Allow conditional acceptance of deliverables where appropriate, provided that known defects, issues, or follow-up actions (including sustainability-related actions) are clearly documented and tracked.
- Ensure that all supporting deliverables-such as documentation, training materials, operational manuals, and handover information-are provided to enable effective use and long-term operation of the deliverables.
- Confirm that sustainability-related responsibilities, data, or follow-up actions associated with accepted deliverables are clearly defined and prepared for transition to the permanent organisation.

How SPM² tailors the PM² approach in the Manage Deliverables Acceptance

SPM² retains the PM² structure and governance logic of Deliverables Acceptance Management, ensuring that all deliverables are formally reviewed and accepted in line with predefined criteria and the Deliverables Acceptance Plan. The tailoring consists of explicitly verifying, where relevant, that sustainability-related requirements and corporate sustainability commitments are addressed as part of standard acceptance activities. In addition to functional and quality compliance, SPM² encourages confirmation that deliverables support long-term value creation, operational readiness and responsible resource use as defined in approved project plans. Sustainability-related follow-up actions, data or responsibilities linked to accepted deliverables are also clarified for transition to the permanent organisation. Through this enhancement, SPM² strengthens accountability and long-term continuity while preserving the original PM² acceptance framework.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Manage Deliverables Acceptance	I	I	A	S	C	C	R	C

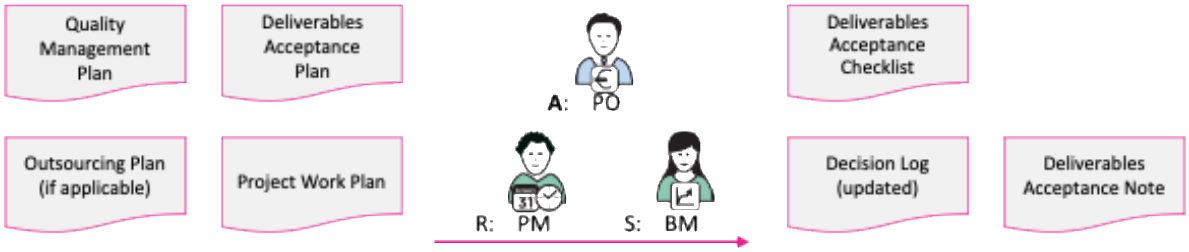

Fig 11.11 Manage Deliverables Acceptance inputs/outputs and main roles

Outputs

- Accepted deliverables in line with the Deliverables Acceptance Plan
- Acceptance records and supporting documentation
- Inputs to Project Closing and Transition activities

11.11 Manage Transition

Transition Management ensures a controlled, coordinated, and effective transition from the current state to the future state in which the project's deliverables are operational and embedded within the client organisation. In line with PM², transition activities require close coordination between the Project Manager (PM) and the Business Manager (BM). Under the SPM² approach, transition management is tailored to ensure that sustainability and corporate sustainability objectives-such as long-term operational resilience, responsible resource use, continuity of services, and agreed transformation outcomes-are fully embedded as part of the transition into business-as-usual operations.

Transition management includes communication, operational readiness, and handover activities, ensuring that deliverables are not only technically implemented but also sustainably adopted and maintained by the permanent organisation.

Purpose

- Ensure a smooth and controlled transition from project delivery to operational use.
- Confirm operational readiness and continuity of services.
- Support effective business implementation and user adoption.
- Ensure that sustainability-related responsibilities, data, processes, and performance expectations are transferred to the permanent organisation.

Key participants	Description
Project Manager (PM)	Coordinates, monitors, and controls transition activities.
Business Manager (BM)	Ensures business readiness and supports operational adoption.
Project Quality Assurance (PQA)	Supports transition reviews and controls, where required.
Project Owner (PO)	Provisionally accepts deliverables prior to completion of transition.
Other project stakeholders	Are informed of progress and contribute to transition activities as appropriate.

Inputs

- Transition Plan
- Project Work Plan
- Communications Management Plan
- Deliverables Acceptance Plan
- Business Implementation Plan

Guidelines

- Confirm that all acceptance criteria have been met and that deliverables are fully operational prior to transition.
- Execute the Transition Plan in a structured and coordinated manner. Where no separate Transition Plan exists, ensure that transition activities are clearly defined, managed, and documented.
- Ensure that business implementation activities, user training, and change enablement activities are completed, including those related to sustainability-related operational practices.
- Ensure that supporting arrangements such as maintenance, support, and monitoring processes are initiated as planned.
- Ensure that all relevant documentation, data, and materials-including sustainability-related baselines, indicators, and follow-up actions-are handed over to the permanent organisation.

How SPM² tailors the PM² approach in the Manage Transition

SPM² retains the PM² structure and governance logic of Transition Management, ensuring a controlled handover from project delivery to operational use. The tailoring consists of explicitly embedding sustainability and corporate sustainability objectives into transition activities where relevant. In addition to confirming technical implementation and operational readiness, SPM² emphasises responsible resource use, long-term operational resilience, continuity of services and agreed transformation outcomes as part of the move to business-as-usual. It also ensures that

sustainability-related responsibilities, data, baselines, indicators and follow-up actions are clearly transferred to the permanent organisation. Through this enhancement, SPM² strengthens long-term accountability and sustainable adoption while preserving the original PM² transition framework.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Manage Transition	I	A	C	C	C	C	R	C

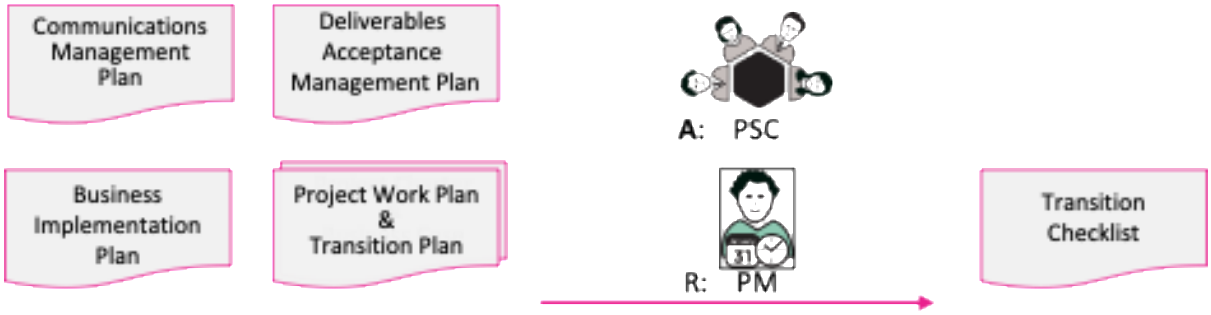

Fig 11.12 Manage Transition inputs/outputs and main roles

Outputs

- Transition completion confirmation
- Handover documentation and operational ownership records
- Inputs to Project Closing and Administrative Closure activities

11.12 Manage Business Implementation

Business Implementation Management ensures that project outputs are effectively embedded into day-to-day operations and continue to deliver value beyond the end of the project. In line with PM², business implementation activities complement transition activities and focus on enabling sustained operational use of project deliverables. Under the SPM² approach, business implementation is tailored to ensure that sustainability objectives-such as long-term value creation, operational resilience, responsible resource use, organisational change, and stakeholder adoption-are fully integrated into business-as-usual practices.

Business implementation activities often extend beyond the formal end of the project. For this reason, post-project change activities may also be defined, with responsibility for their execution transferred to the permanent organisation and managed as part of ongoing operations or future initiatives.

Purpose

- Ensure that project deliverables are effectively adopted and embedded in operational processes.
- Support continuity of operations and sustained benefits realisation after project closure.

- Enable organisational change, skills development, and user adoption.
- Ensure that sustainability-related practices, responsibilities, and performance monitoring are integrated into long-term operations.

Key participants	Description
Business Manager (BM)	Owns and manages business implementation activities.
Project Manager (PM)	Supports the BM and updates the Project Work Plan with relevant progress and changes.
Permanent organisation / operational owners	Take responsibility for post-project implementation and ongoing activities.

Inputs

- Business Implementation Plan
- Project Handbook
- Project Work Plan
- Transition Plan

Guidelines

- Ensure that the Business Implementation Plan is complete, realistic, and aligned with project objectives and sustainability commitments.
- Confirm that all business implementation activities within project scope are clearly defined, scheduled, and resourced in the Project Work Plan.
- Focus on implementation activities that fall within the project's duration, budget, and control, while clearly identifying post-project activities to be handed over.
- Ensure that business processes are redesigned, adapted, or updated as required to support sustainable and effective use of the project deliverables.• Implement communication, organisational change management, and training activities defined in the Business Implementation Plan, including those supporting sustainability-related operational practices.
- Ensure that business continuity measures are in place for critical systems and processes.
- Report regularly on the status of business implementation activities, including progress, risks, and changes.

How SPM² tailors the PM² approach in the Manage Business Implementation

SPM² retains the PM² intent of Business Implementation Management as the mechanism for embedding project outputs into operational practice and ensuring continued value after project closure. The tailoring consists of explicitly integrating sustainability objectives-such as long-term value creation, operational resilience, responsible resource use, organisational change and stakeholder adoption-into business implementation activities. SPM² clarifies the distinction between implementation actions that fall within the project's scope and those that extend beyond closure and must be formally handed over to the permanent organisation. It also emphasises the integration of sustainability-related practices, responsibilities and performance monitoring into business-as-usual operations. Through this enhancement, SPM² strengthens continuity,

accountability and long-term value realisation while preserving the original PM² business implementation framework.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Manage Business Implementation	I	I	A	R	C	I	S	I

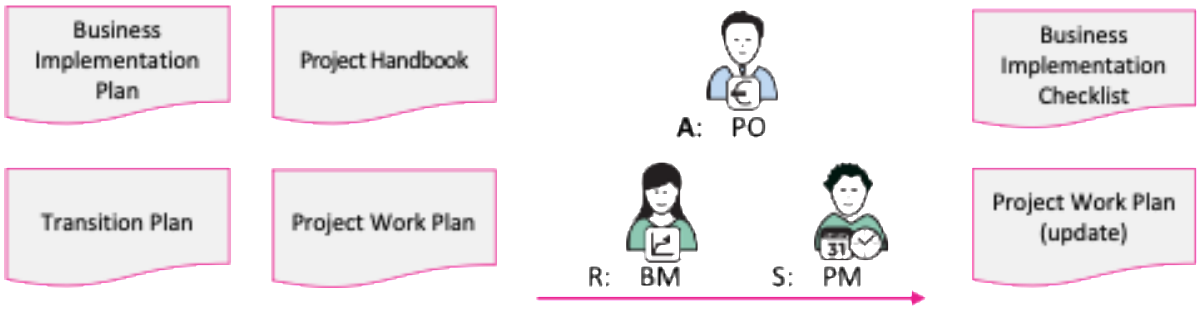

Fig 11.13 Manage Business Implementation inputs/outputs and main roles

Outputs

- Implemented business processes and operational changes
- Trained users and operational staff
- Status reports and updates to the Project Work Plan
- Inputs to Transition and Project Closing activities

11.13 Manage Outsourcing

Outsourcing Management ensures that all externally procured products and services are delivered in line with agreed contractual, quality, cost, and schedule requirements. In accordance with PM², the Project Manager (PM) is responsible for managing outsourced work in close cooperation with relevant procurement functions and the Contractor's Project Manager (CPM). Under the SPM² approach, outsourcing management is tailored to ensure that sustainability considerations-such as responsible sourcing, supplier performance, long-term value creation, and alignment with organisational sustainability commitments-are integrated into contractor selection, delivery monitoring, and acceptance activities.

Outsourced work is governed by the Outsourcing Plan, which defines expectations, responsibilities, working methods, and acceptance criteria.

Purpose

- Ensure effective management and control of outsourced products and services.
- Confirm that contractors deliver in accordance with agreed time, cost, quality, and contractual requirements.
- Support responsible and transparent supplier engagement.

- Ensure that sustainability-related expectations and commitments are reflected in outsourced activities, where applicable.

Key participants	Description
Project Manager (PM)	Manages outsourced work and coordinates contractor performance.
Contractor's Project Manager (CPM)	Delivers outsourced services and reports on progress and performance.
Project Quality Assurance (PQA)	Performs quality controls on outsourced deliverables.
Project Steering Committee (PSC)	Provides oversight and supports key outsourcing decisions, where required.

Inputs

- Outsourcing Plan
- Business Case and Project Charter
- Project Work Plan

Guidelines

- Ensure that contractors are selected in line with organisational procurement processes, standards, and project-specific criteria, including sustainability-related requirements where defined.
- Ensure that contracts clearly define scope, performance expectations, quality criteria, responsibilities, and any sustainability-related obligations.
- Apply the working methods and governance arrangements defined in the Outsourcing Plan.
- Monitor contractor performance against agreed cost, schedule, quality, and sustainability-related indicators, where applicable.
- Ensure regular and transparent status reporting from the Contractor's Project Manager.
- Manage changes to outsourced work in line with the Project Change Management process, including assessment of sustainability-related impacts.
- Validate interim and final deliverables and milestones against agreed acceptance criteria as defined in the Outsourcing Plan.
- Ensure that formal approvals are obtained in a timely manner and in accordance with organisational governance standards.

How SPM² tailors the PM² approach in the Manage Outsourcing

SPM² retains the PM² structure and governance logic of Outsourcing Management, ensuring that externally procured products and services are managed in line with contractual, cost, schedule and quality requirements. The tailoring consists of explicitly integrating sustainability considerations into contractor selection, contract definition, performance monitoring and acceptance activities where relevant. In addition to traditional delivery criteria, SPM² encourages reflection of responsible sourcing practices, supplier performance expectations and alignment with organisational sustainability commitments within the Outsourcing Plan and contractual arrangements. Sustainability-related obligations are therefore monitored through the same governance, reporting and change control mechanisms as other contractual requirements.

Through this enhancement, SPM² strengthens responsible supplier engagement and long-term value alignment while preserving the original PM² outsourcing management framework.

RAM (RASCI)	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Manage Outsourcing	A	C	C	C	I	S	R	I

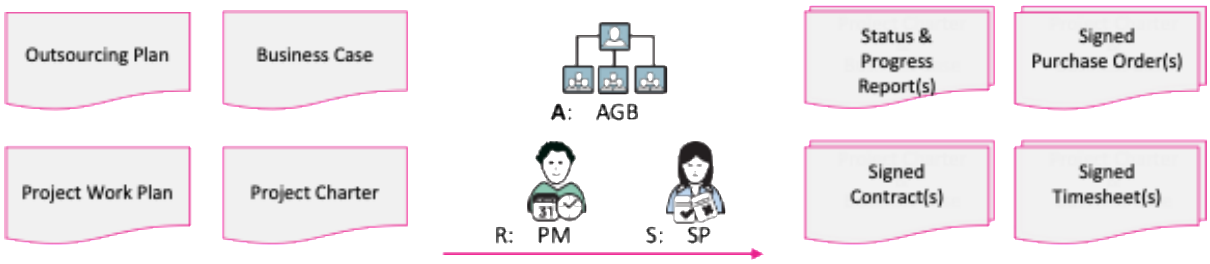

Fig 11.14 Manage Outsourcing inputs/outputs and main roles

Outputs

- Accepted outsourced deliverables and milestones
- Updated Project Work Plan and relevant Project Logs
- Contractor performance reports

12 COMPETENCE FRAMEWORK IN SPM²

12.1 Why competence matters in SPM²

SPM² is based on the understanding that project management is a professional discipline, not a mechanical application of procedures. While methodologies provide structure, governance logic and artefacts, competence determines how effectively and responsibly these elements are applied in real project environments.

In sustainability-oriented project contexts, professionals operate under conditions of increased complexity, regulatory accountability, stakeholder scrutiny and long-term responsibility. Under such conditions, procedural compliance alone is insufficient.

SPM² therefore adopts a competence-based perspective aligned with leading international standards, frameworks, and methodologies in project managements (PM², PMI, IPMA, ISO), while extending them through explicit sustainability and systems integration.

In SPM², competence enables:

- proportional application of methodology
- informed judgment under uncertainty
- balancing of economic, social and environmental trade-offs
- integration of sustainability into decision-making logic
- ethical and accountable project governance

Methodology defines *what* should be done.

Competence determines *how* and *to what effect* it is done.

12.2 SPM² competence architecture

The SPM² competence architecture defines the professional capability required to apply the PM² methodology in sustainability-oriented project environments. It recognises that effective and responsible project delivery depends on the integrated application of governance, sustainability and human interaction capabilities.

The SPM² competence model is structured into three interrelated domains:

1. Project management core competence
2. Sustainability integration competence
3. Transversal and collaborative competence

These domains are **not hierarchical** and are not developed sequentially. They operate simultaneously throughout the project lifecycle and reinforce one another in practice.

The competence architecture reflects the logic that:

- project management competence ensures delivery discipline and governance reliability,
- sustainability competence ensures responsibility, long-term value and systems awareness,

- transversal competence enables collaboration, decision-making and effective implementation in complex environments.

Together, these domains define professional readiness to manage projects as instruments of sustainable transformation rather than isolated delivery mechanisms.

12.3 Project management core competence

Project management core competence refers to the ability to apply structured project governance, lifecycle processes and methodological artefacts in a disciplined, transparent and proportionate manner.

This domain provides the **operational backbone** of SPM². It ensures predictability, traceability and accountability across all project phases while allowing for contextual tailoring.

Project management core competence includes the ability to:

Competency domain	Competency description
Project management core	Apply PM² processes across initiation, planning, execution, monitoring, and closure phases.
	Develop and maintain a project Business Case linked to organisational strategy.
	Prepare a Project Charter capturing scope, objectives, and sustainability commitments.
	Conduct stakeholder analysis and maintain an updated Stakeholder Register.
	Develop a comprehensive Project Work Plan aligned with sustainability priorities.
	Manage project scope, schedule, and budget using PM² artefacts.
	Implement risk management procedures, including sustainability-related risks.
	Apply issue and change management processes with documented decision trails.
	Facilitate effective Phase Gate reviews with governance bodies.
	Coordinate project governance layers and role assignments transparently.
	Use quality management plans to ensure delivery meets agreed standards.
	Monitor progress using integrated performance indicators.
	Close projects with formal acceptance and lessons learned capture.
	Maintain accurate and compliant project documentation.
	Adapt PM² methodology to project size, complexity, and context.
	Integrate procurement processes aligned with project sustainability objectives.
	Manage resource allocation to ensure balanced workload and capacity.

12.4 Sustainability integration competence

This domain extends traditional project management beyond delivery discipline into long-term responsibility and systemic impact awareness. It ensures that projects do not merely produce outputs, but generate sustainable value aligned with environmental, social and economic principles.

Sustainability integration competence enables professionals to embed sustainability criteria into decision-making, governance processes and performance monitoring from initiation through closure and handover.

Unlike compliance-driven sustainability approaches, SPM² positions sustainability as a structural dimension of project design and execution.

Sustainability integration competence includes the ability to:

Competency domain	Competency domain
Sustainability integration	Identify sustainability objectives relevant to project scope.
	Integrate environmental, social, and economic considerations into planning.
	Map project contributions to the UN Sustainable Development Goals (SDGs).
	Apply sustainability indicators to monitor project performance.
	Include sustainability criteria in supplier and partner selection.
	Assess potential long-term impacts during project design.
	Develop sustainability-specific logs (e.g., Sustainability Log) to track actions.
	Incorporate circular economy principles into project deliverables.
	Align reporting with recognised sustainability frameworks (e.g., CSRD, GRI) when applicable.
	Apply eco-efficiency principles in resource usage.
	Plan for transition and handover to ensure sustainability benefits are maintained.
	Manage stakeholder expectations regarding sustainability performance.
	Use participatory methods to engage stakeholders in sustainability planning.
	Evaluate trade-offs between cost, schedule, quality, and sustainability goals.
	Communicate sustainability performance transparently to relevant audiences.
	Integrate feedback loops to improve sustainability practices during project execution.

12.5 Transversal and collaborative competence

Projects operate within complex stakeholder ecosystems that require effective communication, collaboration and ethical judgement. This domain captures the behavioural, interpersonal and digital capabilities required to operationalise both technical and sustainability competences.

Transversal competence enables structured coordination across disciplines, cultures and governance layers. It ensures that project processes translate into collective action and informed decision-making.

SPM² recognises that methodological rigour without collaborative capability results in procedural formality without organisational impact.

Transversal competence competence includes the ability to:

Competency domain	Competency domain
Transversal & collaborative skills	Communicate project objectives and progress in clear, structured formats.
	Present project results using professional-level visual and written outputs.
	Facilitate effective meetings that drive decision-making.
	Collaborate in interdisciplinary teams respecting diverse perspectives.
	Resolve conflicts constructively in a project environment.
	Demonstrate cultural competence in international project contexts.
	Apply ethical decision-making in complex project situations.
	Uphold transparency and accountability in all project communications.
	Use digital collaboration tools effectively for teamwork.
	Manage information securely in line with data protection requirements.
	Provide constructive feedback to peers and stakeholders.
	Support team learning and knowledge sharing throughout the project.
	Engage in reflective practice to improve personal project performance.
	Adapt communication style to different stakeholder needs.
	Use live polling and feedback tools to engage stakeholders.
	Prepare and deliver persuasive project pitches to decision-makers.
	Mentor less experienced team members in project management practices.

12.6 SPM² competence maturity model

12.6.1 Rationale for a maturity perspective

Professional competence in sustainable project management cannot be reduced to the correct use of templates or procedural compliance. While methodology provides structure, maturity determines how that structure is interpreted, adapted and applied in real contexts.

