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P3GQA

PROJECT PROGRAMME & PORTFOLIO GOVERNANCE QUALIFICATION AUTHORITY

INVITE ONLY EVENT

08–10 December 2026

Johannesburg

South Africa

P3GP

Project Programme and Portfolio Governance Professional (P3GP®) Certification

MEET YOUR INSTRUCTOR

Ross Garland, P3 Governanace Expert

Ross is the president of the Project, Programme & Portfolio Governance Qualification Authority. He is an expert in P3 governance and assurance. He is a published author on P3 governance and has written white papers for the UK Cabinet Office Best Management Practice website.

He was an offcial reviewer of the OGC's Management of Portfolios guidance. He regularly presents at conferences and has been a guest lecturer for tertiary education bodies.

As a consultant, Ross develops, implements and builds capability in P3 governance frameworks that provide senior executives the visibility, control and confidence they require to ensure value for money. He designs and implements enterprise governance frameworks for organisations, ensuring logical and integrated decision rights and accountabilities. He has extensive experience in P3 assurance which provides senior executives with decision making confidence.

Ross is an expert in the Gate Review Process, having implemented it in two jurisdictions, advised others and led, or been a member of, many Gate Review teams. Ross works with best practice methodologies such as PRINCE2, MSP, MoP and P3O as well as the PMI's PMBoK. He operates at both strategic and tactical levels within organisations and has over 30 years experience covering Australia, the UK, the Middle East, Eastern Europe and the USA.

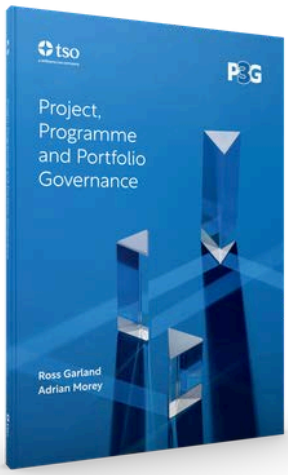
ROSS GARLAND
President, P3GQA

PROJECT, PROGRAMME AND PORTFOLIO GOVERNANCE (P3G)

Authors: Ross Garland and Adrian Morey

THE GO TO GUIDE FOR P3 GOVERNANCE

THE PURPOSE OF THIS GUIDE IS TO PROVIDE THE KNOWLEDGE AND UNDERSTANDING NECESSARY TO DESIGN, IMPLEMENT AND OPERATE EFFECTIVE AND EFFICIENT PROJECT GOVERNANCE ARRANGEMENTS FOR AN ORGANISATION'S PORTFOLIO AND PROGRAMMES.



Publisher: **TSO (The Stationery Office)**

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Extent	164 pages	ISBN	9780117093768

This is a practitioner's guide and so takes a practical approach. The guide is principles-based thereby allowing organisations and practitioners the flexibility necessary to address their specific circumstances. The principles are grounded in logic and practice and the guide explains both how and why they are applied. They are scalable and so are applicable from the smallest to the largest initiatives. It explains the critical importance of accountability and how to ensure consistency of decision making rights between the accountable roles. In doing so it addresses the integration of governance at all levels in the organisation. It indicates how to establish an effective governance framework for a project, programme or entire portfolio. It is applicable to all sectors including hard infrastructure, Information and Communications Technology (ICT), and business change in both the public service and the private sector. It addresses traditional delivery methods of project governance as well as approaches such as agile and hybrid.

Key features:

- Grounded in logic and practice.
- Practical, pragmatic, principles-based approach.
- Addresses both traditional and agile methods.
- Provides the knowledge and understanding necessary to design, implement and operate effective and efficient project, programme and portfolio governance arrangements.
- Shows how governance can be adapted to the specific organizational and project/programme circumstances.
- Applicable to all areas in both the public and private sectors.
- Explains both the "how" and the "why" about project governance.

P3GP® Certification Overview

The Project, Programme and Portfolio Governance Professional (P3GP®) certification confirms that a candidate has acquired the knowledge and understanding of the Project, Programme and Portfolio Governance (P3G) Guide (ISBN 9780117093768) needed to support the review, design, and maintenance of effective governance arrangements for projects, programmes, and change portfolios.

It provides an independent benchmark of a candidate's grasp of the core principles, structures, and concepts of P3G, as well as their ability to explain how these can be applied across different organisational contexts.

The certification is methodology-agnostic and applicable to all sectors, ensuring that the principles of effective governance can be tailored to any industry, delivery approach (traditional, agile, or hybrid), and organisational environment.

The certification is knowledge-based and assessed through a multiple-choice examination mapped to the P3GP® syllabus.

Official Reference Text:

Project, Programme and Portfolio Governance (P3G), published by TSO with ISBN 9780117093768, authored by Ross Garland and Adrian Morey.