In contemporary project environments characterised by complexity, regulatory scrutiny, stakeholder multiplicity and sustainability pressure, the decisive differentiator is not access to tools but the professional maturity of those applying them.

Competence maturity influences:

- proportionality of methodological application
- quality of judgement under uncertainty
- ability to balance short-term delivery with long-term responsibility
- integration of sustainability into core decision logic
- alignment between project outputs and organisational strategy

For this reason, SPM² conceptualises competence as progressive rather than binary. Professionals evolve through stages of increasing autonomy, systemic awareness and governance responsibility. The maturity model does not describe hierarchy of status, but depth of capability and scope of impact.

The model consists of four cumulative levels, each representing expanded decision authority, contextual awareness and sustainability integration capacity.

12.6.2 Th SPM² competence maturity model levels

Fig 12.1 Th SPM² competence maturity model levels

Level 1 – Project Practitioner

At the foundational level, professionals operate primarily within structured guidance. Their orientation is task-based and procedural. They understand the basic logic of projects, lifecycle phases and the triple constraint, and are capable of reliably executing assigned responsibilities.

Their contribution is operational discipline. They follow established artefacts, apply templates correctly and support planning, monitoring and documentation processes. At this stage, judgement is limited and decision authority remains constrained.

Sustainability at this level is typically understood conceptually rather than operationally. Practitioners recognise sustainability terminology and may comply with sustainability-related requirements, but integration is not yet internalised within their decision-making framework.

The defining characteristics of Level 1 include structured compliance, methodological awareness and dependable execution.

Level 2 – Structured Project Manager

At Level 2, competence shifts from procedural participation to operational ownership. The professional is capable of independently managing projects of moderate complexity within defined governance structures.

Planning becomes analytical rather than mechanical. The individual can construct schedules and budgets, manage risk registers, apply change control procedures and maintain governance documentation with autonomy. Artefacts are no longer perceived as bureaucratic obligations but as instruments of predictability and control.

Decision-making becomes evidence-based and data-informed. The practitioner demonstrates structured judgement within predefined boundaries.

Sustainability at Level 2 is consciously incorporated into planning and monitoring processes. Sustainability criteria may be embedded in procurement decisions, risk analysis and performance indicators. However, sustainability often remains a parameter to be considered rather than a driver shaping fundamental strategic trade-offs.

This level represents methodological fluency and disciplined delivery capability.

Level 3 – Advanced Project Leader

Level 3 marks a transition from operational management to complexity leadership. The professional moves beyond mechanical application of methodology and begins tailoring it proportionately to context, risk exposure and stakeholder dynamics.

At this stage, competence includes the ability to manage competing interests, negotiate trade-offs across time, cost, quality and sustainability dimensions, and align project outputs with broader organisational objectives. Governance interactions become strategic rather than administrative.

Decision-making incorporates structured judgement under uncertainty. The individual demonstrates situational awareness and anticipatory risk thinking. Leadership competence and behavioural capability become as critical as technical mastery.

Sustainability integration deepens significantly at this level. Rather than being treated as an additional criterion, sustainability considerations influence procurement choices, design alternatives, lifecycle costing decisions and stakeholder engagement strategies. Trade-offs are consciously evaluated in terms of long-term impact and systemic consequences.

Level 3 professionals manage systems of relationships, not merely deliverables.

Level 4 – Strategic & Systems Leader

The highest maturity level extends beyond individual project boundaries. The professional operates within portfolio and governance logic and influences organisational decision architecture.

Competence at this stage includes the ability to design governance structures, shape investment logic, evaluate systemic impact and embed sustainability principles into institutional policy and strategic planning. The professional understands projects as vehicles of structural transformation rather than isolated operational initiatives.

Decision-making is long-term, ethically grounded and system-aware. The individual navigates economic, social and environmental interdependencies with integrated judgement.

Sustainability at Level 4 is not an evaluative add-on but a core dimension of governance and capital allocation. Investment decisions, portfolio prioritisation and institutional strategy reflect long-term value optimisation and responsible transformation logic.

Level 4 professionals influence culture, governance and systemic capability.

12.6.3 Observable behavioural indicators by maturity level

To strengthen the practical assessability of the maturity model, each maturity level may be associated with indicative observable behaviours. These indicators do not function as rigid certification criteria. Rather, they provide practical signs that competence is being applied with increasing autonomy, judgement, sustainability integration, and governance awareness.

The indicators below should therefore be interpreted as illustrative rather than exhaustive. They help translate the maturity model into visible patterns of professional behaviour across real project contexts.

Maturity level	Observable behavioural indicators	Typical evidence
Level 1 – Project Practitioner	Correctly applies approved templates, artefacts, and lifecycle steps within assigned responsibilities. Contributes accurate inputs to plans, logs, and reports. Recognises basic sustainability terminology and complies with sustainability-related requirements when these are defined by others. Escalates issues appropriately rather than acting beyond assigned authority.	Completed artefacts with limited rework; accurate status inputs; correct use of logs and templates; evidence of compliance with assigned sustainability-related tasks and reporting requirements.
Level 2 – Structured Project Manager	Independently prepares and maintains key project artefacts and control mechanisms. Applies risk, change, stakeholder, and reporting processes consistently within defined governance structures. Integrates sustainability criteria into planning, monitoring, procurement, and performance indicators. Makes justified operational decisions within approved governance boundaries.	Coherent plans, registers, and management documents; maintained KPI tracking; sustainability-related entries in planning and monitoring artefacts; documented recommendations; evidence-based project decisions within approved tolerances.
Level 3 – Advanced Project Leader	Tailors methodology proportionately to project context, complexity, materiality, and stakeholder conditions. Manages trade-offs across time, cost, quality, and sustainability dimensions. Anticipates risks, stakeholder reactions, and long-term implications. Explains and justifies major project choices under uncertainty. Integrates sustainability into procurement, design alternatives, lifecycle decisions, and stakeholder engagement strategies.	Tailored governance and artefact choices; documented trade-off decisions; phase-gate recommendations; evidence of anticipatory risk and issue handling; stakeholder negotiation outcomes; integrated sustainability actions linked to project decisions.
Level 4 – Strategic & Systems Leader	Shapes governance arrangements, investment logic, and institutional decision frameworks beyond a single project. Embeds sustainability into strategic prioritisation, policy interpretation, and long-term value logic. Evaluates systemic impact and interdependencies across projects, programmes, or portfolios. Mentors others and influences organisational capability, culture, and governance practice.	Strategic business cases; portfolio or governance recommendations; policy or framework inputs; evidence of institutional sustainability criteria or decision rules; cross-project capability-building activities; mentoring and organisational learning contributions.

12.6.4 Competence maturity, decision authority and governance impact

Competence maturity in SPM² is not defined only by accumulated experience, but by the increasing capacity to exercise judgement under uncertainty, to balance competing constraints, and to assume broader governance responsibility.

As maturity progresses, the focus of professional activity shifts:

- from task execution
- to structured control
- to contextual judgement
- to systemic and governance influence

This progression reflects a deepening integration of the three SPM² competence domains: project management core, sustainability integration, and transversal competence.

At lower maturity levels, professionals operate within predefined frameworks.
At higher levels, they shape those frameworks.

The distinction is not hierarchical in status, but in scope of responsibility.

Governance depth across maturity levels

The evolution of competence can be understood through its relationship with governance. Governance defines how authority is distributed, how accountability is exercised, and how value is safeguarded.

Maturity level	Primary focus	Nature of decisions	Governance interaction	Scope of impact
Level 1 – Project practitioner	Operational execution	Procedural and task-based	Applies existing rules	Limited to assigned deliverables
Level 2 – Structured project manager	Project control	Analytical and structured	Implements governance mechanisms	Project-level performance
Level 3 – Advanced project leader	Strategic trade-offs	Judgement-based under uncertainty	Engages and informs governance bodies	Multi-stakeholder alignment and value realisation
Level 4 – Strategic & systems leader	System optimisation	Normative and systemic	Shapes governance logic and frameworks	Portfolio, institutional and long-term impact

At Level 1, competence manifests through correct use of artefacts and compliance with defined processes.

At Level 2, competence includes the ability to define baselines, manage risks, control deviations and justify decisions through structured documentation.

At Level 3, competence extends beyond control into interpretative judgement. Professionals evaluate trade-offs between time, cost, quality and sustainability objectives. Decisions are no longer purely procedural; they involve balancing competing values.

At Level 4, competence becomes systemic. The professional operates at the level of governance architecture, influencing how projects are selected, prioritised and evaluated.

Sustainability considerations are embedded into investment logic and institutional policy.

The shift across levels reflects increasing:

- decision autonomy
- accountability exposure
- contextual awareness
- systemic thinking
- long-term responsibility

Competence maturity in SPM² therefore represents a progression from method application to governance influence.

12.6.5 Integrated competence progression across SPM² domains

Competence development in SPM² does not occur in isolation within a single domain. Progression must be understood as an integrated evolution across:

1. Project management core competence
2. Sustainability integration competence
3. Transversal and collaborative competence

Each domain reinforces the others. Imbalance across domains generates fragility in professional performance.

Technical mastery without sustainability awareness leads to short-term optimisation at the expense of long-term responsibility.

Sustainability awareness without governance competence leads to declarative rather than operational integration.

Strong interpersonal skills without methodological discipline produce instability and lack of predictability.

Cross-domain maturity progression

The following table illustrates how each competence domain evolves across maturity levels.

Competence domain	Level 1	Level 2	Level 3	Level 4
Project management core	Applies templates and follows procedures	Builds structured plans and controls performance	Tailors methodology proportionately to complexity	Designs governance systems and delivery models
Sustainability integration	Demonstrates conceptual awareness	Integrates sustainability criteria into plans and logs	Balances sustainability trade-offs in decision-making	Embeds sustainability into governance and investment logic
Transversal & collaborative	Coordinates tasks within teams	Leads structured project teams	Manages conflict, negotiation and stakeholder complexity	Influences organisational culture and strategic direction

At Level 1, competence is primarily procedural. Actions are guided by predefined instructions.

At Level 2, competence becomes structured. Professionals demonstrate autonomy in managing defined projects within established governance boundaries.

At Level 3, competence becomes integrative. Methodological judgement, stakeholder alignment and sustainability considerations are consciously balanced.

At Level 4, competence becomes systemic. The professional shapes decision frameworks, defines value criteria and embeds sustainability into governance architecture.

SPM² recognises projects as components of broader socio-technical systems.
Competence maturity therefore reflects increasing ability to:

- interpret complexity
- anticipate second-order effects
- manage interdependencies
- align short-term outputs with long-term transformation

At higher maturity levels, sustainability is no longer an additional criterion. It becomes part of the decision architecture itself.

Competence progression is thus not linear accumulation of skills, but a qualitative shift in perspective:

- from execution to interpretation
- from control to integration
- from delivery to transformation

This integrated competence architecture ensures that SPM² operates as a structured methodology capable of supporting responsible and future-oriented project governance.

APPENDIX A: CONTRIBUTIONS AND ACKNOWLEDGEMENTS

The **Guide to Sustainability-Integrated PM²** was elaborated in the framework of **Erasmus+ project "Sustainable Project Management through PM² (SPM²)".**

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This work tailors the *PM² Project Management Methodology Guide 3.1* (DOI: 10.2799/970188, © European Union, 2023). As such, it is acknowledged that certain elements of the original methodology are reproduced and adapted within this Guide.

For full details on the authors and contributors of the original PM² methodology, please refer to: *Appendix A: Contributions and Acknowledgements* in the source document.

APPENDIX B: GLOSSARY

A	
Accept (risk-response strategy)	Accept is a risk-response strategy that is applicable both for negative (threats) and positive (opportunities) risks. In the case of threats, there are two possible reactions, i.e. passive acceptance (no special action is planned, just continue to monitor the risk) or active acceptance, which implies the development of a contingency plan. In the case of opportunities, no specific action is taken towards realizing them. We simply benefit from them in the case where they occur.
Acceptance	Acceptance is the act of approving (signing-off) deliverables if they meet the defined acceptance criteria. It is the Project Owner (PO) who accepts the deliverables, during or at the end of the Executing Phase (deliverables acceptance) and during the Closing Phase (final project acceptance).
Acceptance Criteria	Acceptance criteria comprise the prioritised list of requirements that the final deliverables must meet before the Project Owner (PO) can accept them. Acceptance criteria are documented in the Deliverables Acceptance Management Plan.
Accountable Role (RASCI table)	The accountable role on the RASCI table refers to the person/group/entity that is ultimately answerable for the correct and full completion of the deliverable or task. They delegate the work and approve key milestones and deliverables. There is only one accountable person/group/entity per activity/task.
Achievements	Achievements are the successful accomplishment of project outputs as a result of carrying out project activities.
Activity	An activity is a set of tasks/work belonging to a process/work package in a project, with measurable outputs and limited duration.
Actual Cost (AC)	Actual Cost (AC) is the amount of cost (monetary units) actually incurred until a given point in time (e.g. within a predefined reposting period). Also known as Actual Cost of Work Performed (ACWP).
Administrative Closure	Administrative Closure takes place during the Closing Phase of a project. It is the process by which the Project Manager (PM) ensures that the project has been fully and formally accepted by the Project Owner (PO), that all documentation and records are reviewed, organised and securely archived, and that all resources are formally released.
Agile project management	Agile is a project management approach with a specific set of working principles and practices. It promotes an iterative delivery approach, cooperation of self- organised teams and process adaptability.
Appropriate Governance Body (AGB)	The Appropriate Governance Body (AGB) is the entity responsible for the strategic planning and portfolio management at the institution level. It can be set for a specific domain and appear in different stages of the governance process.
Approval	Approval is the formal acceptance of (i.e. positive decision on) something, such as a deliverable, an artefact, a project change or a risk-response strategy.

Architecture Office (AO)	The Architecture Office (AO) advises project teams on architectural aspects (e.g. Application Architecture and IT Systems Architecture) and develops architecture standards for projects.
Artefacts	Artefacts are tangible outputs of project management activities, such as Project Management Plans, the Project Work Plan, Meeting Minutes, Logs, Checklists, Reports, the Business Case and Project Charter.
Project Manager Assistant (PMA)	The Project Manager Assistant (PMA) is an optional PM² role that assists the Project Manager (PM) in project management/administration activities.
Assumption	An assumption is a hypothesis or piece of unconfirmed information that is considered to be true, and is used in order to proceed with an activity (e.g. project planning). Developing different scenarios that match the various outcomes of an assumption is considered as vital in risk management.
Audit	An audit is an independent evaluation undertaken to provide an appropriate level of assurance as to compliance with given standards.
Authority	Authority is the right to give orders, make and enforce decisions, apply project resources and sign approvals.
Avoid (risk response strategy)	Avoid is a risk-response strategy that consists of changing project conditions, plans, activities or even scope to render the risk irrelevant to the project (i.e. Impact=0 and/or Likelihood=0 %).
B	
Backup	Backup is the process of copying data to a separate storage device in order to protect the original against unavailability or corruption.
Baseline	A baseline is a desired value of a project dimension (scope, budget, schedule, etc.) or plan that is agreed upon and serves as a reference during the project's execution. During the course of the project, new baselines can be defined following the appropriate change management process.
Benefit	A benefit is a positive effect resulting from a project (seen as positive by one or more stakeholders). Benefits should be measurable. The term "Impact" is also used to describe benefits in EU-funded projects.
Benefit Realisation	The process of ensuring that the expected benefits of a project are achieved, sustained, and aligned with strategic objectives after project delivery.
Best Practice	Best practice describes a method or technique established through experience and research that consistently shows results superior to those achieved with other means.

Bottom-up (technique)	Bottom-up describes an approach for identifying project work elements and estimating their effort/cost based on detailed work activities. These estimates are then consolidated (rolled up) to derive the total project cost/effort.
Budget	The budget is the approved annual allocation of the organization's financial resources to a specific project or objective.
Budget Lines	Budget lines refer to the financial resources specific to an organization or unit. They can be associated with a program, an action/decision, a directive, a project, or a task. The term is often used as a synonym for funding sources.
Budget Performance (CPI)	Budget performance, or the Cost Performance Index (CPI), is an indicator of the cost efficiency of project work accomplished to date. It is calculated as: (Progress / Actual Effort) × 100. If this indicator is less than 100%, the project is over budget; if it is higher than 100%, the project is under budget.
Business Case	A Business Case is a document that provides contextual information to decision-makers about the project's costs and benefits, strategic alignment, and/or business problems the project intends to solve. It presents alternative solutions, justifies the investment, and establishes budgetary needs.
Business Continuity Planning (BCP)	Business Continuity Planning (BCP) is a process that identifies all critical functions, services, and activities required for an organization to continue operating during a disaster or serious disruption (e.g., power outages, natural disasters, accidents, sabotage). It includes Disaster Recovery Plans for ICT systems.
Business Governing Layer	The Business Governing Layer consists of the organization's decision-making bodies from various business domains responsible for governing the project.
Business Implementation Group (BIG)	The Business Implementation Group (BIG) includes representatives from business (customer) and user groups. It represents the receiving organization during project phases, particularly business implementation and user acceptance activities.
Business Implementation Management	Business Implementation Management includes planning, executing, and controlling activities that support the organizational changes needed to integrate project deliverables into daily operations and achieve benefits.
Business Implementation Plan	The Business Implementation Plan outlines the project's impact and deliverables for the requesting organization, along with the necessary change management activities. It ensures normal operations are not disrupted and outputs are effectively integrated.
Business Manager (BM)	The Business Manager (BM) is a delegate of the Project Owner (PO) and acts on their behalf daily. The BM assists in defining project specifications and business objectives and works closely with the Project Manager (PM).
Business Objectives	Business objectives translate organizational goals into desired business outcomes and connect organizational goals with project objectives.

Business Process	A business process is a set of defined, repeatable activities performed by an organization to fulfill a business need. It may be triggered by events and can have multiple outcomes, with successful outcomes delivering value to customers.
C	
Capability	Capability describes an existing or needed ability of people (individually or collectively), information systems, or devices that can support an activity, process, or function.
Capability Maturity Model Integration (CMMI)	Capability Maturity Model Integration (CMMI) is a method used to measure the maturity of business process capabilities, helping organizations assess their current level of maturity in relation to a desired level.
Cause and Effect Diagram	A Cause and Effect Diagram (also known as a Fishbone or Ishikawa diagram) illustrates the causes of a specific event. It is useful for investigating issues and risks by helping define the problem and identify and categorize potential causes.
Change	Change refers to the act, process, or result of transitioning from an existing state to a new state.
Change Control	Change Control is an activity within the PM² Change Management Process that evaluates, accepts, or rejects project changes using a Change Log.
Change Control Board (CCB)	The Change Control Board (CCB), also known as the Change Advisory Board (CAB), is a designated group of stakeholders responsible for reviewing, evaluating, approving, or rejecting change requests. This role may be performed by the Project Steering Committee (PSC).
Change Log	The Change Log is a register used to record, assess, monitor, control, and track change requests and related decisions. It also serves to communicate changes to the Project Owner (PO) and/or Project Steering Committee (PSC).
Change Request	A Change Request is a formal appeal to modify an agreed project baseline (scope, requirements, deliverables, resources, costs, timeframe, or quality). It may be submitted via a Change Request Form or identified during meetings and documented in the Change Log.
Change Status	Change Status refers to the state of a change request recorded in the Change Log. Possible statuses include: Submitted, Investigating, Waiting for Approval, Approved, Rejected, Postponed, Merged, or Implemented.
Chief Sustainability Officer (CSO)	The Chief Sustainability Officer (CSO) is a senior executive responsible for integrating sustainability into the organization's strategy, governance, and investment decisions, ensuring alignment with long-term ESG objectives and sustainability reporting practices.

Climate Transition	Climate Transition refers to the structural shift toward a low-carbon and climate-resilient economy aligned with international climate objectives.
Client	Client refers to the Requestor Side.
Closing Phase	The Closing Phase is the final project phase in which activities are completed, Lessons Learned are documented, deliverables are formally transferred to the Project Owner (PO), and the project is administratively closed.
Communication Management Plan	The Communication Management Plan defines the communication needs, content, format, frequency, audience, and expected outcomes for project communications. It outlines how project activities and status are communicated and defines stakeholder-specific communication strategies.
Community of Practice (CoP)	A Community of Practice (CoP) is a group of individuals who share a common interest or profession and meet to exchange knowledge and experiences. It can be internal or cross-organizational.
Competency	Competency refers to the skills and capacity required to complete project activities. If required competencies are lacking, performance may be jeopardized. Mitigation may include training, coaching, hiring consultants, schedule adjustments, or scope changes.
Compliance	Compliance means conforming to applicable standards, methodologies, project requirements, laws, and business rules.
Configuration Item	A Configuration Item is any project asset (deliverable, artefact, requirement, service, hardware, data, tool, etc.) that must be managed to deliver project outputs.
Configuration Management	Configuration Management is a discipline that ensures control over project assets such as artefacts, deliverables, hardware, and other items.
Context	Context refers to the internal organizational and external factors that influence or determine the need and urgency of a project.
Contingency Plan	A Contingency Plan defines actions to minimize the impact of a risk after it occurs, representing proactive acceptance of risk consequences.
Contractor's Project Manager (CPM)	The Contractor's Project Manager (CPM) manages outsourced project activities from the contractor side, ensuring acceptable quality of services/deliverables as defined in the contract, and reports progress to the Project Manager (PM).

Constraint	A Constraint is an internal or external limitation that directly affects a project's performance.
Consulted Role (RASCI)	In a RASCI matrix, the Consulted Role refers to individuals or groups who provide input as contributors, experts, or reviewers for an activity.
Corrective Actions	Corrective Actions are planned and implemented measures taken to bring a project back on track when deviations from baselines are identified.
Critical Path	The Critical Path is the longest sequence of dependent activities required to complete the project and determines the project duration.
Customisation	Customisation of the PM² Methodology involves defining project-specific management parameters (e.g., thresholds, scales) to address project needs. Minor artefact adjustments are included. Changes to the methodology itself are considered tailoring, not customisation.
CSRD (Corporate Sustainability Reporting Directive)	CSRD is an EU directive establishing enhanced sustainability reporting requirements. It requires disclosure of ESG information, including strategy, risks, impacts, and performance metrics, and introduces the principle of double materiality (financial impact and societal/environmental impact).
D	
Dashboard	A Dashboard provides an overview of key performance indicators (KPIs) related to a specific objective. A project dashboard presents a one-screen summary of project status, including variables such as budget, schedule, quality, scope, and risk, and directs users to more detailed information if needed.
Data Protection Coordinator (DPC)	The Data Protection Coordinator (DPC), nominated by senior management, ensures coherent implementation of and compliance with data protection regulations. The DPC advises staff, assists Data Controllers in notifications to the Data Protection Officer (DPO), maintains an inventory of personal data processing applications, cooperates with the DPO, and represents the organization in coordination networks.
Data Protection Officer (DPO)	The Data Protection Officer (DPO) ensures compliance with personal data protection principles. The DPO maintains a register of personal data processing activities, provides advice and recommendations, notifies supervisors of risky data processing, responds to requests, and may investigate incidents on their own initiative.
Decision Log	The Decision Log records a summary of project decisions. It ensures visibility, tracks responsibility (who made decisions, how, and when), monitors implementation, and identifies stakeholders to be informed.
Deliverables	Deliverables are agreed and verifiable project outputs that result in a specific outcome for the receiving party.

Deliverables Acceptance Management	Deliverables Acceptance Management involves planning, executing, and controlling activities leading to deliverable acceptance. This includes defining acceptance criteria, conducting acceptance activities (e.g., testing), and formally approving deliverables.
Deliverables Acceptance Management Plan	The Deliverables Acceptance Management Plan is a quality management artefact that defines the acceptance approach, activities, responsibilities, criteria, and tolerance levels for deliverables.
Deliverable-based Breakdown	A Deliverable-based Breakdown is a technique used to organize and represent project work based on deliverables, with the necessary work structured around producing those deliverables.
Dependencies	Dependencies are relationships between events (decisions, activities, processes, projects, etc.) that influence project performance and outcomes and must be considered during planning.
Development Team (DT)	The Development Team (DT) is applicable to projects with an IT component. It includes members with development skills (programmers, analysts, testers) and application knowledge. It is part of the Project Core Team (PCT) and may be internal or external (contractor-based).
Digital Transition	Digital Transition refers to the structural integration of digital technologies into organizational processes, services, and governance models to improve efficiency, transparency, and long-term resilience.
Directing Layer	The Directing Layer champions the project and owns the Business Case. It mobilizes resources and monitors performance to achieve objectives. It includes the roles of Project Owner (PO) and Solution Provider (SP).
Document Management Officer (DMO)	The Document Management Officer (DMO) ensures coherent implementation of document management practices within the organization.
Double materiality	A perspective that considers both how sustainability issues affect the project or organisation, and how the project or organisation affects the environment, society, and the economy.
Domain	A Domain is a subject area characterized by common requirements, terminology, and metadata. It represents the highest-level grouping of organizational activities.
Domain-specific Artefacts	Domain-specific Artefacts are project-specific documents integral to planning and documentation within a particular domain. PM² does not provide templates for them, but they must be listed in the Project Handbook. Examples include system designs (IT projects), architectural layouts (construction projects), and laws or policies (policy projects).
E	

Earned Value (EV)	Earned Value (EV) is a way of representing project progress. It is the value of the work performed, but expressed in budgetary terms (percentage of the approved budget that has been earned by actual work completed). It is also known as Budgeted Cost of Work Performed (BCWP).
EU Green Deal	The EU Green Deal is the European Union's strategic policy framework aimed at achieving climate neutrality by 2050. It establishes a roadmap for transforming the EU economy towards sustainability by promoting climate action, clean energy, circular economy practices, biodiversity protection and sustainable industry. The EU Green Deal influences regulatory, investment and governance priorities that may affect project selection, design and implementation.
EU Taxonomy	The EU Taxonomy is a classification system established by the European Union to define which economic activities can be considered environmentally sustainable. It provides technical screening criteria to determine whether an activity substantially contributes to environmental objectives, does not significantly harm other objectives (Do No Significant Harm principle), and complies with minimum social safeguards. The EU Taxonomy supports sustainable investment decisions and enhances transparency in sustainability-related disclosures.
Enhance (risk response strategy)	Enhance is a risk response strategy that aims to increase the likelihood and/or impact of a positive risk (opportunity). It is substantially different from the Exploit risk response strategy given it does not ensure the realization of the opportunity.
Escalation	Escalation refers to an activity that requires additional resources to meet a result/output. There are two types of escalation, functional (if more competencies/a higher level of expertise are needed) or hierarchic (when senior decision layers need to be involved).
ESG	ESG (Environmental, Social and Governance) refers to a framework used to evaluate an organisation's or project's performance and impact across environmental stewardship, social responsibility and governance practices.
Ethical oversight	Ethical oversight refers to independent supervision mechanisms ensuring that project activities comply with ethical standards, legal requirements and societal expectations, particularly in areas such as research, AI systems and personal data processing.
Executing Phase	The Executing Phase is the third phase in a PM² project, after Initiating and Planning. It is where the project activities are carried out as defined in the project plans and the project deliverables are produced.
Exploit (risk response strategy)	Exploit is a risk-response strategy that consists of changing project conditions, plans, activities or even scope to ensure that the positive risk (opportunity) will occur (likelihood=100%).
F	
Feature	A feature is an externally observable characteristic or set of characteristics provided by the solution that fulfils partially or entirely a stakeholder need and is used to perform a set of user tasks/function(s).
Final Acceptance	The final acceptance of project deliverables is performed during the Closing Phase by the Project Owner (PO), after consulting the Project Steering Committee (PSC), through a formal project final acceptance sign-off.

Findings	Findings comprise the results of an evaluation of a process or criteria, based on relevant evidence, which compares the current state against the defined criteria (objectives of the evaluation) along with professional judgment.
Full-Time-Equivalent (FTE)	One full-time equivalent (FTE) equals the work of one full-time person on the project (in staff-weeks, staff-months or staff-years). A half FTE is the equivalent work of a half- time person, and so on.
Functionality	Functionality is the set of capabilities associated with a product or service. In an IT context, it is the ability of a programme or application system to provide a function to execute a set of user tasks. Functionality is the particular use or set of uses for which something is designed.
G	
Gantt Chart	A Gantt Chart is a type of bar chart used to represent a project schedule. It displays project activities, start and end dates, duration, and relationships between activities.
Goal	A Goal is a result or achievement toward which effort is directed. Goals are broad statements of achievable outcomes that are aligned with the mission of a programme or organization.
Governance	Governance refers to the process of governing and decision-making. It involves developing a strategic approach to projects and programmes to ensure efficient use of resources and alignment with business needs. Governance is performed by the organization's governance bodies. PM² describes project-level governance, including the governance model, lifecycle, processes, and artefacts.
Governance Accountability	The clear allocation of responsibility and answerability for decisions, actions, and outcomes across governance roles and layers.
Green Transition	Green Transition refers to the shift toward environmentally sustainable economic models, including decarbonisation, resource efficiency, circular economy practices, and biodiversity protection.
I	
Impact (risk, issue or change)	An impact is the measure of the effect of a risk, issue or change on the objectives and activities of a project.
Impact (of a project)	The impact measures the (permanent or temporary) effect of a project on the organisation's processes, policies, technology, culture and people, or on the external environment.
Information Distribution	Information distribution describes an activity performed during the Executing Phase that aims to regularly communicate project information to project stakeholders, based on the Communications Management Plan.

Information Resource Manager (IRM)	The Information Resource Manager (IRM) is a horizontal function in an organisation, not directly applicable to the project management lifecycle. The Solution Provider (SP) may perform this role in a project with an IT component and as such would manage the Project Manager (PM).
Information System (IS)	An information system (IS), whether automated or manual, includes people, machines, and/or methods organised to collect, process, transmit and disseminate data that represent user information.
Informed Role (RASCI table)	The informed role in the RASCI table is the person/group/entity that is regularly informed (kept up-to-date) of the status or outputs of activities. This role involves only one-way communication.
Infrastructure Costs	Infrastructure costs are those related to, for example, the equipment, materials, facilities and hardware required to deliver, support, operate and maintain the delivered solution.
Initiating Phase	The Initiating Phase is the first phase in a PM² project. Its purpose is (1) to define what the project will do (formulate the objective of the project), (2) perform some initial planning to get the project off to a good start and (3) to provide and present the necessary information to get approval for the project.
IPMA-ICB	The International Project Management Association-International Competence Baseline (IPMA-ICB) is a framework that documents an approach to project management broken down into 46 competence elements, covering technical, behavioural and contextual competences.
Issue	An issue is any unplanned event related to the project that has already happened and requires the intervention of the Project Manager (PM) or higher management. All issues that need to be handled formally should be recorded in the Issue Log, examined and resolved. Anyone can raise an issue. It is best to solve the root cause to ensure that the issue does not re-occur.
Issue Log	The Issue Log is a register (log file) used to capture and maintain information on all issues that are being formally managed. The Project Manager (PM) monitors the Issue Log on a regular basis. The structure of the Issue Log is defined in the Issue Management Plan.
Issue Management	Issue management consists of all activities related to identifying, documenting, assessing, prioritising, assigning, resolving and controlling issues.
Issue Management Plan	The Issue Management Plan defines and documents the activities, roles and responsibilities involved in identifying, assessing, assigning, resolving and controlling project issues.
Issue status	Issue status refers to an issue's stage within the management process. It can assume the following values: Open (i.e. unresolved); Postponed (i.e. resolution has been put off until later) or Resolved (i.e. required actions have been taken).
K	

Kick-off Meeting	In a PM² project, there are two Kick-off Meetings: 1) at the start of the Planning Phase, which is usually the first meeting with the project team and the requestor of the project, and 2) at the start of the Executing Phase.
Key Performance Indicator (KPI)	A key performance indicator (KPI) is a quantifiable value used to assess performance in achieving the objective of a project, service, deliverable, process or activity.
L	
Lessons Learned	Lessons Learned represent a repository of insights gained during a project that can be usefully applied in future projects. It helps to avoid possible mistakes and to repeat positive actions in future projects. Lessons Learned are discussed at least in the Project-End Review Meeting (and optionally at the end of project phases or major milestones) and are reported in the Project-End Report.
Local Information Security Officer (LISO)	The Local Information Security Officer (LISO) consults, gives advice on and assists with security aspects related to the project. This role can be a participant in the Project Steering Committee (PSC) and may work with the Data Protection Coordinator (DPC).
Long-term value	Long-term value refers to the sustainable benefits generated over time for the organisation, stakeholders and society, beyond the immediate delivery of project outputs.
Log	A log is a register of project events and actions related to project risks, changes, issues and decisions. Logs are used by the Project Manager (PM) during the project (i.e. Issue Log, Risk Log, Change Log and Decision Log).
M	
Macro-Process	Macro-process refers to a set of processes related to a sub-domain. It corresponds to a grouping of activities based on common business logic. Sometimes the consolidation process corresponds to the sequential execution of many processes.
Major Risk	A major risk is one that can jeopardise the realisation of project objectives or major milestones and whose risk level (combination of its impact and likelihood) is usually unacceptable and therefore requires risk mitigation, transfer or avoidance.
Managing Layer	The Managing Layer focuses on day-to-day project realisation by planning, organising, monitoring and controlling project work to produce the intended deliverables and implement them in the business organisation. Members of the Managing Layer report to the Directing Layer. The Managing Layer is composed of the roles of Business Manager (BM) and Project Manager (PM).
Materiality	Materiality refers to the significance of an issue in terms of its environmental, social, governance or financial impact, and its relevance for decision-making and stakeholder assessment.
Methodology	Methodology refers to a written guideline that can be used to produce something. It includes specific components, such as phases, tasks, methods, techniques and tools. PM² is a methodology for Project Management.

Metric	A metric is a quantifiable value that makes it possible to measure the achievement of a project/service/deliverable/process/activity objective. Metrics should be specific, measurable, actionable, relevant and captured at the right time. They provide important information for project management (e.g. risk, budget, schedule, issues, motivation and quality).
Milestones	A milestone refers to a significant point or event in a project that receives special attention. In PM² there are management milestone artefacts that are of particular interest to the Project Steering Committee (PSC). Milestones can also be used to mark key deliverables, control points, the acceptance of final outputs and closing the project.
Minutes of Meeting	Minutes of Meeting (MoM) provide a summary of what was discussed in a meeting, including project issues, decisions taken, and risks identified. This document can be used as an input into subsequent meetings.
Mitigation	Mitigation refers to an action carried out to: (1) lower the likelihood of a risk occurring, and (2) reduce the effect of the risk on the project by minimising its impact if it occurs. (See also *Reduce, risk response strategy.*)
Monitor & Control	Monitor & Control is a group of continuous activities that spans the life of a project. These activities are focused on measuring the correct execution of the project against the agreed baselines using key metrics like costs, time and quality indicators, and taking corrective actions if the execution goes too far off plan.
N	
Non-compliance	Non-compliance refers to the failure to comply with project requirements or regulatory requirements imposed by public authorities or regulatory bodies.
Non- conformities	Non-conformities refer to the non-fulfilment of project requirements (i.e. the requirements that are not met).
Non-financial reporting	Non-financial reporting refers to the disclosure of information related to environmental, social and governance (ESG) matters, organisational impacts and sustainability performance, beyond traditional financial statements.
O	
Objective	An objective is a target or metric that a person or organisation seeks to meet. It can be the desired output of a change/project and is usually defined in terms of scope, time, cost and quality. As far as possible, objectives should be Specific, Measurable, Attainable/Achievable, Relevant/Realistic and Time-bound (SMART).
Operations	Operations refers to the day-to-day activities performed by the permanent organisation to deliver services or products.
Opportunity	Opportunity is a favourable condition that can be exploited to result in a positive change or improvement in the project environment.

Organisational-based Breakdown	Organisational-based breakdown is a technique used to represent and organise project work by organisational entities (e.g. business units). Deliverables and project work are defined by and grouped in lower levels.
Organisational Procurement Procedures	Organisational procurement procedures define how organisation can attained goods or services. They are provided at the organisational level and are also available to projects. They complement or supersede the Outsourcing Plan.
Outcomes	Outcomes comprise the direct results of the usage (implementation) of project outputs by the customer. Outcomes allow the organisation to achieve the intended benefits of a project.
Outputs	See *Deliverables*.
Outsourcing Plan	The Outsourcing Plan describes the contracting strategies that will be used to outsource services or products outside the organisation to fulfil the project needs. It outlines the scope of products and/or services to be contracted and identifies responsibilities for the full contract lifecycle. It also includes the criteria for evaluating the contractors' service and deliverables.
Outsourcing Management	Outsourcing management consists of defining the services/products to be outsourced, their requirements and the procurement strategy, selecting the contractor, monitoring service quality, and evaluating/accepting interim and final deliverables and/or milestones based on agreed criteria.
Owner	The Owner is the person/entity that is ultimately responsible for something such as a project, deliverable, process, action, risk, issue or decision.
P	
Pareto Chart Pareto Diagram Pareto Analysis	The purpose of the Pareto Chart is to categorise (highlight) the cumulative percentage of the contribution of causes (issues, cost, etc.) according to the frequency with which they occur. The Pareto Principle states that generally 80% of effects come from 20% of causes. Using the Pareto Chart enables a focus on the causes that have a high frequency and attempt to find a resolution for them first. This technique is known as Pareto Analysis.
Peer Review	A peer review is an impartial review/evaluation of a project deliverable or artefact carried out by an expert or a group of experts working in the domain.
Performing Layer	The Performing Layer is an operational layer and is where most of the project activities are carried out. It is composed of the Business Implementation Group (BIG) and the Project Core Team (PCT).
Phase-Exit Review Checklists	Phase-Exit Review Checklists are spreadsheet-based documents used by the Project Manager (PM) to ensure that all the necessary items are in place before the project proceeds to the next phase or is closed. They are concerned with checking key information in each phase and gathering Lessons Learned.
Phase Gates	Phase Gates are approval gates during the project lifecycle (Ready for Planning, Ready for Executing, Ready for Closing). They ensure good governance, making sure that project teams seek approval before moving on to the next phase.

Phase Input	A phase input is any particular artefact, item, product, decision or even information that will be used in the activities of the receiving phase. Phase inputs are usually outputs of a previous phase.
Phase Output	A phase output is any particular artefact, item, product, decision or even information that is produced during a phase.
Plan	A plan is a written projection of project activities and resources needed to execute a process, e.g. for risk management, change management or transition. A plan should answer the four basic questions: what, when, how and by whom.
Planned Value (PV)	Planned Value (PV) refers to the amount of cost (monetary units) planned to be consumed until a point in time (e.g. within a reporting period). It is in other words, an approved cost estimate of the resources scheduled, in a time-phased cumulative baseline. Also known as Budgeted Cost of Work Scheduled (BCWS).
Planning Phase	The Planning Phase is the second phase of a PM² project in which the subject of the project is verified and developed into a workable plan for implementation. The various standard and specific plans for the project are created in this phase.
PM² Mindsets	The PM² Mindsets present attitudes and behaviours which help project teams focus on what is really important in achieving project goals.
PM² Certification Programme (PM²-CertiPro)	A knowledge and experience-based project management certification programme for European Institution staff involved in project-related work. PM²-CertiPro offers two certification Levels: PM² Certified (knowledge-based) and PM² Practitioner (experience-based).
PM² Training Programme	The European Commission's training services offer a complete Project Management training programme. EU staff can choose between project management courses organised in four groups and two levels.
PMBOK (Project Management Body of Knowledge)	The Project Management Body of Knowledge (The PMBOK® Guide) is a guide that describes a set of standard terminology, practices and guidelines for project management. It is published by the Project Management Institute (PMI).
Portfolio (of projects)	A portfolio is a collection of projects, programmes and other activities grouped in order to ensure better financial and resource control, and to facilitate their effective management in terms of meeting strategic objectives.
Post-project	Post-project defines the period after the project has been closed. It includes a set of activities to maintain, improve, extend and support project deliverables after they have been delivered to the stakeholders/user community. Post-project activities are the responsibility of the permanent organisation and are implemented as part of ongoing operations or future projects. These activities are usually defined in the Business Implementation Plan or recommended in the Project-End Report.

Post-project recommendations	Post-project recommendations comprise suggested courses of action to improve project deliverables after the project has been closed. They are related to the operation of the product/service, and include extensions, updates, maintenance, ideas for follow-up projects, etc. They should be part of the Project-End Report.
Pre-project describes	Pre-project describes the period before the project officially starts (i.e. before the Business Case is approved). It includes activities and information gathering related to the idea/need for the project.
PRINCE2	PRINCE2 is a process-driven project management method that supports selected aspects of project management. The acronym stands for “projects in a controlled environment”. PRINCE2 covers the planning, organisation, management and control of projects.
Priority	Priority refers to the numerical value given to a project item (requirement, risk, task, etc.) to classify its relative importance in comparison with other items.
Problem	A problem is an existing state that can potentially affect the organisation’s goals.
Procedure	A procedure is a set of established steps and instructions that specify how to perform a specific activity, as part of a process.
Processes	Processes represent an organised sequence of activities that together achieve a specified outcome. A process can be broken down into sub-processes, and can show operation of a function, system or service. It may also be used to link or make up organisations, functions, services and other processes.
Processes	The organisation’s processes can be classified into different process categories/domains. Examples are: asset management, audit, internal communication, external communication, document management, financial management, grant management, human resources, IT, legislation lifecycle, statistics management, case management, crisis management (alert systems), procurement, programme management and strategic planning.
Product	A product is the tangible output of a project using the PM² Methodology. For a business, a product might be a good manufactured for sale to customers.
Programme	A programme is a collection of projects aimed towards a common goal–i.e. a group of related projects managed in a coordinated way to obtain benefits that could not be achieved from their individual management. Programmes may also include elements of related work outside the scope of its projects.
Programme management	Programme management is the process of managing several inter-dependent projects to better achieve the programme’s strategic objectives and benefits.