Target Audience For The P3GP® Certification

Project Sponsors & SROs

- Project Sponsors
- Senior Responsible Owners (SROs)
- Delegated SROs

PMO & Governance Enablement Teams

- PMO Directors / Managers
- PMO Consultants
- PMO Specialists (Various Roles)

Assurance Professionals, Capability Assessors and Educators

- Assurance Professionals & Reviewers
- Capability Assessors & Consultants
- Governance Trainers & Educators

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- Capability Assessors & Consultants
- Governance Trainers & Educators

High Level Performance Definition of a Successful P3GP® Candidate

A successful Project, Programme and Portfolio Governance Professional (P3GP®) candidate demonstrates a comprehensive understanding of the principles, structures, and behaviours that underpin effective governance across change initiatives.

They can explain how governance operates at the intersection of strategy and delivery, and describe approaches that help ensure organisational investments deliver value, remain strategically aligned, and are governed with discipline and clarity.

Successful candidates will be able to demonstrate their knowledge and understanding by:

1. Foundational Understanding of P3G
2. Knowledge of the 10 P3G Principles
3. Application and Adaptation
4. Professional Impact

About The P3GP® Exam

The exam questions cover some or all of the areas addressed by the P3G guide.

Exam Length: 50 MCQ (Multiple Choice Questions)
Exam duration: 90 minutes
Exam Format: Online/Proctored
Languages: 1 (English)

The multiple choice questions will be worth two points each.
Pass mark: 50% (25 correct)
** Trainers must achieve ≥ 66%*

P3GP® Project, Programme & Portfolio Governance Professional

COURSE TESTIMONIAL

The course enriched me with best practices in regards to Project, Programme & Portfolio governance structures.

Going back to real life, now, I have the answers of many why(s) I had before .

IBTIHAJ ALKINDI
PMO INTEGRATION & IMPLEMENTATION
NAMA WATER SERVICES
OMAN

P3GP® Project, Programme & Portfolio Governance Professional

COURSE TESTIMONIAL

Excellent session on the governance of transformations (3P). A good mix of theory, case studies and practical advice, delivered by an expert: Ross. A must for those who see P3 governance as a way forward for their organisation.

YVES EBERSCHWEILER
DIRECTOR & ADVISOR ON PROJECT, PROGRAMME, PORTFOLIO
DAYLIGHT CONSULTING
FRANCE

P3GP® Course Outline

Course Overview

Too many projects and programmes fail not because of poor management, but because of weak or missing governance. The Project, Programme and Portfolio Governance Professional (P3GP®) certification changes that.

Based on the globally recognised P3G Guide by Ross Garland and Adrian Morey, this course introduces governance as a discipline distinct from project management, focusing on who makes decisions, when, and on what basis. Participants learn how to establish accountability, align investments with strategy, and enable evidence-based decision-making across projects, programmes, and portfolios.

Structured around the ten core principles of P3G, the course offers a flexible, principles-based framework that works in agile, hybrid, and traditional delivery environments. Case studies and practical exercises bring the learning to life, ensuring participants can apply governance confidently in their organisations. P3GP® enables you to bridge the strategy–delivery gap and embed governance as a core organisational capability, driving clarity, confidence, and measurable results.

Learning Outcomes

Understand the foundations of P3G
Explain its purpose, scope, and benefits for strategic alignment, accountability, and decision-making across organisations.

Differentiate governance across levels
Recognise how governance frameworks apply differently to projects, programmes, and portfolios, and how they adapt to agile, hybrid, and traditional delivery methods.

Master the 10 Principles of P3G
Use the core principles to design, implement, and operate effective governance arrangements.

Establish clear accountability
Ensure single-point accountability is linked to empowered sponsors and supported by high-performing governance boards.

Align investments with strategy
Embed mechanisms to keep change initiatives strategically aligned and benefits-focused.

Enable evidence-based decision-making
Leverage business cases, assurance, and robust reporting to support confident and timely decisions.

Scale governance proportionately
Adapt frameworks to initiative complexity, risk, and organisational maturity, avoiding unnecessary bureaucracy.

Address behavioural and cultural barriers
Drive adoption of governance frameworks through engagement, staged implementation, and performance improvement.

Champion governance excellence
Act as advocates for effective governance, helping organisations bridge the strategy–delivery gap and achieve value for money.