Project	A project is a temporary organisational structure which is set up to create a unique product or service (output) within certain constraints. Temporary means that every project has a definite beginning and a definite ending. Unique means that the product or service is different in some distinguishing way from existing products and services. Projects are run by people, constrained by limited resources, and planned, executed and controlled. Projects are often critical components of the performing organisations' business strategy.
Project Change	A project change is a modification to the project environment (scope, schedule, resources, costs, risks, quality, artefacts, etc.). Possible causes for a change are e.g. a new requirement, an identified issue, a preventive action to reduce the risk level, a decision taken that has an impact on the project's baseline etc.
Project Change Management Plan	The Project Change Management Plan defines and documents the change process for a project. It defines the activities, roles and responsibilities involved in identifying, documenting, assessing, approving, prioritising, implementing, controlling and communicating project changes.
Project Charter	The Project Charter is a document that captures the essence of the envisaged solution in the form of high-level needs and features that gives the reader an overview of the final project deliverable(s). It includes information regarding the project scope, cost, time and risks, as well as information such as milestones, deliverables, and project organisation and approach. It is a document initiated by the business sponsor that formally authorises the existence of the project and the project team and provides the Project Manager (PM) with the authority to use organisational resources to staff project activities. The final responsibility for the quality of the Project Charter lies with the Project Manager (PM).
Project Coordination	Project coordination describes the process of managing and directing project activities and stakeholders. It includes the allocation of project resources to activities, continuous quality checks of the interim results of work, ongoing communication with all project members, and the motivation of all involved throughout the project through leadership, negotiations, conflict resolution and application of appropriate people management techniques.
Project Core Team (PCT)	The Project Core Team (PCT) is a group on the provider side of the project that performs the day-to-day project activities under the coordination of the Project Manager (PM). It plays a key role in the successful completion of the project.
Project Drivers	Project drivers comprise the roles that lead the key activities in each phase of a PM² project. The project drivers differ from phase to phase.
Project-End Report	The Project-End Report summarises the project experience, performance, Lessons Learned, successful project practices and pitfalls. It is created in the Closing Phase of a PM² project by the Project Manager (PM).
Project-End Review Meeting	The Project-end Review Meeting takes place during the project's Closing Phase. Its aim is to ensure that project members discuss their experience so that lessons learned and best practices are captured. In addition, ideas and recommendations for post-project work should also be discussed. The result of the meeting is documented in the Minutes of Meeting (MoM) and the Project-End Report.
Project Handbook	The Project Handbook establishes the high-level approach for implementing the project objectives. It is one of the first artefacts created in the Planning Phase and it identifies the project standards, roles & responsibilities, approach and the artefacts to be used.
Project Initiation Request	The Project Initiation Request is the starting point for documenting a project proposal. It gives a high-level overview of the current situation (needs, problems and opportunities), desired outcomes and the estimated effort, impact, risks, constraints and assumptions associated with the implementation of a solution.

Project Lifecycle	The Project Lifecycle is the time between the start and the close of the project and includes the Initiating, Planning, Executing and Closing phases. The project lifecycle starts with the Project Initiation Request and ends once the Closing Phase activities are completed and the Project Owner (PO) performs the final acceptance. The formal project closure terminates the project mode and allows the operations mode (if any) to start.
Project Management	Project management refers to the application of knowledge, skills and techniques to successfully manage work and resources to achieve project objectives and organisational goals.
Project Status Report	A Project Status Report is a frequent report (e.g. every 1-2 months) that is sent to the Project Steering Committee (PSC) and contains just a one-page summary of the project status. The frequency and format of this report is defined in the Communications Management Plan. (See also *Project Progress Report*.)
Project Steering Committee (PSC)	The Project Steering Committee (PSC) is responsible for monitoring the correct execution of the project. This group defines the main orientations of the project and coordinates its main tasks. It validates the human and financial resources allocated to the project as well as the main project deliverables. All stakeholder groups should be represented in the Project Steering Committee (PSC).
Project Success Factors (PSF)	Project success factors (PSF) comprise the elements within the structure and context of the project that are necessary to achieve its success. Their presence will not guarantee success, but their absence will significantly increase the probability of failure.
Project Support Office (PSO)	The Project Support Office (PSO) is an organisational body (or entity) providing project management services that may be linked to a specific project or be provided as a horizontal service by the organisation. The responsibilities of a Project Support Office (PSO) can range from providing simple project management support functions to facilitating the link of projects to strategic goals/corporate benefits by sharing resources, methodologies, tools and techniques. Not every organisation has access to such a body.
Project Support Team (PST)	The Project Support Team (PST) is composed of the Project Support Office (PSO), the Project Quality Assurance (PQA) and the Architecture Office (AO). The roles of the Project Support Team (PST) may be specific to a project or be provided as horizontal services by the organisation. This team offers administrative support to the project organisation and defines requirements to projects (e.g. related to reporting, methodology, quality, architecture, etc.).
Project Variables	Project variables are the four essential baselined metrics monitored in the Monitor & Control processes: cost, schedule, scope and quality.
Project Work Plan	The Project Work Plan identifies and organises the project into deliverables, work packages, activities and tasks, needed to achieve the project objectives. It establishes a base from which to estimate the duration of the project, determine the required resources and schedule the work.
Provider Side	The Provider Side includes the resources of the project that develop and implement the solution, i.e. the Solution Provider (SP), the Project Manager (PM) and the Project Core Team (PCT). In PM² the provider is internal to the organisation and different from any external contractors.
P5+Culture	P5+Culture is an impact analysis structure adapted from Green Project Management® that organises project impacts across six dimensions: Processes, People, Planet, Prosperity, Product and Organisational Culture. It is used to assess sustainability-related impacts in a proportionate way without changing the approved project scope.
Q	

Quality	The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.
Quality Assurance (QA)	Quality Assurance (QA) is the activity of providing the evidence needed to establish the quality of work and therefore provide enough confidence that the project will satisfy the desired scope and quality requirements within its constraints.
Quality Characteristics	Quality characteristics comprise requirements for the project that are based on its objectives, approach, deliverables, expected benefits and resources available. Quality characteristics are translated into criteria that will be used to evaluate the alignment of deliverables and artefacts with expected outputs.
Quality Control	Quality control is the activity of monitoring and consolidating results of Quality Assurance (QA) in order to assess compliance and performance, recommend necessary changes, and plan new or refine existing quality assurance activities.
Quality Management	Quality management consists of carrying out quality planning, quality assurance, quality control and quality improvement up until final project acceptance (Closing Phase). Quality management aims to ensure that the project will meet the expected results in the most efficient way, is compliant with all relevant governmental and industry standards and that deliverables will be accepted by the stakeholders.
Quality Management Plan	The Quality Management Plan defines and documents the project's quality requirements, including the quality management approach, process and responsibilities, and outlines the quality assurance and control activities to be carried out throughout the project. Also includes the Configuration Management process.
Quality Record	The quality record is an output of a quality management activity and serves as the evidence that this activity has been performed.
Quality Review Checklist	A Quality Review Checklist is a tool used throughout the project (when performing quality control) to check if quality management activities have been performed as defined in the Quality Management Plan.
R	
RASCI	The acronym RASCI (pronounced *rasky*) stands for: Responsible, Accountable, Supports, Consulted and Informed. It is also known as the Responsibility Assignment Matrix (RAM). (See also *Responsibility Assignment Matrix*.)
Ready for Closing (RfC)	Ready for Closing (RfC) is the third and final phase/approval gate at the end of the Executing Phase, where the Project Steering Committee (PSC) verifies that all planned activities have been carried out, all requirements have been met, and that the project's output(s) have been fully delivered and accepted by the Business Manager (BM) and the User Representatives (URs).
Ready for Executing (RfE)	Ready for Executing (RfE) is the second phase/approval gate at the end of the Planning Phase, where the Planning Artefacts are approved by the Project Owner (PO) and the decision is taken to move the project to the Executing Phase.

Ready for Planning (RfP)	Ready for Planning (RfP) is the first phase/approval gate at the end of the Initiating Phase. It includes the approval of the Business Case and the Project Charter by the Project Steering Committee (PSC).
Recommendation	A recommendation is the suggested course of action to improve a process/control/output. It is associated with the result of a review/audit.
Reduce (risk response strategy)	Reduce is a risk response strategy to mitigate the impact and/or likelihood of a risk through the proactive implementation of risk-reduction activities (e.g. controls) to a level where the residual risk can be accepted.
Requestor Side	Also referred to as the *Client Side*. The Requestor Side includes the resources belonging to the organisation that requested the project and where the solution will be delivered. These resources include the Project Owner (PO), the Business Manager (BM) and the Business Implementation Group (BIG).
Requirement	A requirement is a capability that the product or service the project is designed to deliver needs to have in order to satisfy the stakeholders' needs. It constitutes an agreement between the customer(s) and the project team on what to produce. It is a test that the end-product of the project has to pass in order to fulfil the customer's demands.
Residual Risk	The residual risk is a minor accepted risk that remains after the risk-response strategy is implemented or after existing controls are considered.
Resource	A resource is an asset or object needed to achieve project objectives (e.g. people, budget, software, hardware, facilities, equipment and materials).
Resilience	The capacity of a project, its outputs, or the wider system it affects to adapt, respond, and remain effective under changing conditions, disruptions, or uncertainty.
Resource Efficiency	The responsible and effective use of materials, energy, time, finances, and human effort in a way that reduces waste and supports long-term value.
Responsibility Assignment Matrix (RAM)	The Responsibility Assignment Matrix (RAM) is a way of clarifying roles and responsibilities for an activity and of ensuring that each component of work is assigned to a person or a team. (See also *RASCI*.)
Responsible Role (RASCI table)	The responsible role on the RASCI table is the person/group/entity that has to perform the tasks or ensure that they are done. Others can support this role (or do part of the work) or be consulted (review or approve the work), but there is only one responsible person/group/entity.

Reviewer	A reviewer is the person who formally assesses and validates an artefact or deliverable.
Risk	A risk is an uncertain event or set of events (positive or negative) that, should it occur, will have an effect on the achievement of project objectives. A risk is generally measured by a combination of the likelihood (probability of the risk happening) and the size of the impact on the project.
Risk Appetite	Risk appetite describes the level of risk that an organisation is prepared to accept in the pursuit of its objectives.
Risk Assessment	A Risk Assessment is an evaluation performed by analysing the likelihood of an identified event occurring and the impact on project objectives if this event happens, alongside the risk appetite and existing vulnerabilities of the project/organisation. Risk levels are calculated for each event and risks are then prioritised.
Risk Assessment (Likelihood/Impact) Matrix	A Risk Assessment Matrix shows the different combinations of likelihood and impact of project risks and defines bands of risk level that suggest risk-response strategies.
Risk Impact	The risk impact describes the potential consequence that the risk will have on the project's objectives, should it materialise. The impact can be both quantitative and qualitative in nature. It is usually expressed on a scale from 1 to 5.
Risk Likelihood	The risk likelihood expresses the probability that the risk might occur. It is usually expressed on a scale from 1 to 5 (it call also be expressed in terms of actual probabilities, e.g. 10%-30%-50%-70%-90%).
Risk Level (RL)	The risk level (RL) is the result of the combination of the likelihood (L) that a risk occurs and its impact (I) should it occur. (RL=L*I).
Risk Log	A Risk Log is the central repository for all risks identified by the project or organisation. It includes information for each risk such as its likelihood, impact, level, risk-response strategies and risk owner. A Risk Log can also be referred to as a Risk Register or Risk List.
Risk Management	Risk management describes a continuous, proactive and systematic process for identifying, assessing and managing risks in line with the accepted risk levels, carried out throughout the project to provide reasonable assurance as regards the achievement of project objectives.
Risk Management Plan	The Risk Management Plan defines and documents the risk management process for a project. It describes how risks will be identified and assessed, what tools and techniques will be used, the risk level bands (in the risk assessment matrix), the relevant roles and responsibilities, and how often risks need to be revisited, etc. It also defines the risk monitoring and escalation process as well as the structure of the Risk Log used to document and communicate the risks and the risk-response actions.
Risk Owner	The risk owner is the person accountable for the management and monitoring of a specific risk.

Risk Reserve	The risk reserve refers to the amount of budget or time estimated and allocated to implement project risk-response strategies.
Risk-Response Strategy	The risk-response strategy describes the way in which a risk will be managed. The risk response strategies are created in order to be able to counter both positive (opportunities) and negative (threats) risks, and are grouped as follows: Threats: Avoid, Reduce, Accept, Transfer/Share Opportunities: Exploit, Enhance, Accept, Share
Risk Status	The status of a risk is logged in the Risk Log. It can assume the following values: proposed, investigating, waiting for approval, approved, rejected, closed.
Root Cause	The root cause describes the original/primary cause of an issue or a risk.
S	
Secondary risk	The secondary risk is the one that remains after the risk-response strategy is implemented. The new risk is then assessed and if necessary a new response strategy may be defined.
Schedule	The schedule is part of the PM² Project Work Plan. It consists of a time-based plan of project milestones, activities, tasks and deliverables, with start and end dates, linked by dependencies. A schedule is often presented in a Gantt chart. (See also *Gantt chart*.)
Scope Statement	A scope statement is a short description of what needs to be accomplished in a project. It presents the major objectives, deliverables and justification in one or two phrases. The project scope is first defined in the Business Case and then elaborated in the Project Charter. It reaches its final form in the Project Work Plan
Scope 1–3 emissions	Scope 1–3 emissions refer to categories of greenhouse gas (GHG) emissions: Scope 1: direct emissions from owned or controlled sources; Scope 2: indirect emissions from purchased energy; Scope 3: other indirect emissions across the value chain (e.g. suppliers, use of products/services)
Services	Services refer to intangible project outputs that enable the requestor to achieve the desirable outcomes.
Service Mode	Service mode is the temporary organisation/governance structure created to maintain, improve, extend and support information systems after they have been delivered to the stakeholders/user community and until the end of the information system's lifecycle. The service mode is also known as operational and corrective maintenance mode.
Share (risk response strategy)	Share is a risk response strategy that can be used both for negative (threats) and positive (opportunities) risks. It is usually based on a "pain/gain" formula where both parties share either the loss, in the case of a threat, or the gains, in the case of an opportunity (e.g. by partnering).
Service-Level Agreement (SLA)	A service-level agreement (SLA) is part of a contract agreed by two parties where key performance indicators (KPIs) are defined and the level of service agreed.

Situation	A situation refers to a set of problems, needs and opportunities that affect the existing state.
Societal transition	Societal transition refers to large-scale structural changes in social systems, institutions and behaviours aimed at achieving long-term sustainability, equity and well-being.
Solution	A solution refers to a set of products and/or services that allows the requestor side to solve a business problem, to meet a business need or to grab an opportunity.
Solution Development Costs	Solution development costs comprise the costs of the resources required to develop project deliverables.
Solution Maintenance Costs	Solution maintenance costs comprise the costs of resources required to maintain project deliverables (including making changes to project deliverables).
Solution Provider (SP)	The Solution Provider (SP) assumes overall accountability for the deliverables and services requested by the Project Owner (PO). The Solution Provider (SP) typically holds a management position within the provider organisation. The Project Manager (PM) reports to the Solution Provider (SP).
Social Safeguards	Social Safeguards refer to policies, standards and mechanisms designed to prevent or mitigate adverse impacts on communities, vulnerable groups, labour rights and human rights in the implementation of projects.
Sustainability	Sustainability refers to the ability to meet present needs without compromising the ability of future generations to meet their own needs, integrating environmental, social and governance (ESG) considerations into decision-making and long-term value creation.
Sustainability Principles	Sustainability principles represent a normative framework that links economic objectives with environmental constraints and social values, with the aim of achieving the long-term sustainability of the system in which the organisation operates.
Sustainability Integration	Sustainability integration refers to the systematic incorporation of environmental, social and governance considerations into project governance structures, lifecycle phases, artefacts, decision-making processes and performance evaluation.
Sustainability-by-Design	Sustainability-by-design refers to the proactive incorporation of sustainability principles into project design and execution from the earliest stages, rather than addressing sustainability impacts retrospectively.

Sustainability Indicators	Sustainability indicators are measurable qualitative or quantitative metrics used to assess and monitor the environmental, social and governance performance of a project throughout its lifecycle.
Sustainability Governance Lead	A Sustainability Governance Lead is a role that translates organisational sustainability strategy into governance instruments, decision-making frameworks and assurance mechanisms. This role supports governing bodies by ensuring traceability between sustainability commitments, investment decisions and project approvals.
Sustainability Integration Advisor	A Sustainability Integration Advisor supports the translation of strategic sustainability objectives into project-level requirements, practices and performance monitoring mechanisms. This role advises on sustainability implications of scope decisions, risk responses, procurement choices and KPI design.
Sustainability Liaison	A Sustainability Liaison is a transversal role facilitating communication between governance bodies, project teams and external sustainability stakeholders to ensure consistent interpretation and implementation of sustainability commitments.
Sustainable Project Management	Sustainable Project Management is the integration of environmental, social and governance considerations into project governance, lifecycle processes, decision-making and performance measurement to ensure responsible and long-term value delivery.
Sustainability-Critical artefact	A sustainability-critical artefact is a project document or decision point whose content significantly influences the environmental, social or governance impact of the project (e.g. Business Case, procurement strategy, risk assessment).
Sustainability-integrated governance	Sustainability-integrated governance refers to a governance model in which sustainability considerations are systematically embedded into roles, decision-making processes, performance criteria and accountability structures, rather than managed as parallel or external streams.
Sustainable Transformation	Sustainable Transformation refers to systemic organisational or societal change aimed at achieving long-term environmental resilience, social well-being and responsible governance.
Sustainability Accountability	Sustainability Accountability refers to the formal allocation of responsibility for sustainability-related decisions, impacts and performance within governance layers and project roles.
Sustainability Context	Sustainability Context and relevance refers to the structured identification, at Initiation stage, of whether and how environmental, social and governance considerations are material to a given project and should influence its justification, design and governance.
Sustainability Drivers	Sustainability Drivers are strategic, regulatory, financial or stakeholder-related factors that create the need or pressure to integrate sustainability considerations into a project. Examples include organisational sustainability strategies, regulatory requirements, funding conditions or stakeholder expectations.
Sustainability Management Plan	The Sustainability Management Plan is an SPM² project artefact that describes how the continuity, institutionalisation and wider uptake of project outcomes and benefits will be supported beyond the formal project duration. It consolidates strategies for partnerships, resource mobilisation, knowledge management, legacy, stakeholder engagement, continuous improvement and open

	access, and clarifies roles and conditions needed for sustained value creation.
Sustainability Evaluation	Sustainability Evaluation is a structured assessment included in the Project End Report that reviews the status of sustainability-related strategies, commitments and management elements defined during the project, indicating achieved results, partially achieved elements and post-project actions required.
Sustainable Procurement	The integration of environmental, social, ethical, and governance considerations into purchasing and supplier selection decisions throughout the project lifecycle.
Sustainability Relevance	The extent to which sustainability considerations are applicable, material, or significant for a given project, based on its context, impacts, stakeholders, and objectives.
Specification	A specification is a complete, testable and documented set of requirements to be satisfied by a specific solution. Specifications can be described in use cases, business rules, story boards, etc.
Stage	A stage is a point, period or step within a phase, (primarily the Executing Phase) and is linked to a major achievement in terms of project outcomes. It is principally used in Agile Project Management.
Stage-based Breakdown	Stage-based breakdown describes a technique used to represent and organise project work in sequential phases or stages/iterations.
Stakeholder	A stakeholder is any individual, group or organisation that can affect, be (positively or negatively) affected by, or perceive itself to be affected by the project. A stakeholder can also exert influence over the project and its deliverables.
Stakeholders Checklist	The Stakeholders Checklist is a document created to help deal with stakeholders during the lifecycle of the project.
Stakeholder Need	Stakeholder needs describe a desirable or mandatory capability requested by an individual or a group of people that will be used as primary input to define the high- level features of a solution.
Stakeholder legitimacy	The degree to which stakeholder interests, concerns, and expectations are recognised as valid and relevant in project decision-making.
Steering Layer	The Steering Level provides general project direction and guidance to keep the project focused on its objectives. It reports to the Appropriate Governance Body (AGB), which operates on a more strategic level. The Steering Layer is composed of the Project Steering Committee (PSC) roles.

Success Criteria	Success criteria comprise the standards by which the project is judged. Success criteria are measurements established to determine whether the project has satisfied its objectives and met its requirements. Success criteria can be qualitative or quantitative, and are ideally SMART (Specific, Measurable, Achievable, Relevant and Realistic, and Time-bound). Do not confuse success criteria with benefits: While success criteria can be measured at project closure, benefits are often achieved long after project closure.
Support Costs	Support costs are those required to support the use of the project deliverables after the project has ended.
Support Layer	The Support Layer consists of the roles responsible for providing support to the project. The composition and structure of this layer depends on the size of the project and is defined by the Project Manager (PM). The support roles may be assumed by specific teams or team members, or may be provided as horizontal services by the organisation.
Supports Role (RASCI table)	The supports role on the RASCI table refers to the person/group/entity that works with the responsible person and carries out part of the activity. Unlike the consulted role, the supports role helps to complete the activity.
Systemic contribution	Systemic contribution refers to the broader and cumulative impact of a project on organisational systems, societal structures and sustainability objectives beyond its immediate scope.
Systemic impact	The broader and often interconnected effects that a project may have beyond its immediate scope, including consequences for related systems, stakeholders, sectors, or long-term societal and environmental conditions.
SWOT Analysis	A SWOT analysis is a method used to evaluate the Strengths, Weaknesses, Opportunities and Threats involved in a project. It generally begins by specifying the objective of the project and then identifies the internal (strengths and weaknesses) and external (opportunities and threats) factors that are favourable or unfavourable to achieving the objective.
T	
Tailoring	Tailoring of the PM² Methodology refers to adapting the methodology to the environment and needs of an organisation. It usually involves tailoring one or more of the four pillars of the methodology (e.g. changing the project governance, adding or removing steps in the PM² defined processes, adding or removing sections in the PM² Artefacts, adding stages to a phase, etc.). The results of the tailoring of the methodology should be reflected and documented in the PM² Management Plans and in the Project Handbook. Note that significant deviations from the PM² Methodology should be avoided.
Template	A template is a pre-developed document or file with a pre-set format, used as a starting point for structuring and presenting information so that the format does not have to be recreated each time it is needed.
Threshold	A threshold is a value or interval of values at which a specific action is triggered.
Test Manager	The Test Manager is the person responsible for collecting and reporting on tests, as well as leading a testing team. The role is assumed by the Project Manager Assistant (PMA) if a Test Manager has not been appointed.

Tolerance	Tolerance describes the allowable deviation above or below a target for time, cost or other project variable such as quality, scope and risk. If the deviation goes above or below the agreed threshold the current management level escalates the issue to a higher level. Without tolerance, every issue would be escalated immediately and the Project Steering Committee (PSC) would end up running the project.
Top-down (technique)	Top-down refers to an approach to estimating project work that begins at the goal level and partitions work down to the finest levels of definition until the participants are satisfied that the project has been defined in adequate detail.
Total Cost of Ownership (TCO)	Total cost of ownership (TCO) defines the estimated cost (both direct and indirect) to deliver the project outcomes. As a best practice, it is usually calculated for a five-year period, unless specific guidelines suggest otherwise.
Traceability	Traceability is the ability to verify the history, location or application of an item by means of documented recorded identification.
Training Costs	Training costs comprise the human resource costs required to provide training to the requestor side (end-users, etc.) or to teams that will support and maintain the solution.
Transfer (risk-response strategy)	Transfer is a risk-response strategy that consists of transferring the risk to a third party (e.g. through insurance or outsourcing activities). This strategy does not relieve the organisation of a risk, but it may reduce the likelihood (e.g. by outsourcing an activity to a specialist party) and/or the impact if the risk occurs. There is always a level of secondary and/or residual risk since the ultimate responsibility for the project risks remains with the organisation.
Transition Management	Transition Management describes the process of managing and controlling the activities that lead the change from the old state to the new state when the deliverables are complete (i.e. delivering the solution to the requestor).
Transition Plan	The Transition Plan defines the pre-requisites of rolling out the new solution. This is useful to ensure a smooth transition from project mode to operations mode.
U	
UN Sustainable Development Goals	The United Nations Sustainable Development Goals (SDGs) are a set of 17 global objectives adopted by the United Nations in 2015 as part of the 2030 Agenda for Sustainable Development. They aim to address global challenges including poverty, inequality, climate change, environmental degradation, peace and justice. The SDGs provide a common framework for aligning organisational strategies and projects with broader societal and sustainability objectives.
Urgency	Urgency is a measure of the time that it will take until an issue affects project objectives or activities.
User Acceptance Test (UAT)	A user acceptance test (UAT) ensures that a deliverable meets user expectations. These tests are usually already described in a test plan.

User Representatives (URs)	User Representatives (URs) is a role that represents the interests of the users to the project and ensures that the project specifications and deliverables meet the needs of all users. They can perform user acceptance tests (UATs) and are considered as optional participants of the Project Steering Committee (PSC).
W	
Work-based Breakdown	Work-based breakdown is a technique used to represent and organise project work by grouping work (e.g. work packages) that is further broken down into smaller portions of work (i.e. tasks).
Work Breakdown	The work breakdown is part of the Project Work Plan. It consists of a hierarchical description of all work that must be done by the project team to meet the needs of the requestor. The work breakdown is a hierarchical breakdown of the project into smaller and more manageable components such as, deliverables, work packages, activities and tasks. Each lower level offers a finer level of detail of the deliverables and work that together define the project output(s) and the work involved to produce them.
Work Package	A work package is a component of the project work breakdown. It represents a group of project work described in activities and tasks.

APPENDIX C: PROJECT MANAGEMENT TOOLS & TECHNIQUES

This section presents a structured overview of commonly used Project Management Tools & Techniques aligned with the PM² methodological framework and extended through the SPM² sustainability perspective. The tools included in this Appendix are organised according to key management areas in order to ensure coherence with PM² governance logic, lifecycle phases and artefact-based implementation. Rather than providing an exhaustive catalogue, this section highlights widely recognised techniques that support structured decision-making, proportional planning and disciplined project execution. Each tool or technique is briefly described in terms of its purpose and practical relevance within a project context. Where applicable, specific notes clarify how sustainability considerations can be embedded in their application under the SPM² approach. The objective of this Appendix is not to prescribe rigid usage, but to support informed, context-sensitive and proportionate application of project management practices.

1. Strategic & context analysis

Strategic & context analysis tools support the structured understanding of the broader environment, strategic drivers and systemic conditions within which a project is conceived and authorised. These techniques help clarify why the project should be undertaken, how it aligns with organisational strategy and what external or internal factors may influence its viability. By systematically assessing political, economic, social, technological and sustainability-related dimensions, project leaders reduce the risk of misalignment between strategic intent and operational execution. These tools are particularly relevant during the Initiation phase, where Business Case justification and governance approval depend on robust contextual analysis. In SPM², Strategic & Context Analysis explicitly integrates environmental, social and long-term value considerations to ensure that sustainability is embedded from the earliest decision points rather than introduced retrospectively.

C.1.1 PESTEL analysis
Purpose To systematically analyse the macro-environmental conditions that may influence project feasibility, design and long-term viability. The technique enables structured identification of political, economic, social, technological, environmental and legal factors that could create constraints, risks or opportunities. It supports informed decision-making by highlighting external drivers that are outside the direct control of the project but significantly affect its success. By mapping these dimensions early, the Project Manager and governance bodies can anticipate regulatory changes, technological disruptions or societal expectations. PESTEL strengthens the strategic robustness of the Business Case and reduces the risk of environmental misalignment. **When used** Primarily during the Initiation phase, when preparing the Business Case and assessing strategic feasibility. It may also be revisited during major environmental changes. **SPM² note** Under SPM², particular attention is given to environmental and regulatory dimensions, including climate-related risks, ESG obligations and long-term sustainability transitions.
C.1.2 SWOT analysis

Purpose
To evaluate the internal capabilities and external positioning relevant to the project. SWOT enables structured reflection on organisational strengths that can support delivery and weaknesses that may constrain performance. Simultaneously, it identifies external opportunities that may enhance project value and threats that could undermine objectives. The technique supports strategic alignment by clarifying whether the organisation is sufficiently prepared to undertake the initiative. SWOT also facilitates structured comparison of alternative approaches by revealing competitive or contextual advantages.

When used

During Initiation and early Planning, especially when evaluating alternatives or defining strategic positioning.

SPM² note

Sustainability-related risks, ESG capacity and long-term reputational considerations should be explicitly integrated into the analysis.

C.1.3 Materiality analysis

Purpose

To identify and prioritise the environmental, social, governance and strategic issues that are most significant for the project and its stakeholders. The 5-step approach to materiality typically includes: defining the scope and context of the analysis, identifying potentially relevant topics, collecting stakeholder input, assessing and prioritising issues based on impact and stakeholder concern, and validating results through governance review. This structured method ensures that sustainability considerations are not addressed generically but evaluated systematically and transparently. By distinguishing between peripheral and high-impact issues, Materiality analysis supports focused resource allocation and informed strategic decision-making. It also strengthens alignment between project objectives, stakeholder expectations and long-term value creation.

When used

During Initiation and early Planning, particularly when defining sustainability priorities, preparing the Business Case or establishing ESG alignment.

SPM² note

In SPM², Materiality analysis strengthens the integration of sustainability into project governance and supports transparent justification of sustainability-related decisions at Phase Gate reviews

C.1.4 Stakeholder mapping

Purpose
To systematically identify individuals, groups or institutions that may influence or be affected by the project. The technique clarifies stakeholder interests, levels of influence, expectations and potential sources of support or resistance. It provides the foundation for stakeholder engagement planning and communication strategy development. Early stakeholder identification reduces the risk of conflict escalation and misaligned expectations. Structured mapping also supports governance transparency by documenting how stakeholder concerns are considered.

When used

At the beginning of Initiation and continuously refined during Planning and Execution.

SPM² note

SPM² encourages inclusion of broader societal and environmental stakeholders beyond immediate business actors.

C.1.5 Make or buy analysis

Purpose
To evaluate whether project deliverables should be developed internally or sourced externally. The technique supports structured comparison of cost, expertise availability, quality control, time constraints and strategic control considerations. It helps organisations determine where internal capabilities provide competitive advantage and where outsourcing may enhance efficiency or innovation. The analysis reduces procurement-related risk by clarifying long-term implications of sourcing decisions. It also supports financial predictability and resource optimisation.

When used

During Initiation and early Planning when defining procurement strategy.

SPM² note

Sustainability performance, ethical standards and lifecycle environmental impact of suppliers should form part of the evaluation criteria.

C.1.6 Cost-benefit analysis

Purpose
To assess whether the expected benefits of a project justify its estimated costs and associated risks. The technique provides a structured economic rationale supporting investment decisions and strategic approval. It compares financial and non-financial benefits against projected expenditures over a defined time horizon. Cost-Benefit Analysis enhances transparency in decision-making and strengthens the credibility of the Business Case. It also enables comparison of alternative solutions by quantifying trade-offs.

When used

During Business Case development and during major change or investment decisions.

SPM² note

SPM² extends benefit evaluation beyond financial metrics to include environmental, social and long-term resilience gains.

C.1.7 SDG alignment mapping

Purpose
To evaluate how project objectives and deliverables contribute to relevant United Nations Sustainable Development Goals. The technique provides structured linkage between project activities and broader global sustainability priorities. It strengthens strategic positioning and enhances transparency toward external stakeholders. SDG mapping also facilitates reporting and communication in publicly funded or sustainability-driven projects. It ensures that sustainability claims are explicitly connected to measurable project outputs.

When used

During Initiation and strategic positioning of sustainability-oriented projects.

SPM² note

Alignment should be substantiated with measurable indicators rather than treated as symbolic association.

C1.8 5P Sustainability framework

Purpose
To provide a structured sustainability-oriented lens for assessing project design, impact and long-term value creation. The 5P framework supports holistic evaluation across five interdependent dimensions: environmental impact (Planet), social implications (People), deliverable characteristics (Product), governance and operational mechanisms (Process), and economic value generation (Prosperity). It enables early identification of sustainability trade-offs and systemic interdependencies. By applying this framework, project leaders can ensure that environmental, social and economic considerations are embedded in strategic framing rather than addressed reactively. The tool strengthens coherence between project objectives and broader sustainability transitions.

When used

During Initiation and early Planning, particularly when defining sustainability objectives, preparing the Business Case or aligning with ESG commitments.

SPM² note

The 5P Sustainability framework aligns closely with SPM² principles of integrated value creation and long-term responsibility. It can be used as a structured sustainability screening tool during Phase Gate reviews and strategic governance discussions.

2. Scope & deliverables management

Scope & deliverables management tools support the structured definition, decomposition and

control of what the project is expected to produce. They ensure clarity regarding project boundaries, prevent uncontrolled scope expansion and establish a transparent link between objectives, requirements and deliverables. In SPM², these tools also ensure that sustainability considerations are embedded in scope definition rather than addressed retrospectively.

C2.1 Deliverables Breakdown Structure (DBS)

Purpose

To systematically identify and hierarchically decompose all project deliverables into manageable components. The DBS defines what the project will produce, focusing on outputs rather than activities. It clarifies the full scope of tangible and intangible deliverables and ensures completeness before detailed planning begins. By structuring deliverables into a logical hierarchy, it reduces the risk of omissions and scope ambiguity. The DBS also facilitates alignment between project objectives and expected outputs, forming a foundation for subsequent planning and acceptance processes.

When used

Primarily during the Planning phase, after project objectives are defined and before detailed activity planning begins.

SPM² note

In SPM² contexts, deliverables should explicitly reflect sustainability-related outputs where relevant (e.g., ESG reports, environmental mitigation measures, circular design elements).

C2.2 Work Breakdown Structure (WBS)

Purpose

To decompose project work into smaller, manageable work packages required to produce defined deliverables. Unlike the DBS, which focuses on outputs, the WBS defines the work necessary to achieve them. It supports accurate effort estimation, cost calculation, resource assignment and risk identification. A well-structured WBS enhances clarity of responsibilities and improves coordination among team members. It also provides the structural basis for scheduling, budgeting and performance monitoring.

When used

During the Planning phase, after deliverables are defined and before scheduling and cost estimation.

SPM² note

Sustainability-related tasks (e.g., impact assessments, stakeholder consultations, environmental compliance activities) should be explicitly included in the WBS rather than treated as secondary or implicit activities.

C2.3 Product-based planning

Purpose

To structure project planning around clearly defined products or deliverables rather than activities. This approach ensures that planning begins with a clear understanding of what must be produced before determining how it will be produced. It strengthens focus on output quality, acceptance criteria and interdependencies between deliverables. Product-based planning enhances traceability between objectives, deliverables and work packages. It also reduces the risk of activity-driven planning that may overlook strategic outcomes.

When used

During early Planning, particularly in projects where deliverable clarity is critical.

SPM² note

SPM² encourages defining products not only in technical terms but also in terms of their long-term sustainability contribution and lifecycle implications.

C2.4 Requirements analysis

Purpose

To identify, document and validate stakeholder needs and expectations that must be fulfilled by project deliverables. This technique ensures that requirements are clear, measurable, consistent and feasible. It reduces ambiguity and prevents scope creep by establishing a formal baseline of agreed expectations. Requirements analysis also supports alignment between business objectives and technical specifications. By documenting requirements systematically, the project team enhances traceability and reduces the likelihood of costly redesigns.

When used

During Initiation and early Planning, before finalising scope and detailed design.

SPM² note

Sustainability requirements (e.g., energy efficiency thresholds, social inclusion criteria, regulatory ESG compliance) should be explicitly documented and traceable.

C2.5 MoSCoW prioritisation

Purpose
To categorise requirements or deliverables according to their relative importance: Must have, Should have, Could have, and Won't have (for now). The technique supports structured decision-making under constraints by clarifying which elements are essential and which are optional. It enables transparent negotiation between stakeholders when time, budget or resources are limited. MoSCoW prioritisation also reduces conflict by making trade-offs explicit rather than implicit. It strengthens control over scope adjustments during execution.

When used
During Planning and whenever scope trade-offs must be evaluated.

SPM² note
Sustainability-critical elements should be carefully assessed before being classified as optional, ensuring that short-term efficiency does not undermine long-term responsibility.

C2.6 Requirements Traceability Matrix (RTM)

Purpose
To link requirements to specific deliverables, work packages and verification methods. The RTM ensures that every requirement is addressed and that no deliverable lacks a justified purpose. It enhances transparency and supports validation and acceptance processes. The matrix enables systematic monitoring of requirement fulfilment throughout the project lifecycle. It also facilitates impact assessment when change requests are introduced.

When used
During Planning and maintained throughout execution and monitoring.

SPM² note
In sustainability-oriented projects, traceability of ESG requirements is particularly important for compliance verification and reporting transparency.

C2.7 Change Control Process

Purpose
To manage modifications to scope, requirements or deliverables in a structured and transparent manner. The process ensures that proposed changes are formally documented, evaluated for impact on time, cost, quality and risk, and approved by authorised governance bodies. It protects project stability by preventing uncontrolled scope expansion. Structured change control also enhances accountability by recording decision rationale and implications. It supports informed trade-offs rather than reactive adjustments.

When used
Throughout the project lifecycle whenever scope or requirement modifications are proposed.

SPM² note
Sustainability implications of changes should be assessed explicitly, ensuring that approved modifications do not weaken environmental or social commitments defined in earlier phases.

3. Time & schedule management

Time & schedule management tools support the structured planning, sequencing and control of project duration. They ensure that activities are logically ordered, dependencies identified and deadlines realistically defined. Effective schedule management enhances predictability, transparency and stakeholder confidence. In SPM², time planning also considers long-term sustainability implications, regulatory timelines and transition-related constraints.

C3.1 Gantt Chart

Purpose
To visually represent project activities along a timeline, showing start and end dates, duration and dependencies. The Gantt Chart provides an accessible overview of the project schedule, enabling stakeholders to quickly understand sequencing and progress. It supports coordination across teams by clarifying task overlap and milestone timing. By visualising percent-complete and critical milestones, it enhances monitoring and communication. The Gantt Chart is particularly useful for aligning expectations between governance bodies and the project team.

When used

Developed during Planning and updated throughout execution for progress tracking and reporting.

SPM² note

Key sustainability milestones (e.g., environmental assessments, stakeholder consultations, compliance reviews) should be explicitly integrated into the timeline to ensure visibility and accountability.

C3.2 Network diagram

Purpose
To illustrate logical dependencies between project activities and identify their sequence. The Network diagram supports analysis of task interrelationships and highlights parallel and sequential workflows. It enables the identification of critical paths and potential bottlenecks before execution begins. This structured mapping improves risk anticipation related to timing and coordination. The technique provides analytical depth beyond visual scheduling tools.

When used

During Planning, particularly for complex projects with multiple interdependencies.

SPM² note

Dependencies linked to regulatory approvals, environmental permits or sustainability verification processes should be carefully mapped due to their potential impact on schedule stability.

C3.3 Critical Path Method (CPM)

Purpose
To calculate the longest sequence of dependent activities that determines the minimum project duration. CPM identifies which tasks have zero float and therefore directly influence overall completion time. By highlighting critical activities, it enables prioritisation of monitoring and resource allocation. The technique supports proactive schedule optimisation by identifying opportunities to compress timelines. It enhances managerial control over schedule-related risks.

When used

During Planning and schedule optimisation, and revisited during monitoring if delays occur.

SPM² note

SPM² encourages evaluating whether accelerating critical path activities may create unintended sustainability trade-offs, such as increased resource consumption or environmental impact.

C3.4 Critical Chain Method (CCM)

Purpose
To plan and control project schedules while explicitly considering resource constraints and behavioural factors affecting task duration. CCM adjusts traditional critical path logic by incorporating buffers that protect overall project completion from uncertainty. It recognises that individual activity estimates often include hidden safety margins and addresses this systematically. By managing buffers centrally, the method improves schedule reliability and transparency. CCM enhances realistic planning in environments with limited or shared resources.

When used

During Planning of resource-constrained or multi-project environments.

SPM² note

In sustainability-sensitive projects, buffer allocation should consider potential delays related to regulatory review, stakeholder engagement or environmental compliance procedures.

C3.5 Milestone planning

Purpose
To define key checkpoints that represent significant achievements or decision points within the project lifecycle. Milestones structure the project into manageable phases and support governance oversight. They provide clarity regarding expected progress and enable formal review before moving to subsequent stages. Milestone planning enhances communication with sponsors and steering committees. It also supports alignment between strategic objectives and operational execution.

When used

During early Planning and refined as the project progresses.

SPM² note

Sustainability-related milestones (e.g., impact approval, ESG audit validation, stakeholder acceptance) should be explicitly included to ensure structured oversight.

C3.6 Rolling wave planning

Purpose
To plan near-term activities in detail while leaving longer-term activities at a higher level until more information becomes available. This adaptive planning approach accommodates uncertainty and evolving project conditions. It supports flexibility without sacrificing structure by allowing progressive elaboration. Rolling Wave Planning reduces planning effort for distant tasks while maintaining control over immediate priorities. It is particularly effective in innovative or complex environments.

When used

During Planning and throughout execution in projects with evolving scope or uncertainty.

SPM² note

This technique supports adaptive sustainability integration, allowing refinement of sustainability measures as regulatory or environmental conditions evolve.

C3.7 Three-point estimation

Purpose
To estimate activity duration using three scenarios: optimistic, most likely and pessimistic. This probabilistic approach acknowledges uncertainty rather than relying on single-point estimates. By calculating weighted averages and potential variance, it improves schedule realism. The method enhances risk-informed planning and supports contingency allocation. It also facilitates more transparent communication regarding uncertainty.

When used

During Planning when estimating activity duration, especially for high-risk or innovative tasks.

SPM² note

Uncertainty related to sustainability approvals, environmental testing or stakeholder negotiation should be reflected in the pessimistic estimate to avoid unrealistic planning.

C3.8 Monte Carlo simulation

Purpose
To model schedule uncertainty by running multiple simulations based on probabilistic input variables. The technique generates a range of possible completion dates and associated confidence levels. It enhances decision-making by quantifying schedule risk exposure. Monte Carlo analysis provides statistical insight into the likelihood of meeting deadlines. It supports informed contingency and buffer allocation.

When used

During advanced Planning and risk analysis in complex or high-uncertainty projects.

SPM² note

Particularly relevant when sustainability-related regulatory or environmental variables introduce significant timing uncertainty.

C3.9 Resource levelling

Purpose
To adjust the project schedule in order to resolve resource over-allocation or conflicts. The technique ensures that resource demand does not exceed availability. It supports realistic planning by aligning task timing with actual capacity constraints. Resource Levelling reduces burnout risk and improves execution stability. It may result in schedule extension but enhances feasibility.

When used

During Planning and when resource conflicts are identified during execution.

SPM² note

SPM² encourages balancing schedule optimisation with responsible workload distribution and long-term organisational sustainability.

4. Cost & financial management

Cost & financial management tools support structured estimation, budgeting and financial control of the project. They ensure that resources are allocated efficiently, expenditures monitored transparently and investment decisions justified. Financial discipline strengthens governance credibility and stakeholder trust. In SPM², financial management is extended to consider lifecycle costs, long-term value and sustainability-related economic impacts.