Module 0: Welcome & Orientation

- Course objectives, learning style, and participant introductions
- Overview of global demand for governance capability
- P3GP® exam structure, resources, and expectations

Module 1: Introduction to P3G

1.1 Purpose

- Why governance matters in change initiatives
- Closing the strategy–delivery gap
- Reducing failure rates through accountability and oversight

1.2 Target Audience
- Who P3G is designed for (sponsors, boards, PMOs, etc.)
- How roles differ across projects, programmes, and portfolios

1.3 Organizational Context for P3G
- Where P3G sits in the broader governance landscape
- Governance as distinct from management
- Alignment with corporate governance codes (e.g., OECD, King IV)

1.4 Benefits of Effective and Efficient P3G
- Visibility, control, and confidence in decision making
- Value for money, optimized investments, improved outcomes

Module 2: What is P3G

2.1 Projects, Programmes and Portfolios – A Brief Introduction
- Definitions and relationships between P, Pg, and Pf
- Overview of their respective governance needs

2.2 Defining Project, Programme and Portfolio Governance
- Governance as a decision-making framework
- Integrating roles, rules, and accountability structures

2.3 Delivery Approaches and P3G
- Governance in traditional vs agile vs hybrid methods
- Key adaptations when applying P3G in iterative delivery

Module 3: Principles of P3G

3.1 Principle 1 – Treat Change Differently from Business as Usual
- Why organisational structures fail to govern change
- The case for tailored change governance frameworks

3.2 Principle 2 – Ensure a Single Point of Accountability
- Sponsor clarity and continuity
- Common failure patterns with unclear accountability

3.3 Principle 3 – Business Outcome Accountability Determines Accountability for Change
- Outcome ownership as the basis for sponsor selection
- How to align strategic accountability with change governance

3.4 Principle 4 – Support the Accountable Person with a Governance Board
- Purpose and structure of governance boards
- Principles of board composition, decision-making, and support

3.5 Principle 5 – Separate Decision-Making from Stakeholder Engagement
- Avoiding decision paralysis
- Designing engagement plans that don't compromise governance

3.6 Principle 6 – Align Investments with Strategic Objectives
- Governance's role in strategic value delivery
- Ensuring traceability between strategy and execution

3.7 Principle 7 – Maintain the Business Case
- Business cases as evolving governance instruments
- Reviewing and updating business cases throughout delivery

3.8 Principle 8 – Design Portfolio Governance to Drive Investment Outcomes
- Governance at the portfolio level: centralised vs federated
- Establishing portfolio policies, standards, and controls

3.9 Principle 9 – Ensure Consistent and Logical Decision-Making Rights
- Mapping decisions across lifecycle stages
- Escalation thresholds, tolerances, and delegated authority

3.10 Principle 10 – Enable Evidence-Based Investment Decision-Making
- Assurance inputs and reporting frameworks
- Designing governance dashboards and performance reporting

Module 4: Application of the principles: Implementation

4.1 Scaling Governance to Fit the Need
- Tailoring P3G frameworks for project size, risk, and complexity
- Governance Minimum Viable Product (MVP) for agile and fast-track projects

4.2 Establishing New or Enhanced P3G Arrangements
- Rollout strategy and change enablement
- Common implementation challenges and how to overcome them

4.3 Effective Operation of P3G Arrangements
- Ensuring performance, behaviours, and culture align with structure
- Governance evaluation, review, and iteration

4.4 Documenting and Communicating P3G Arrangements
- Governance handbooks, role charters, and RACI charts
- Use of visuals and templates to ensure clarity and adoption

4.5 P3G Implementation and Agile Approaches
- Adjusting governance for agile delivery cadences
- Role of product owners, delivery teams, and iterative gating

4.6 P3G Maturity
- Governance maturity models
- Using the P3GQA Maturity Assessment Tool
- Continuous improvement plans for governance uplift

Module 5:

- Real-world failures from governance breakdowns
- Group exercise: Redesign governance for turnaround scenario
- Exam tips, mock question review, and open Q&A

P3GP
P3GP® Certified Professionals Work For Renowned Organisations

stc
pwc
NSW GOVERNMENT
St Helena Government
ACT
AMERICAN NATIONAL
QatarEnergy LNG
EY
Queensland Government
Diriyah Company

Governance is about strategic, effective and efficient decision making in managing portfolios, programs and projects. I am happy to share that I have obtained a new professional certificate offered by P3GQA (P3GP)! An amazing milestone in achieving Governance excellence!

ABDULLAH ALNABULSI
EPMO Head
Diriyah Company, Saudi Arabia

When I first heard about the topic, I thought it's relevant to what we do in the EPMO, the training has confirmed this as it tackles our every day business in the EPMO and it's based on experience, knowledge and practical examples.

I recommend this training and the book to all EPMOs, PMOs, and senior executives who work and benefit from projects.

HASSAN ALMARYATI
Portfolio Management Director
Diriyah Company, Saudi Arabia

Such a great course which was delivered by the Author of the P3G book, that used real life examples to bring the learning to life to enthuse and inspire the audience to feel confident and competent in implementing or enhancing project, programme and portfolio governance and within our own organisations. Suitable for Project, Programme and Portfolio Managers, PMO Teams, Senior Responsible Owners and a must for board members / senior leaders, to help with understanding accountability, roles, the difference between governance and assurance and how important these are to achieving benefits and strategic objectives.