C4.1 Effort & cost estimation

Purpose

To estimate the amount of work (effort) and corresponding financial resources required to complete project activities. This technique translates the Work Breakdown Structure into measurable cost projections. It supports budget preparation and financial feasibility assessment. Accurate estimation enhances credibility of the Business Case and reduces the risk of cost overruns. It also provides the baseline against which financial performance will be monitored.

When used

During Planning, after defining scope and work packages.

SPM² note

Estimates should include sustainability-related activities such as environmental assessments, stakeholder engagement processes and compliance costs.

C4.2 Bottom-up estimation

Purpose

To estimate total project cost by aggregating detailed estimates from individual work packages. This approach improves accuracy because estimates are developed at the most granular level. It enhances accountability by involving task owners in the estimation process. Bottom-up estimation strengthens reliability for complex or high-risk projects. It also increases team buy-in and ownership of budget assumptions.

When used

During detailed Planning when scope and work packages are clearly defined.

SPM² note

Ensures that sustainability tasks are explicitly costed rather than absorbed implicitly into general budgets.

C4.3 Analogous estimation

Purpose

To estimate project cost based on historical data from similar projects. This method is efficient when limited information is available. It provides a preliminary financial approximation during early decision-making. Although less precise than detailed methods, it supports rapid feasibility screening. Analogous estimation strengthens strategic decision-making when time constraints prevent detailed analysis.

When used

During Initiation or early Planning when limited detail is available.

SPM² note

Comparisons should consider differences in sustainability requirements between past and current projects to avoid underestimation.

C4.4 Earned Value Management (EVM)

Purpose

To integrate scope, schedule and cost performance into a single performance measurement system. EVM compares planned value, actual cost and earned value to assess project status objectively. It provides early warning indicators of cost and schedule variance. The method supports forecasting of final cost and completion estimates. EVM enhances governance transparency and proactive corrective action.

When used

During Monitoring & Controlling to track financial and schedule performance.

SPM² note

SPM² encourages supplementing traditional EVM metrics with sustainability performance indicators to avoid focusing solely on financial efficiency.

C4.5 Cost-benefit analysis

Purpose
To compare projected costs with anticipated benefits in order to determine overall economic viability. It supports investment approval and prioritisation decisions. The technique strengthens transparency by quantifying trade-offs and long-term financial implications. It enables comparison between alternative solutions. Cost-Benefit Analysis also supports governance accountability in resource allocation.

When used

During Initiation (Business Case development) and when evaluating major changes.

SPM² note

SPM² expands benefit evaluation to include environmental and social returns, even when these are partly qualitative.

C4.6 Life-cycle costing

Purpose
To evaluate total cost of ownership over the entire lifespan of a project deliverable, including acquisition, operation, maintenance and disposal costs. This technique supports long-term financial sustainability by avoiding short-term cost optimisation that increases downstream expenses. It enhances strategic decision-making by incorporating future cost implications into present choices. Life-cycle costing strengthens alignment between financial planning and long-term value. It is particularly relevant in infrastructure, technology and sustainability-sensitive investments.

When used

During Initiation and Planning when evaluating alternative design or procurement options.

SPM² note

Highly aligned with SPM² principles, as it encourages long-term sustainability and resource efficiency rather than short-term cost minimisation.

5. Risk & uncertainty management

Risk & uncertainty management tools support the systematic identification, assessment and treatment of uncertainties that may affect project objectives. Projects operate in environments characterised by variability, complexity and interdependence, which makes proactive risk management essential. These tools enhance decision quality, improve resilience and strengthen governance transparency. In SPM², risk management explicitly integrates environmental, social and long-term systemic risks alongside traditional cost, schedule and technical risks.

5.1 Risk register

Purpose
To document identified risks in a structured and traceable format. The Risk Register captures risk descriptions, causes, potential impacts, likelihood, response strategies, ownership and status. It serves as the central reference point for ongoing risk monitoring and control. By documenting risks transparently, it strengthens accountability and facilitates informed decision-making. The register also enables trend analysis and structured escalation to governance bodies when required.

When used

Initiated during Planning and maintained throughout the project lifecycle.

SPM² note

Sustainability-related risks (e.g., climate exposure, regulatory non-compliance, reputational impact, supply chain ethics) should be explicitly identified and tracked.

C5.2 Risk likelihood/impact matrix

Purpose
To qualitatively assess risks by evaluating their probability of occurrence and potential impact on project objectives. The matrix supports prioritisation by categorising risks according to severity levels. It enhances clarity by visualising risk exposure in a structured and comparable way. This tool enables the project team to focus mitigation efforts on the most critical threats and opportunities. It also supports transparent communication of risk exposure to governance stakeholders.

When used

During qualitative risk analysis in Planning and updated during Monitoring.

SPM² note

Impact criteria should include environmental, social and reputational dimensions, not only financial or schedule impact.

C5.3 Risk Breakdown Structure (RBS)

Purpose
To categorise risks hierarchically according to their sources. The RBS enables structured identification by grouping risks into categories such as technical, organisational, external or regulatory. It reduces the likelihood of overlooking important risk domains. By organising risks systematically, it improves completeness of risk identification workshops. The RBS also facilitates reporting and trend analysis across similar projects.

When used

During risk identification in Planning.

SPM² note

An SPM²-aligned RBS should include sustainability-specific categories such as environmental risk, social impact risk and governance or compliance risk.

C5.4 Decision trees

Purpose
To analyse alternative courses of action under uncertainty by mapping possible outcomes and associated probabilities. Decision trees support structured evaluation of choices where multiple scenarios exist. By calculating Expected Monetary Value (EMV) or other metrics, they enable rational comparison between alternatives. The tool enhances transparency in complex decision-making. It is particularly useful in procurement, investment and risk response planning.

When used

During Planning when evaluating risk response strategies or alternative solutions.

SPM² otne

Decision analysis should consider not only financial outcomes but also long-term environmental and social consequences.

C5.5 Expected Monetary Value (EMV)

Purpose
To quantify risk exposure by multiplying the probability of occurrence by the potential financial impact. EMV supports prioritisation of risks and comparison of alternative strategies. It enhances objectivity in decision-making under uncertainty. The technique also supports contingency reserve calculation. EMV contributes to structured financial risk management and governance reporting.

When used

During quantitative risk analysis in Planning.

SPM² note

Where feasible, non-financial impacts (e.g., environmental penalties, reputational damage) should be approximated or qualitatively integrated into the assessment.

C5.6 Scenario analysis

Purpose
To explore alternative future states and assess how they may affect project performance. This technique evaluates best-case, worst-case and realistic scenarios. It supports strategic resilience by anticipating environmental, economic or regulatory shifts. Scenario analysis enhances preparedness for uncertainty beyond immediate project boundaries. It also informs contingency planning and adaptive governance.

When used

During Initiation and Planning for high-uncertainty or long-term projects.

SPM² note

Highly relevant in sustainability-oriented projects where climate transitions, policy shifts or stakeholder expectations may significantly alter operating conditions.

C5.7 Sensitivity analysis

Purpose
To determine how variations in key variables influence project outcomes. This technique identifies which assumptions or parameters have the greatest impact on cost, schedule or performance. It enhances risk awareness by revealing vulnerability to specific uncertainties. Sensitivity analysis supports prioritised mitigation efforts. It also strengthens credibility of financial and schedule forecasts.

When used

During quantitative analysis in Planning.

SPM² note

Sensitivity to sustainability variables (e.g., carbon pricing, material cost volatility, regulatory standards) should be explicitly examined.

C5.8 Monte Carlo simulation

Purpose
To model uncertainty through repeated simulations based on probabilistic inputs. It generates a distribution of possible outcomes rather than a single estimate. This approach enhances understanding of overall project risk exposure. Monte Carlo simulation supports data-driven contingency planning. It provides governance bodies with probability-based confidence levels for key milestones.

When used

During advanced risk analysis in complex or high-uncertainty projects.

SPM² note

Particularly valuable when sustainability-related variables introduce significant unpredictability (e.g., regulatory approval timelines or environmental impact variability).

C5.9 Sustainability risk assessment

Purpose
To systematically identify and evaluate environmental, social and governance risks that may affect project viability or long-term value. This technique extends traditional risk management by incorporating ESG dimensions. It supports compliance with sustainability regulations and stakeholder expectations. Sustainability risk assessment enhances transparency and reduces reputational exposure. It also strengthens alignment with long-term resilience objectives.

When used

During Initiation and Planning, and monitored throughout execution.

SPM² note

Represents a structural extension of traditional risk management within SPM² and should be integrated rather than treated as a separate parallel process.

6. Quality & performance management

Quality & performance management tools ensure that project deliverables meet defined requirements and that overall project performance is systematically monitored and improved. These techniques support objective evaluation, early detection of deviations and continuous enhancement of processes and outputs. Quality management safeguards stakeholder satisfaction and strengthens governance credibility. In SPM², performance is evaluated not only through traditional cost, time and scope criteria, but also through sustainability-related indicators and long-term value contribution.

C6.1 Quality management plan

Purpose
To define how quality requirements will be achieved, monitored and controlled throughout the project lifecycle. The plan establishes quality standards, acceptance criteria, review procedures and roles responsible for verification. It ensures that deliverables are produced consistently and conform to agreed specifications. By clarifying quality processes in advance, it reduces ambiguity and rework. The quality management plan also supports structured communication with stakeholders regarding performance expectations.

When used

Developed during Planning and applied throughout execution and monitoring.

SPM² note

Quality criteria should explicitly incorporate sustainability-related standards where applicable (e.g., environmental performance thresholds, social compliance benchmarks).

C6.2 Pareto analysis

Purpose
To identify the small number of causes that generate the majority of problems or performance issues. Based on the 80/20 principle, this technique supports prioritisation of corrective actions. It enables the project team to focus resources on high-impact issues rather than dispersing effort inefficiently. Pareto analysis strengthens evidence-based decision-making in quality improvement. It also enhances clarity in reporting recurring defects or risk concentrations.

When used

During Monitoring & Controlling when analysing defects, issues or performance gaps.

SPM² note

Can be applied to sustainability-related deviations (e.g., identifying key sources of environmental impact or stakeholder complaints).

C6.3 Root cause analysis (5 whys)

Purpose
To identify the underlying cause of a problem by repeatedly asking “why” until the fundamental source is revealed. This structured inquiry prevents superficial corrective actions that address symptoms rather than causes. It supports deeper organisational learning and reduces recurrence of issues. Root cause analysis enhances problem-solving discipline within the project team. It also improves reliability of corrective and preventive measures.

When used

During Monitoring & Controlling when addressing defects, delays or performance deviations.

SPM² note

Particularly relevant when investigating sustainability-related incidents, compliance failures or stakeholder conflicts.

C6.4 Fishbone diagram (Ishikawa diagram)

Purpose
To visually map potential causes of a problem across structured categories such as processes, people, materials, environment and technology. The diagram supports collaborative analysis by encouraging comprehensive exploration of contributing factors. It enhances clarity in complex situations where multiple causes interact. The technique promotes systematic thinking and reduces bias in problem diagnosis. It also facilitates team-based discussion and consensus building.

When used

During quality review sessions and issue resolution workshops.

SPM² note

Environmental and social impact factors should be included as categories when analysing sustainability-related performance issues.

C6.5 Control charts

Purpose
To monitor process stability over time by plotting performance data against defined control limits. Control charts help distinguish between normal variation and significant deviation requiring corrective action. They enhance early detection of performance drift. The technique supports evidence-based quality control and reduces reactive management. It is particularly useful in projects involving repetitive or measurable processes.

When used
During Monitoring & Controlling in projects with measurable performance metrics.

SPM² note
Can be adapted to monitor sustainability performance indicators such as energy usage trends or waste generation levels.

C6.6 KPI monitoring

Purpose
To measure project performance against predefined quantitative or qualitative indicators. KPIs provide structured visibility of progress and alignment with objectives. They enable proactive management by highlighting deviations early. KPI monitoring enhances governance transparency and reporting consistency. It supports accountability at both operational and strategic levels.

When used
Defined during Planning and monitored throughout execution and reporting cycles.

SPM² note
SPM² extends KPI sets to include sustainability metrics such as carbon footprint, resource efficiency, stakeholder satisfaction and social impact indicators.

C6.7 Sustainability performance indicators

Purpose
To measure environmental, social and governance performance of the project in a structured and traceable manner. These indicators complement traditional project metrics by evaluating long-term impact and responsible value creation. They support alignment with ESG frameworks and regulatory expectations. Sustainability indicators enhance transparency toward stakeholders and funding bodies. They also enable post-project evaluation of sustainable outcomes and benefits.

When used
Defined during Initiation and Planning, monitored throughout execution and assessed at closure.

SPM² note
Indicators should be specific, measurable and aligned with project objectives rather than generic sustainability claims.

7. Stakeholder & Communication Management

Stakeholder & communication management tools support structured identification, engagement and coordination of individuals and groups that influence or are affected by the project. Effective stakeholder management reduces resistance, enhances collaboration and strengthens legitimacy. Communication management ensures that relevant information is delivered in a timely, accurate and appropriate manner to different governance layers. In SPM², stakeholder engagement extends beyond immediate project actors to include broader societal, environmental and future-oriented perspectives.

C7.1 Stakeholder Interest/Influence Matrix (SIIM)

Purpose
To analyse stakeholders based on their level of interest in the project and their ability to influence its outcomes. The matrix supports prioritisation of engagement efforts by distinguishing between high-power and low-power stakeholders. It enables structured identification of potential supporters, neutral actors and detractors. By clarifying influence dynamics, it reduces the risk of unexpected opposition or governance friction. The technique strengthens targeted communication planning and stakeholder alignment.

When used
During Initiation and updated during Planning and execution as stakeholder dynamics evolve.

SPM² note
SPM² encourages expanding the matrix to include stakeholders affected by environmental and social impacts, not only direct decision-makers.

C7.2 Power-interest grid

Purpose

To categorise stakeholders according to their decision power and level of engagement interest. The grid supports structured communication strategies tailored to each stakeholder category (e.g., manage closely, keep satisfied, keep informed, monitor). It enhances transparency in stakeholder prioritisation and resource allocation for engagement activities. By visualising stakeholder positioning, it supports proactive management of influence patterns. The tool reduces reactive communication and strengthens governance stability.

When used

During Initiation and stakeholder engagement planning.

SPM² note

Sustainability-sensitive stakeholders such as regulators, communities or advocacy groups may require elevated engagement even if formal power appears limited.

C7.3 Stakeholder engagement plan

Purpose

To define structured strategies for communicating and interacting with stakeholders throughout the project lifecycle. The plan specifies communication frequency, formats, responsibilities and escalation mechanisms. It ensures consistency in messaging and reduces the risk of misinterpretation or information gaps. A structured engagement plan enhances trust and transparency. It also supports alignment between governance bodies and operational teams.

When used

Developed during Planning and implemented throughout execution.

SPM² note

In SPM², engagement should include participatory mechanisms where appropriate, particularly in projects with social or environmental impact.

C7.4 Communication matrix

Purpose

To document who communicates what information, to whom, how often and through which channel. The matrix enhances clarity in information flows and reduces duplication or omission. It supports accountability by assigning communication responsibilities explicitly. Structured communication planning strengthens coordination and reduces conflict. It also supports traceability in governance reporting.

When used

During Planning and maintained throughout the project.

SPM² note

Sustainability reporting requirements (e.g., ESG updates, compliance reporting) should be integrated into the communication matrix.

C7.5 RASCI matrix

Purpose

To clarify roles and responsibilities by identifying who is Responsible, Accountable, Supportive, Consulted and Informed for each activity or decision. The matrix enhances governance clarity and reduces role ambiguity. It strengthens accountability by distinguishing between execution and decision authority. RASCI supports structured collaboration and reduces duplication of effort. It also facilitates transparent escalation when required.

When used

During Planning when defining governance structure and activity ownership.

SPM² note

Sustainability-related responsibilities should be clearly assigned to avoid fragmentation or implicit delegation.

C7.6 Participatory workshops

Purpose
To engage stakeholders in collaborative dialogue, co-creation and decision-making processes. Workshops support inclusive problem-solving and strengthen shared ownership of project outcomes. They enhance understanding of stakeholder perspectives and uncover latent concerns. Participatory techniques also reduce resistance by involving affected groups early. Structured facilitation ensures productive and transparent discussion.

When used
During Initiation and Planning, particularly in projects with significant social or environmental impact.

SPM² note
Strongly aligned with SPM² principles of inclusiveness, transparency and long-term value co-creation.

C7.7 Public consultation techniques

Purpose
To formally gather feedback from broader communities or affected groups. These techniques include surveys, hearings, digital platforms or structured consultation sessions. Public consultation enhances legitimacy and reduces reputational risk. It supports compliance with regulatory requirements in certain sectors. Structured consultation processes also provide documented evidence of stakeholder consideration.

When used
During Initiation and Planning in projects with public impact or regulatory requirements.

SPM² note
Essential for projects with environmental or social implications and supports alignment with ESG transparency standards.

8. Resource & team management

Resource & team management tools support the effective allocation, coordination and development of human, technical and material resources required for project delivery. Structured resource management ensures feasibility, prevents overload and strengthens execution reliability. Team management tools enhance collaboration, clarify responsibilities and improve collective performance. In SPM², resource management also incorporates principles of long-term organisational sustainability, ethical workload distribution and responsible capacity planning.

C8.1 Responsibility Assignment Matrix (RASCI)

Purpose
To clarify roles and responsibilities across project activities by identifying who is Responsible, Accountable, Supportive, Consulted and Informed. The RASCI matrix reduces ambiguity in decision-making and execution. It ensures that each activity has a clearly designated owner while maintaining governance accountability. By distinguishing execution from approval authority, it strengthens organisational discipline. The matrix also supports coordination across functional boundaries and governance layers.

When used
During Planning when defining the project governance structure and task ownership.

SPM² note
Sustainability-related roles (e.g., compliance oversight, impact monitoring) should be explicitly included to avoid fragmented accountability.

C8.2 Resource Breakdown Structure (RBS)

Purpose
To categorise and hierarchically structure project resources, including human, technical and material assets. The RBS enhances visibility of resource requirements and supports alignment between resource demand and availability. It facilitates structured allocation and financial planning. By organising resources systematically, it reduces the risk of underestimating critical capacities. The RBS also strengthens coordination in multi-disciplinary projects.

When used
During Planning after defining work packages and estimating effort.

SPM² note
Sustainability expertise and environmental compliance capabilities should be explicitly reflected in the resource structure where relevant.

C8.3 Resource levelling

Purpose
To adjust the project schedule to address over-allocation or resource conflicts. The technique ensures that workload is balanced and feasible within capacity constraints. It supports realistic planning and prevents burnout or performance degradation. Resource levelling enhances operational stability and reduces execution risk. Although it may extend timelines, it strengthens delivery reliability.

When used

During Planning and when resource constraints emerge during execution.

SPM² note

SPM² emphasises responsible workload distribution and long-term human sustainability rather than short-term acceleration at the expense of team well-being.

C8.4 Capacity planning

Purpose
To evaluate whether sufficient human and technical resources are available to execute project activities within defined timelines. Capacity planning aligns project demand with organisational capability. It supports informed prioritisation decisions and reduces resource-based delays. The technique strengthens portfolio-level coordination where multiple projects compete for shared resources. It also enhances transparency in governance discussions regarding feasibility.

When used

During Initiation and Planning, particularly in resource-constrained or multi-project environments.

SPM² note

Capacity planning should consider sustainability expertise requirements and long-term organisational capability development.

C8.5 Team charter

Purpose
To establish shared expectations regarding roles, values, communication norms and collaboration principles within the project team. The Team charter strengthens cohesion and clarifies behavioural standards. It enhances accountability and reduces interpersonal conflict. By defining agreed working principles, it improves efficiency and trust. The charter also supports alignment between project objectives and team culture.

When used

During early Planning and team formation.

SPM² note

The Team charter can incorporate sustainability values, ethical standards and commitments to responsible conduct.

C8.6 Conflict resolution techniques

Purpose
To manage and resolve disagreements constructively within the project environment. Techniques such as negotiation, mediation, compromise or collaboration prevent escalation and protect team performance. Structured conflict resolution enhances psychological safety and decision quality. It ensures that differences in perspective contribute to innovation rather than disruption. Effective conflict management strengthens leadership credibility and stakeholder trust.

When used

Throughout execution whenever interpersonal or interdepartmental tensions arise.

SPM² note

Conflicts related to sustainability trade-offs (e.g., cost vs. environmental impact) should be addressed transparently and aligned with governance principles.

9. Monitoring, control & governance

Monitoring, control & governance tools ensure that project performance remains aligned with approved baselines and strategic objectives. They provide structured mechanisms for tracking progress, managing deviations and supporting informed decision-making at governance level. These tools strengthen transparency, accountability and predictability throughout the lifecycle. In SPM², monitoring and control extend beyond cost and schedule performance to include sustainability commitments, long-term value protection and regulatory compliance.

C9.1 Earned Value Management (EVM)

Purpose
To integrate scope, schedule and cost performance into a unified monitoring framework. EVM compares planned value, actual cost and earned value to objectively assess project performance. It enables early detection of cost overruns and schedule delays. The method supports forecasting of final project cost and completion date. By providing quantitative indicators, EVM enhances governance reporting and proactive corrective action.

When used
During Monitoring & Controlling throughout execution.

SPM² note
SPM² encourages complementing EVM metrics with sustainability indicators to ensure that financial efficiency does not overshadow environmental or social commitments.

C9.2 Variance analysis

Purpose
To compare actual performance against planned baselines and identify deviations. Variance analysis supports timely detection of schedule, cost or scope discrepancies. It enables root cause identification and structured corrective action. The technique strengthens accountability by making deviations visible and measurable. It also informs governance-level decision-making and escalation where necessary.

When used
Throughout execution as part of regular performance reviews.

SPM² note
Variances should include analysis of deviations in sustainability targets or ESG commitments where defined.

C9.3 Performance dashboards

Purpose
To visually consolidate key performance indicators into an accessible and structured overview. Dashboards support rapid assessment of project status across multiple dimensions. They enhance communication between the project team and governance bodies. By presenting data clearly, they facilitate informed decision-making. Dashboards also improve transparency and stakeholder confidence.

When used
Throughout Monitoring & Controlling for reporting cycles and governance meetings.

SPM² note
Sustainability metrics (e.g., emissions, resource use, stakeholder engagement indicators) should be integrated alongside traditional performance indicators.

C9.4 Phase gate reviews

Purpose
To formally evaluate project performance and readiness before progressing to the next lifecycle phase. Phase gates ensure that predefined criteria have been met and that risks are under control. They support structured governance oversight and decision validation. The technique enhances accountability by requiring documented approval before continuation. Phase gate reviews also provide opportunities to reassess alignment with strategic objectives.

When used
At the end of major lifecycle phases (e.g., Initiation, Planning, Execution).

SPM² note
Sustainability criteria and compliance status should form part of gate review documentation and decision logic.

C9.5 Change log

Purpose
To document all approved and rejected change requests throughout the project lifecycle. The Change log enhances traceability and governance transparency. It ensures that modifications are formally recorded, evaluated and authorised. The tool supports impact analysis and historical review of decision rationale. It also strengthens accountability in scope and budget adjustments.

When used
Maintained throughout execution whenever change requests are submitted.

SPM² note
Sustainability implications of changes should be clearly recorded and assessed within the log.

C9.6 Issue log

Purpose
To track problems or incidents that have already occurred and require resolution. The Issue Log supports structured problem management and ensures accountability for corrective actions. It enhances transparency by documenting status, ownership and resolution timelines. The tool prevents recurring problems by maintaining a visible record of outstanding issues. It also supports governance reporting and escalation when necessary.

When used

Throughout execution as operational issues arise.

SPM² note

Issues related to sustainability performance, stakeholder concerns or compliance breaches should be clearly categorised and monitored.

C9.7 Sustainability monitoring log

Purpose
To systematically track sustainability-related commitments, performance indicators and corrective actions. This log complements traditional monitoring tools by focusing on environmental, social and governance dimensions. It enhances transparency toward stakeholders and regulatory bodies. The tool supports structured documentation of ESG performance throughout execution. It also strengthens post-project evaluation of sustainable outcomes.

When used

Defined during Planning and maintained throughout execution and closure.

SPM² note

Represents a methodological extension within SPM² and should be integrated with overall monitoring systems rather than maintained separately.

10. Lessons learned & continuous improvement

Lessons Learned & Continuous Improvement tools support structured reflection, organisational learning and long-term capability development. Projects are temporary, but organisations are permanent; therefore, knowledge generated during projects must be captured and institutionalised. These techniques enhance maturity, reduce recurrence of errors and strengthen governance evolution. In SPM², lessons learned also address sustainability performance, systemic impact and long-term value realisation beyond formal project closure.

C10.1 Lessons learned workshops

Purpose
To facilitate structured reflection sessions where the project team and key stakeholders identify successes, challenges and improvement areas. These workshops encourage open discussion and collective analysis of project performance. They help distinguish between effective practices that should be replicated and shortcomings that require correction. Structured facilitation enhances objectivity and reduces defensive bias. Lessons learned workshops strengthen organisational learning and contribute to methodological refinement.

When used

At project closure and, where appropriate, at major milestones or phase transitions.

SPM² note

Reflection should include evaluation of sustainability objectives, stakeholder engagement quality and long-term impact alignment.

C10.2 Post-Implementation Review (PIR)

Purpose
To assess whether project deliverables have achieved intended outcomes and benefits after implementation. Unlike closure reviews focused on output acceptance, PIR evaluates actual performance in operational context. It supports validation of business case assumptions and benefit realisation logic. The technique strengthens accountability for long-term value creation. It also informs future investment and governance decisions.

When used

After deliverables have been operational for a defined period.

SPM² note

Particularly important in SPM² to evaluate environmental, social and long-term sustainability impacts that materialise after project completion.

C10.3 Knowledge repository

Purpose
To systematically store project documentation, insights, decisions and lessons in an accessible and structured format. A central repository prevents knowledge loss when project teams dissolve. It enhances organisational memory and supports cross-project learning. Structured repositories enable pattern recognition and process improvement across portfolios. They also strengthen auditability and compliance traceability.

When used

Established during Planning and updated throughout the lifecycle.

SPM² note

Sustainability documentation and ESG-related decisions should be clearly categorised to support institutional sustainability learning.

C10.4 After-Action Review (AAR)

Purpose
To conduct focused, immediate reflection after a specific event, milestone or issue. AAR addresses what was expected, what actually happened, why differences occurred and what can be improved. It enables rapid learning and adaptive improvement during execution. The technique supports continuous refinement rather than waiting until project closure. It strengthens responsiveness and team capability.

When used

After major milestones, critical incidents or significant deviations.

SPM² note

Can be used to assess sustainability-critical events such as stakeholder disputes, compliance reviews or environmental incidents.

C10.5 Continuous improvement log

Purpose
To document improvement suggestions and process enhancement opportunities throughout the project lifecycle. The log ensures that improvement ideas are not forgotten and can be evaluated systematically. It supports incremental refinement of processes, governance mechanisms and team collaboration practices. Continuous improvement logs enhance maturity development across projects. They also encourage proactive contribution from team members.

When used

Maintained throughout execution and reviewed at closure.

SPM² note

Sustainability performance optimisation opportunities (e.g., resource efficiency improvements) should be explicitly captured and assessed.

C10.6 Sustainability impact review

Purpose
To evaluate the broader environmental, social and governance impacts of the project beyond immediate deliverables. This review assesses alignment with sustainability objectives defined at initiation. It supports transparency regarding long-term consequences and systemic contributions. The technique strengthens institutional accountability and responsible governance. It also informs strategic sustainability planning at programme and portfolio levels.

When used

At project closure and, where relevant, during post-implementation evaluation.

SPM² note

Represents a distinctive SPM² extension emphasising long-term transformation rather than short-term output delivery.

APPENDIX D: APPLYING SPM² IN SMEs, AGILE, HYBRID AND PRIVATE-SECTOR ENVIRONMENTS

SPM² is designed as a structured extension of PM², but it should not be interpreted as requiring the same depth of governance, documentation, or artefact use in every project context. Its application must remain proportionate to the size, complexity, materiality, regulatory exposure, and organisational maturity of the project environment.

This is particularly important in SMEs, agile and hybrid delivery settings, and private-sector environments, where project teams often operate with leaner governance arrangements, shorter delivery cycles, limited specialist roles, and stronger pressure for speed, efficiency, and practical usability. In such contexts, the value of SPM² does not lie in adding methodological weight. It lies in ensuring that sustainability-relevant decisions are made consciously, transparently, and proportionately.

SPM² in SMEs

In small and medium-sized organisations, project governance is often less formalised, and multiple responsibilities may be combined in the same person or a very small team. SPM² may therefore be applied through a reduced but disciplined minimum set of practices.

In such contexts, proportionate application typically means:

- keeping the core PM² lifecycle and governance logic intact, while simplifying documentation depth;
- focusing on the few sustainability issues that are material to the project rather than attempting exhaustive analysis;
- using a smaller artefact set, provided that the project still retains clarity of scope, justification, accountability, and monitoring;
- combining governance and support responsibilities where organisational capacity is limited;
- prioritising practical decision quality over formal document volume;
- **using, as a minimum, the artefacts that support project justification, scope clarity, sustainability relevance, and basic monitoring, such as the Business Case, Project Charter, Sustainability Management Plan (in a simplified form), and Sustainability Log.**

For smaller projects, the most essential SPM² additions are usually:

- a brief sustainability relevance check during Initiation;
- explicit consideration of sustainability in the Business Case and alternative selection;
- a limited number of meaningful sustainability indicators;
- sustainability-aware risk and procurement decisions;
- basic traceability of major sustainability-related choices.

The aim is not to replicate the full methodological depth of a large regulated project, but to preserve the decision logic of SPM² in a lighter form.

SPM² in Agile and hybrid environments

SPM² is compatible with agile and hybrid delivery environments, provided that it is understood as a governance and decision framework rather than as a rigid sequential control model. Agile approaches emphasise iteration, rapid feedback, adaptive planning, and continuous stakeholder interaction. These characteristics do not conflict with SPM². On the contrary, they can support sustainability integration when applied with discipline.

In agile or hybrid settings, SPM² should be interpreted as follows:

- sustainability criteria should inform backlog prioritisation, refinement, and release decisions;
- stakeholder legitimacy and feedback should be treated as ongoing inputs rather than one-time consultation activities;
- sustainability-related risks, assumptions, and trade-offs should be reviewed iteratively;
- procurement, sourcing, architecture, and delivery choices should be assessed not only for short-term efficiency but also for lifecycle impact and long-term value;
- governance reviews should focus on whether sustainability-relevant decisions remain visible, justified, and aligned with project objectives, even when planning is iterative;
- **artefact use should focus on lightweight but traceable instruments, such as the Business Case, Project Charter, Sustainability Log, selected management plans where needed, and concise sustainability criteria embedded in backlog, release, or review practices.**

In this sense, SPM² does not require agile teams to abandon iterative delivery. It requires them to ensure that iterative delivery does not obscure accountability, sustainability implications, or long-term consequences.

SPM² in private-sector environments

In private-sector organisations, projects are often assessed primarily through business value, speed to market, resource efficiency, client expectations, and competitive positioning. SPM² remains applicable in these environments when sustainability is linked to business justification, resilience, regulatory readiness, reputational protection, customer expectations, and longer-term value creation.

For private-sector adoption, SPM² is most effective when:

- sustainability is integrated into the investment and value logic of the Business Case;
- the chosen level of governance is aligned with commercial reality and project materiality;
- procurement and sourcing decisions reflect both commercial and sustainability criteria;
- only those sustainability measures are formalised that are relevant to the project's actual context, market, and exposure;
- project teams can clearly explain why sustainability is relevant to value, risk, continuity, or legitimacy;
- **the artefact set remains focused on those documents that support investment justification, delivery control, and accountability, typically including the Business Case, Project Charter, Business Implementation Plan, Sustainability Management Plan, Sustainability Log, and selected risk, procurement, and stakeholder artefacts where material.**

This means that SPM² should not be presented as a separate compliance burden. It should be positioned as a structured way to improve project justification, decision quality, stakeholder confidence, and long-term robustness.

Practical rule for proportionate application

Across SMEs, agile, hybrid, and private-sector contexts, the same practical rule applies:

The project should apply as much SPM² structure as necessary to ensure that sustainability-relevant decisions are visible, justified, and governable, but no more than the context reasonably requires.

A proportionate application will normally preserve:

- the PM² governance and lifecycle logic;
- the need for clear roles and decision rights;
- a justified Business Case;
- a minimum level of sustainability reflection in planning and monitoring;
- and traceability of key decisions affecting long-term value, stakeholders, risk, procurement, or environmental and social impact.

Implications for tailoring

As a result, SPM² should not be understood as a one-size-fits-all model. It is a structured methodology that must be tailored intelligently.

In lower-complexity environments, tailoring may reduce:

- the number of artefacts used;
- the depth of sustainability analysis;
- the formality of governance interactions;
- the frequency and detail of reporting.

However, tailoring should not remove:

- strategic justification,
- accountability,
- explicit decision criteria,
- or the structured consideration of sustainability where it is relevant to project success.

The objective is therefore not methodological minimalism for its own sake, nor full methodological expansion in all cases. The objective is disciplined proportionality.

APPENDIX E: SUPPLEMENTARY IMPLEMENTATION RESOURCES

E.1 Case Study Compendium

The **SPM² Case Study Compendium** is a supplementary implementation resource developed to accompany the Guide. Its purpose is to support interpretation, learning, and practical adoption by showing how the SPM² methodology is applied in realistic project contexts across the full project lifecycle.

While the Guide explains the methodological structure, governance logic, lifecycle integration, artefact framework, and sustainability principles of SPM², the Case Study Compendium demonstrates how these elements are translated into actual project practice. In this sense, it functions as a bridge between methodological guidance and implementation.

The Compendium is particularly useful for:

- practitioners applying SPM² for the first time;
- organisations that are familiar with PM² but require practical guidance on sustainability integration;
- SMEs and teams seeking proportionate implementation examples;
- trainers, coaches, and educators using SPM² for capacity-building purposes;
- reviewers and governance bodies seeking examples of how sustainability-related decisions are documented and justified in practice.

The Compendium contains one or more **end-to-end illustrative case studies**, each showing how SPM² is applied in a different project context. These cases differ by sector, complexity, governance maturity, delivery approach, and sustainability relevance. Their purpose is not to prescribe a single implementation model, but to provide worked examples that help users understand how the methodology can be adapted proportionately.

Each case study includes:

- a short description of the project context, rationale, and strategic environment;
- the main sustainability drivers, constraints, and opportunities affecting the project;
- the identification of stakeholders and material sustainability considerations;
- examples of how sustainability is reflected in project justification, planning, governance, delivery, and closure;
- illustrative use of selected SPM² artefacts, including completed or partially completed examples;
- examples of sustainability-related KPIs, monitoring logic, and Sustainability Log entries;
- examples of governance escalation, decision trade-offs, and phase-gate considerations;
- lessons learned regarding proportionality, adoption, and practical tailoring.

The Compendium also illustrates different **adoption paths**, including:

- a lighter implementation for a smaller or lower-materiality project;
- a more structured implementation for a medium-complexity initiative;
- a fuller application for a large, regulated, or sustainability-critical project.

In this way, the Compendium helps readers understand not only **what SPM² requires**, but also **how its logic is interpreted, scaled, and applied** in practice.

The Case Study Compendium does not replace the Guide and should not be interpreted as normative in the same way as the main methodology. Rather, it serves as a practical and didactic companion resource. Its role is to improve usability, reduce implementation ambiguity, and support more confident adoption of SPM² across diverse organisational settings.

As such, the Case Study Compendium strengthens the implementation layer of SPM² by providing concrete reference examples that complement the Guide's conceptual, governance, and methodological foundation.

The SPM² Case Study Compendium is available as a companion resource to this Guide and provides worked examples supporting the practical application of the methodology across different project contexts.

E.2 Sustainability KPI Library

The **SPM² Sustainability KPI Library (Appendix F)** is a supplementary implementation resource developed to accompany the Guide. Its purpose is to support the practical selection, tailoring, and use of sustainability-related indicators across the project lifecycle, in line with the governance and methodological logic of SPM².

While the Guide explains how sustainability should be integrated into project planning, decision-making, monitoring, and review, the Sustainability KPI Library provides a structured reference set of indicators that supports this integration in measurable and traceable terms. In this sense, it functions as an operational bridge between sustainability intent and performance monitoring.

The Library is particularly useful for:

- project teams defining sustainability-related performance measures;
- organisations seeking a more structured approach to sustainability monitoring in projects;
- SMEs and less mature environments requiring practical indicator examples;
- trainers, coaches, and reviewers supporting implementation and assessment;
- governance bodies requiring clearer visibility of sustainability-related project performance.

The Sustainability KPI Library contains a structured set of indicative indicators organised in a way that supports proportionate and context-sensitive application. The indicators are designed to help users identify appropriate measures based on project type, materiality, sustainability relevance, sector context, and governance needs.

Each KPI entry is presented in a structured format and includes, where relevant:

- the KPI name;
- the relevant sustainability dimension;
- a short definition of what is being measured;
- the expected or possible data source;
- the suggested measurement frequency;
- the accountable role for monitoring and reporting;
- and explanatory notes where interpretation or tailoring is required.

The Library supports the selection of indicators across environmental, social, governance, and long-term value dimensions. It also helps users distinguish between indicators that are broadly

applicable across most project contexts and those that are more specific to certain sectors, delivery models, or sustainability challenges.

The Sustainability KPI Library is intended to be used together with the **Sustainability Management Plan** and the **Sustainability Log**. The Sustainability Management Plan defines the overall monitoring approach and expected control logic, while the Sustainability Log provides the operational traceability artefact through which selected indicators, observations, review findings, and follow-up actions are recorded and monitored.

The Library does not prescribe a mandatory universal set of KPIs for all projects. Rather, it provides a structured reference resource that supports informed selection, proportional application, and methodological consistency. In this way, it enables project teams to monitor sustainability-related performance in a manner that is both practical and aligned with the principles of SPM².

The Sustainability KPI Library does not replace project judgement, governance review, or contextual tailoring. Its role is to improve measurability, comparability, and implementation confidence by providing a practical reference point for sustainability-related monitoring and decision support.

As such, the Sustainability KPI Library strengthens the operational layer of SPM² by supporting the consistent definition, use, and review of sustainability-related performance indicators across diverse project environments.

The SPM² Sustainability KPI Library is available as a companion resource to this Guide and provides a structured reference set of indicators to support the practical monitoring of sustainability-related project performance.

APPENDIX F: SPM² SUSTAINABILITY KPI LIBRARY

Indicative companion resource to support KPI selection, tailoring, and traceability in SPM² projects.

Purpose. This document provides an indicative library of sustainability-related KPIs that can be selected and tailored according to project context, materiality, sector, governance needs, and organisational maturity. It complements the SPM² Guide and is intended to be used together with the Sustainability Management Plan and the Sustainability Log.

Important note. The KPIs listed in this library are indicative rather than prescriptive. Not every KPI is relevant to every project. Teams should select a proportionate set of indicators that supports decision-making, monitoring, and review without creating unnecessary reporting burden.

1 Purpose and use of the KPI Library

The Sustainability KPI Library supports the practical implementation of SPM² by translating sustainability intent into measurable and reviewable indicators. It helps project teams move from general sustainability commitments to a more operational understanding of what should be monitored, how it should be measured, and who should remain accountable for follow-up.

The library may be used during Initiating and Planning to inform the selection of sustainability indicators, during Executing and Monitor & Control to support monitoring and corrective action, and during Closing to review sustainability performance and lessons learned.

The KPI Library should be used together with the following artefacts:

- Business Case, to support the justification of sustainability-relevant alternatives and expected benefits.
- Sustainability Management Plan, to define the monitoring approach, control points, responsibilities, and review logic.
- Sustainability Log, to record selected KPIs, observations, deviations, review comments, and follow-up actions.

2 Principles for KPI selection

- Proportionate application: select only those KPIs that are relevant to project size, materiality, sector, and regulatory exposure.
- Decision usefulness: prefer indicators that support actual project decisions rather than indicators that exist only for reporting purposes.
- Traceability: each KPI should have a clear definition, source, review rhythm, and accountable role.
- Lifecycle relevance: KPI selection should reflect the phase in which the indicator is most useful, while allowing continuity across the project lifecycle where needed.
- Alignment: selected KPIs should be consistent with the Sustainability Management Plan and traceable in the Sustainability Log.

3 Recommended KPI entry structure

Field	Description
KPI name	Short and clear name of the indicator.

Field	Description
ESG dimension	Environmental, Social, Governance, or cross-dimensional.
Definition	What exactly is being measured and how it should be interpreted.
Possible data source	Project logs, supplier records, technical assessments, surveys, audits, reviews, or baseline documents.
Measurement frequency	Monthly, per milestone, per phase gate, quarterly, at closure, or another proportionate review rhythm.
Accountable role	Role accountable for ensuring that the KPI is monitored, reviewed, and followed up.
Suggested use	Typical project situations, sectors, or artefacts in which the KPI is especially useful.

4 Indicative cross-sector KPI Library

The following indicators are suitable as an indicative starting point across many SPM² project contexts. Teams should select and tailor them rather than adopting them all by default.

Environmental, social, governance and cross-dimensional indicators

KPI	ESG	Definition	Possible data source	Frequency	Accountable role	Suggested use
Material sustainability issues addressed	Cross	Measures whether the project has identified and addressed the sustainability issues that are most material to its context and objectives.	Business Case; Sustainability Management Plan	At Initiation, Planning, and major reviews	PO / BM	Especially useful in the Business Case, Sustainability Management Plan, and projects with significant ESG relevance, regulatory exposure, or strategic visibility.
Sustainability-related risks actively managed	Cross	Tracks whether identified sustainability-related risks are recorded, reviewed, and treated through project risk management processes.	Risk Register; Sustainability Log; review records	Monthly / phase reviews	PM	Particularly relevant in projects with environmental, compliance, reputational, or stakeholder exposure; useful in Risk Management Plan and Sustainability Log.
Sustainability-related decisions documented	Cross	Measures the extent to which key sustainability-related decisions and trade-offs are explicitly recorded and justified.	Sustainability Log; governance minutes; decision records	At major decision points	PM / PSC	Useful for governance-intensive projects, major trade-off decisions, and projects requiring strong traceability or auditability.
Sustainability KPIs monitored as planned	Cross	Tracks whether selected sustainability indicators are being measured and reviewed according to the agreed monitoring approach.	Sustainability Log; KPI reports; review records	Monthly / phase review	PM	Useful in all projects where sustainability indicators have been defined, especially for Monitoring & Control and governance reviews.