GILL MILLAR
Portfolio Manager
Office For Nuclear Regulation, UK

The course content was well-structured, providing a holistic view of governance across various project scales. What sets this course apart is its emphasis on real-world application, ensuring that I not only grasp theoretical concepts but also know how to implement them effectively. The interactive sessions, case studies, and collaborative discussions created a dynamic learning environment that fostered critical thinking and problem-solving skills. I now feel well-prepared to take on the challenges of governance in diverse project environments. I highly recommend the P3GP certificate course to anyone seeking to elevate their governance knowledge and enhance their contribution to organizational success.

EYAS ELFARRA
Senior PMO Officer
Saudi Business Machines (SBM), Saudi Arabia

Deepening my knowledge of governance to improve advice to major government projects was what attracted me to this course. A great course that provides a comprehensive and practical guide to achieving good governance across projects, programmes and portfolios.

RICHARD EDWARDS
Project Delivery Advisor
Infrastructure & Projects Authority, UK

P3G fills a big gap in our knowledge and answers several challenges towards differentiating between governance and management. The concepts are generic and can be applied to all types of organizations. I believe P3G ties very well with Portfolio Management and Managing Benefits, offering an integrated investment life cycle approach, identifying most of the factors of success that have to be defined at the level of the organization for the implementation of bot projects, programs, Transformation, and Business as Usual to collectively collaborate and realize organizational strategy. Ross is an international expert and I enjoyed the deep discussions during our course. Thank you Ross, Osman and P3GQA!

DR. SAADI ADRA
CEO I ADVISORS, Lebanon

I not only gained a wealth of knowledge but also practical skills that I can apply in my professional life. This course has truly exceeded my expectations, and I wholeheartedly recommend it to anyone looking to enhance their skills or knowledge in this field. Thank you for delivering such an outstanding learning experience.

JOHN DURNION
Director
Public Investment Fund, Saudi Arabia

I met Mr. Ross Garland at the Global Project Management Forum 2023 in Riyadh and received the P3G book. After reading the book, I found it explained governance deeply and covered the gap between the objective's strategy and implementation road map. We know business strategy failure can occur if certain elements are not working together agreeably to contribute to a goal, not understanding the environment or focusing on results, and if there is no accountability or followthrough. By applying the theory and key principles of P3G, we can create an effective planning process, build a realistic business direction for the future, and greatly improve the chances of successful implementation of the strategy.

AMER ALDALBAHI
PMO
Neom, Saudi Arabia

I think this course should be compulsory for anyone considering taking on P3 governance roles and leadership roles in general.
Often the focus is on project and programme management when the real flaws are at the governance level.
This course explains what good governance looks like!

DEBBIE GEE
Expert Trainer & Consultant
Project Plus, New Zealand

The course and principles presented are structured in a logical way that can be implemented in the practical business world.The guide provides case studies and templates to make it more practical for professionals to understand and implement efficient and effective Project, Programme & Portfolio Governance.

ABDULHAMEED MATLAGETO
Strategic Project Manager
MA'ADEN, Saudi Arabia

As a trainer it is a rare delight to attend someone else's training. Everything about Ross's presentation style and content delivery along with Alberto's facilitation meant for learning and real participant engagement for debate, discussion and detail. I am already incorporating Ross' knowledge into other governance courses I deliver. Thank you! Sarah Ross.

DR. SARAH ROSS
Expert Trainer & University Professor
New Zealand

Fortunate enough to be among the first professionals worldwide to obtain the credential Project, Programme and Portfolio Governance Professional (P3GP®). I'm grateful to Mr. Ross Garland for sharing his rich experience and knowledge with us in the past few days. His course was fruitful and informative. It touches base on projects management and guides you on the best practices in governing projects. It gives you the confidence to manage projects effectively and bridges the gap by illustrating how to govern project, programme and portfolio professionally. It also enriches your capabilities to excel in project management field. Thank you P3GQA team and looking forward to attending one of your courses again.

SAEED ALDOSSARI
Projects Lead
NEOM, Saudi Arabia

PARTICIPATION FEES

£ 1890 Per Person

The P3GP® course fee includes:

- **Official P3GP® Course Materials & Handouts**
- **Official P3G (Project, Programme and Portfolio Governance P3G) Guide eBook**
- **Hardcopy of the Official P3G (Project, Programme and Portfolio Governance P3G) Guide**
- **Two (2) P3GP® certification exam vouchers (Online Proctored)**
- **Lunch & Refreshments at the hotel venue**

Register

P3GQA ATO NETWORK

WE HAVE 18 ATO'S GLOBALLY

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