KPI	ESG	Definition	Possible data source	Frequency	Accountable role	Suggested use
Alignment with organisational sustainability commitments	Cross	Measures the extent to which the project remains aligned with relevant organisational sustainability policies, targets, or commitments.	Business Case; Sustainability Management Plan; policy mapping	At Planning and major reviews	PO / BM	Particularly useful in public-sector, EU-funded, ESG-driven, or policy-sensitive projects.
Sustainability actions completed on time	Cross	Tracks whether planned sustainability-related actions, mitigations, or improvement measures are implemented within agreed timeframes.	Action logs; Sustainability Log; progress reports	Monthly	PM	Useful where the Sustainability Management Plan includes formal actions, mitigations, or follow-up commitments.
Sustainability issues escalated appropriately	Cross	Measures whether sustainability issues that exceed agreed thresholds or governance authority are escalated in a timely and structured manner.	Issue logs; governance minutes; escalation records	As needed / review points	PM / PSC	Especially useful in projects with formal governance layers, reputational sensitivity, or material sustainability impacts.
Sustainability criteria integrated into phase reviews	Cross	Tracks whether sustainability considerations are systematically included in gate reviews and lifecycle decision points.	Gate review records; checklists; review minutes	At each phase gate	PSC / PM	Useful in structured PM²/SPM² environments, public-sector projects, and projects using formal RfP/RfE/RfC reviews.
Long-term value considerations reflected in decisions	Cross	Measures the extent to which project decisions take into account longer-term value, continuity, resilience, or legacy effects.	Business Case; decision records; review minutes	At major decision points	PO / BM / PM	Particularly useful in infrastructure, transformation, public investment, and strategic capability-building projects.
Sustainability learning captured and reused	Cross	Tracks whether sustainability-related lessons learned are identified, documented, and transferred for future use.	Lessons learned records; closure report; knowledge repository	At Closing / post-review	PM / BM	Useful in organisations building SPM² capability, repeatable project delivery environments, and training-oriented contexts.
Energy consumption reduction	E	Measures the extent to which the preferred project option reduces expected energy use compared with a baseline or reference solution.	Technical estimates; supplier data; design documents	Per milestone / phase review	PM / SP	Especially useful in infrastructure, facilities, digital infrastructure, IT, and technology replacement projects.
Waste reduction or diversion	E	Tracks reduction of waste generation or the proportion of waste diverted from disposal through reuse, recycling, or recovery.	Supplier reports; site records; implementation logs	Monthly / per work package	PM	Useful in construction, manufacturing, procurement-heavy, and event-based projects.

KPI	ESG	Definition	Possible data source	Frequency	Accountable role	Suggested use
Greenhouse gas emissions reduction	E	Measures the extent to which the project reduces expected greenhouse gas emissions compared with a baseline or standard option.	Technical calculations; supplier data; environmental reports	Per milestone / phase review	PM / SP	Particularly useful in infrastructure, energy, transport, facilities, and climate-sensitive projects.
Water use efficiency	E	Tracks whether the project reduces water consumption or improves efficiency in water use where relevant.	Technical estimates; operational data; supplier reports	Monthly / phase review	PM / SP	Useful in industrial, agricultural, infrastructure, construction, and facilities-related projects.
Use of recycled or reused materials	E	Measures the proportion of materials used in the project that come from recycled, reused, or recovered sources.	Procurement records; supplier declarations; material logs	At procurement and delivery reviews	SP / PM	Especially useful in construction, refurbishment, manufacturing, and circularity-oriented projects.
Hazardous material reduction	E	Tracks the reduction, avoidance, or controlled substitution of hazardous substances used in the project or its outputs.	Design documents; supplier declarations; compliance records	At design and procurement reviews	PM / SP	Useful in industrial, laboratory, healthcare, chemical, and regulated technical projects.
Environmental compliance incidents	E	Records the number or significance of environmental non-compliance events related to project activities or outputs.	Audit findings; issue logs; compliance reports	Monthly / as incidents occur	PM	Particularly useful in regulated sectors, infrastructure, industrial delivery, and externally audited projects.
Biodiversity or land-use impact mitigation	E	Measures whether agreed actions to avoid, minimise, or mitigate biodiversity or land-use impacts are implemented.	Environmental assessments; site records; mitigation plans	Per milestone / review point	PM / SP	Especially relevant in land-based, construction, infrastructure, environmental restoration, and site-development projects.
Circularity potential of project outputs	E	Assesses the extent to which project outputs support reuse, repair, recovery, modularity, or lifecycle extension.	Design reviews; technical specifications; supplier documentation	At design and solution reviews	PM / SP	Useful in product, construction, digital hardware, facilities, and innovation projects with lifecycle considerations.
Environmental footprint of delivery activities	E	Tracks the environmental footprint generated by project delivery activities, such as transport, energy use, or material consumption.	Site logs; travel records; supplier data; implementation records	Monthly	PM	Useful in projects with significant travel, logistics, on-site operations, or high implementation intensity.
Stakeholder satisfaction	S	Measures the perceived adequacy of engagement and responsiveness to stakeholder concerns.	Surveys; meeting records; engagement logs	Quarterly / key milestones	BM / PM	Useful across most projects, especially public-facing, community-sensitive, or multi-stakeholder environments.

KPI	ESG	Definition	Possible data source	Frequency	Accountable role	Suggested use
Accessibility or inclusiveness compliance	S	Tracks the extent to which project outputs meet agreed accessibility, inclusion, or user-equity requirements.	User testing; compliance checks; design reviews	Per release / phase review	PM / SP	Especially useful in digital services, public services, education, infrastructure, and citizen-facing projects.
Health and safety incidents	S	Records the number or severity of health and safety incidents arising from project activities or affecting project participants.	Incident records; safety logs; audit findings	Monthly / as incidents occur	PM	Particularly relevant in construction, industrial, fieldwork, laboratory, and operational transition projects.
Stakeholder complaints resolved	S	Measures the proportion of stakeholder complaints or concerns that are addressed within agreed timeframes.	Complaint logs; engagement records; issue logs	Monthly / key review points	BM / PM	Useful in projects with external stakeholders, public visibility, community interface, or sensitive user impact.
User or beneficiary adoption readiness	S	Assesses whether intended users or beneficiaries are prepared to adopt, use, or benefit from the project outputs.	Surveys; training records; transition assessments	At transition and major milestones	BM / PM	Especially useful in transformation, IT, digital adoption, public service, and organisational change projects.
Training or awareness coverage	S	Measures the extent to which relevant participants have received sustainability-related training, awareness, or implementation guidance.	Training logs; attendance records; workshop documentation	Per phase / as needed	PM / BM	Useful in projects introducing new practices, behavioural change, new systems, or sustainability-related obligations.
Equity of stakeholder participation	S	Tracks whether relevant stakeholder groups, including less visible or affected groups, are appropriately involved in key discussions or decisions.	Stakeholder matrix; meeting records; engagement logs	At Planning and major reviews	BM	Useful in participatory, public-sector, social-impact, education, and community-facing projects.
Social impact mitigation actions implemented	S	Measures whether agreed measures to reduce negative social impacts or strengthen positive social outcomes are carried out.	Action logs; sustainability reviews; project reports	Monthly / review points	PM / BM	Useful in projects with workforce, community, service-user, or institutional change implications.
Labour and working condition compliance	S	Tracks adherence to agreed standards or requirements relating to labour practices, working conditions, or human rights in project delivery.	Supplier declarations; audit reports; compliance records	At procurement and review points	SP / PM	Especially useful in outsourced delivery, procurement-heavy, infrastructure, manufacturing, and supply-chain-sensitive projects.
Stakeholder trust and legitimacy maintained	S	Assesses whether the project maintains stakeholder confidence and perceived legitimacy throughout delivery and decision-making.	Stakeholder feedback; meeting records; review findings	Quarterly / key decision points	PO / BM	Useful in politically visible, publicly funded, controversial, or high-scrutiny projects.

KPI	ESG	Definition	Possible data source	Frequency	Accountable role	Suggested use
Sustainable sourcing ratio	E/G	Measures the proportion of procured goods or services that meet agreed sustainability criteria.	Procurement records; supplier declarations	At procurement review points	SP / PM	Useful in procurement-intensive projects, outsourced delivery, construction, facilities, and technology acquisition.
Sustainability-related procurement decisions justified	Cross	Measures whether procurement choices explicitly reflect sustainability criteria alongside cost, quality, and timing considerations.	Procurement records; evaluation sheets; decision logs	At procurement decision points	SP / PM	Particularly useful where supplier selection, make-or-buy choices, or sourcing trade-offs are material to project outcomes.
Change requests assessed for sustainability impact	Cross	Tracks whether proposed changes are reviewed for environmental, social, governance, or long-term value implications before approval.	Change log; review records; Sustainability Log	At each change decision	PM	Useful in projects with evolving scope, iterative delivery, design revisions, or significant implementation uncertainty.
Risk-response measures with sustainability relevance implemented	Cross	Measures whether agreed responses to sustainability-related risks are implemented as planned.	Risk Register; action logs; progress reports	Monthly / review points	PM	Useful in projects with formal risk treatment plans, external dependencies, or sustainability-sensitive exposures.
Supplier sustainability performance reviewed	Cross	Tracks whether suppliers are assessed against agreed sustainability expectations during delivery.	Supplier reports; procurement reviews; performance meetings	At supplier review points	SP / PM	Useful in outsourced, procurement-heavy, infrastructure, and supply-chain-dependent projects.
Sustainability criteria reflected in alternative analysis	Cross	Measures whether sustainability was explicitly considered when comparing solution options or delivery alternatives.	Business Case; option analysis; design review records	At Initiation / Planning	BM / PM	Especially useful in the Business Case, feasibility studies, and early design/solution selection.
Governance reviews include sustainability performance	Cross	Tracks whether governance bodies review sustainability-related performance, risks, and issues as part of regular oversight.	PSC minutes; review packs; reporting dashboards	At governance review meetings	PSC / PM	Useful in projects with formal governance structures, steering committees, and material sustainability commitments.
Sustainability impacts linked to benefit realisation	Cross	Measures whether sustainability outcomes are connected to expected project benefits and long-term value logic.	Business Case; Benefits documentation; Sustainability Management Plan	At Planning, Closing, and post-project review	PO / BM	Useful in transformation, public investment, strategic change, and benefit-driven projects.

KPI	ESG	Definition	Possible data source	Frequency	Accountable role	Suggested use
Sustainability data completeness and quality	Cross	Assesses whether sustainability-related data used for monitoring and reporting is sufficiently complete, timely, and reliable.	KPI reports; Sustainability Log; audit checks	Monthly / review points	PM	Useful in projects using multiple KPIs, formal reporting, dashboards, or audit/review processes.
Residual sustainability issues transferred at closure	Cross	Tracks whether unresolved sustainability-related issues, obligations, or follow-up actions are formally transferred at project closure.	Closure report; Transition Plan; Sustainability Log	At Closing	PM / BM	Especially useful in projects with transition to operations, follow-on governance, or long-term obligations beyond project closure.
Training and awareness coverage	S	Measures whether relevant participants have received sustainability-related guidance, training, or awareness input.	Attendance records; training logs	Per phase / as needed	PM	Useful in projects introducing new practices, compliance obligations, or sustainability-related ways of working.
Health, safety, or well-being incidents	S	Tracks incidents or recurring concerns affecting people during project delivery, where relevant to the project context.	Incident records; site logs; HR or contractor reports	Monthly	PM / SP	Especially useful in construction, fieldwork, industrial, operational transition, and people-intensive delivery contexts.
Sustainability compliance issues	G	Counts or classifies deviations from agreed sustainability-related obligations, controls, or commitments.	Audits; review findings; project logs	Monthly / per review	PM	Particularly useful in regulated, externally funded, policy-sensitive, or highly scrutinised projects.
Timeliness of sustainability issue resolution	G	Measures how quickly sustainability-related issues are addressed once identified.	Issue log; Sustainability Log	Monthly	PM	Useful in projects with active issue management, governance reviews, or time-sensitive compliance and stakeholder concerns.
Benefit realisation readiness	G / Cross	Assesses whether project outputs, handover arrangements, and ownership conditions support the intended sustainability-related benefits.	Transition Plan; Business Implementation Plan; closure review	At Closing / End Review	PO / BM	Useful in projects with strong transition, adoption, or long-term value expectations.
Governance review coverage of sustainability matters	G	Measures whether sustainability-related risks, issues, KPIs, and decisions are systematically reviewed by governance bodies.	PSC minutes; governance packs; review agendas	At governance reviews	PSC / PM	Especially useful in projects with formal governance structures and recurring steering reviews.

KPI	ESG	Definition	Possible data source	Frequency	Accountable role	Suggested use
Sustainability decision traceability	G	Measures the extent to which sustainability-related decisions and their rationale are documented and traceable.	Sustainability Log; decision records; meeting minutes	At major decision points	PM / BM	Useful in projects requiring auditability, accountability, or formal justification of trade-offs.
Escalation of sustainability issues in line with authority levels	G	Tracks whether sustainability-related issues are escalated appropriately when they exceed delegated authority or agreed tolerances.	Issue log; escalation records; governance minutes	As needed / review points	PM / PSC	Useful in governance-intensive projects and projects with material sustainability implications.
Sustainability responsibilities clearly assigned	G	Assesses whether sustainability-related roles, responsibilities, and decision rights are explicitly allocated across governance layers.	RAM (RASCI); governance documents; management plans	At Planning / governance updates	PO / PM	Useful at Planning and in projects with multiple parties, external partners, or shared governance.
Sustainability criteria embedded in phase-gate decisions	G	Measures whether sustainability considerations are included in formal gate reviews and readiness decisions.	Gate review records; review checklists; approval documents	At each phase gate	PSC / PM	Especially useful in projects using formal RfP, RfE, or RfC decision gates.
Sustainability-related changes reviewed before approval	G	Tracks whether change requests are assessed for sustainability implications before approval.	Change log; review notes; Sustainability Log	At each change decision	PM	Useful in projects with evolving scope, design changes, or iterative delivery conditions.
Procurement decisions aligned with sustainability criteria	G	Measures whether procurement and supplier decisions explicitly consider agreed sustainability requirements.	Procurement records; evaluation sheets; supplier assessments	At procurement review points	SP / PM	Particularly useful in outsourced, procurement-heavy, and supplier-dependent projects.
Supplier sustainability obligations monitored	G	Tracks whether agreed supplier sustainability commitments are reviewed during delivery.	Supplier reports; contract records; review meetings	At supplier review points	SP / PM	Useful in supply-chain-sensitive, outsourced, infrastructure, and implementation-heavy projects.
Sustainability reporting delivered as planned	G	Measures whether sustainability-related reporting is produced on time and at the expected quality level.	Reporting schedules; review packs; Sustainability Log	Monthly / governance cycles	PM	Useful in projects with governance dashboards, donor reporting, or formal review obligations.
Sustainability data quality and completeness	G	Assesses whether sustainability-related monitoring data is complete, timely, and reliable enough for review and decision-making.	KPI reports; Sustainability Log; audit checks	Monthly / per review	PM	Useful in projects with formal KPIs, multiple data contributors, or external assurance requirements.
Audit or review findings closed on time	G	Measures whether sustainability-related audit findings, review observations, or corrective actions are closed within agreed timeframes.	Audit logs; action trackers; review records	Monthly / review cycle	PM / BM	Especially useful in regulated, funded, or assurance-heavy project environments.

KPI	ESG	Definition	Possible data source	Frequency	Accountable role	Suggested use
Alignment with organisational sustainability policies	G	Measures the extent to which project decisions and practices remain aligned with relevant internal sustainability policies or governance commitments.	Policy mapping; Business Case; management plans; review findings	At Planning and major reviews	PO / BM	Useful in public-sector, ESG-driven, donor-funded, or policy-governed organisations.
Governance response to emerging sustainability risks	G	Tracks whether governance bodies respond appropriately to new or escalating sustainability-related risks.	Risk Register; governance minutes; review packs	At reviews / as risks arise	PSC / PO	Useful in volatile, high-risk, externally exposed, or politically sensitive project environments.
Sustainability obligations transferred at closure	G	Measures whether unresolved sustainability-related obligations, controls, or follow-up actions are formally handed over at project closure.	Closure report; Transition Plan; Sustainability Log	At Closing	PM / BM	Useful in projects where impacts, commitments, or monitoring responsibilities continue after closure.
Transparency of sustainability trade-off decisions	G	Assesses whether trade-offs involving sustainability, cost, scope, quality, or schedule are made transparently and with clear rationale.	Decision records; governance minutes; Sustainability Log	At major decision points	PO / PM / PSC	Useful in projects facing difficult choices, public scrutiny, or competing strategic priorities.
Sustainability-related stakeholder concerns addressed through governance	G	Measures whether stakeholder concerns with sustainability implications are formally considered and resolved through the appropriate governance channels.	Stakeholder logs; issue records; governance minutes	Monthly / key review points	BM / PM / PSC	Useful in stakeholder-sensitive, community-facing, or publicly visible projects.

5 Indicative sector-specific KPI examples

Depending on project typology, a project may benefit from a smaller sector-sensitive subset of indicators. The examples below are indicative and should be interpreted proportionately.

Digital / IT projects

- Energy efficiency of hosting or data-processing solution
- Share of suppliers meeting data governance and sustainability criteria
- Accessibility compliance of the digital service or platform
- E-waste or responsible disposal arrangements for hardware components
- Carbon footprint of cloud or hosting infrastructure
- Percentage of digital services designed for low-energy use
- Data centre renewable energy share
- Rate of compliance with privacy, ethics, and governance standards
- Percentage of reusable or modular software components
- User satisfaction with accessibility and inclusiveness features
- Digital inclusion coverage across target user groups
- Percentage of procurement decisions including sustainability criteria
- Number of sustainability-related risks identified in digital architecture decisions
- Percentage of hardware sourced through responsible procurement channels
- Lifecycle sustainability review completed for major digital solution options

Infrastructure / construction projects

- Resource or material efficiency of the preferred solution
- Construction waste diversion rate
- Local stakeholder complaints or unresolved community impacts
- Environmental mitigation actions completed on time
- Carbon emissions associated with construction activities
- Share of recycled or reused materials in construction inputs
- Water consumption during construction
- Land-use or biodiversity mitigation compliance rate
- Noise, dust, or local nuisance incidents recorded
- Health and safety incident rate on site
- Percentage of suppliers complying with environmental and labour requirements
- Energy efficiency performance of the final asset or infrastructure
- Percentage of environmental permit conditions fulfilled on time
- Community engagement actions completed as planned
- Residual environmental issues formally transferred at project closure

Research / education / capacity-building projects

- Inclusiveness and diversity of participation
- Accessibility of outputs and learning materials
- Degree of sustainability integration in curricula, guidance, or outputs
- Continuation readiness for benefits beyond project closure
- Number of target groups reached through inclusive dissemination
- Gender balance or representation across participants and contributors
- Stakeholder satisfaction with relevance and accessibility of outputs
- Percentage of learning materials available in accessible formats
- Integration of sustainability learning outcomes into training design
- Uptake of guidance, tools, or educational outputs after project completion
- Number of follow-up collaborations or institutional adoptions triggered
- Participant completion or retention rate across target groups
- Ethical compliance of research or educational activities
- Extent of open access availability of outputs and materials
- Evidence of behavioural or organisational change linked to project outputs

Manufacturing / industrial improvement projects

- Expected reduction in energy or water intensity
- Reduction in material loss, scrap, or waste
- Health and safety improvement indicators
- Supplier sustainability compliance in critical sourcing categories
- Reduction in production-related greenhouse gas emissions
- Percentage improvement in resource productivity
- Reduction in hazardous material use or exposure
- Waste recovery or circular reuse rate in production processes

- Downtime reduction linked to more sustainable process design
- Percentage of process changes assessed for environmental and safety impact
- Compliance rate with environmental, labour, and safety requirements
- Improvement in occupational incident or near-miss rates
- Supplier traceability in high-risk material categories
- Share of procured inputs meeting sustainability or responsible sourcing criteria
- Long-term operational savings linked to sustainability improvements

6 Linking KPIs to the Sustainability Log

Where sustainability KPIs are used, the Sustainability Log may also support their traceability by recording the selected indicator, relevant observations, identified deviations, and associated follow-up actions, either directly or through linked project records.

llustrative minimum logging fields

Field in Sustainability Log	Purpose
Selected KPI	Identifies the metric being monitored.
Baseline / reference point	Provides context for interpreting change.
Target / expected direction	Clarifies what the project intends to achieve or improve.
Latest observation	Records the most recent result or qualitative assessment.
Status / deviation	Shows whether the KPI remains within expected limits or requires attention.
Follow-up action	Records the action, owner, and timing needed to address issues or maintain progress.

7 Practical guidance for proportionate use

- Small or lower-materiality projects will usually need only a limited set of indicators, often between three and six carefully selected KPIs.
- Projects should avoid collecting indicators that do not influence decisions, reviews, controls, or learning.
- Indicator quality matters more than indicator volume. A small set of well-defined KPIs is generally more useful than an extensive but weakly maintained list.
- Where organisational ESG reporting obligations exist, project-level KPIs should be aligned with those obligations where practical, but should still remain meaningful at project level.

8 Status and future development

This KPI Library is indicative and may evolve over time. Additional sector-specific KPI sets, worked examples, and digital templates may be developed as companion resources to support implementation, comparison across projects, and organisational learning.

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Guide to Sustainability - Integrated PM²

SPM² Guide v.1.0

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