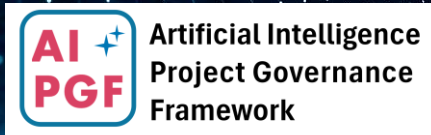


Pulse of AI Governance in Projects

Spring 2026



www.aipgf.pro



Foreword

I published the second edition of the AI Project Governance Framework (AIPGF) in May 2025 and have since been helping project oversight, delivery and governance roles understand the importance of governing AI practically at the project level. Projects and programmes are the primary mechanism for operationalising an organisation's strategic priorities. It's therefore imperative that AI-assisted projects can demonstrate ethical, efficient and effective human-AI collaboration. Governance is not just about control and ethics. It's also about how well AI tools are used to optimise project activity and contribute towards project success. When governed well, AI adoption and automation can scale on a solid governance foundation.

This inaugural Pulse report provides a benchmark about the state of AI governance in project environments. Treat these figures as a baseline, not a verdict. Whilst the initial dataset is modest, the worth of a pulse lies in the trend, and the next reading follows in Autumn 2026.

For this report, respondents completed the AI Project Governance Capability Maturity (AIPG-CMM) self-assessment between January and May 2026, and I'm pleased to be sharing the results.

The headline will not flatter our profession. Most respondents have yet to reach a Standardised approach to governing AI in their projects, and none has reached enterprise-wide maturity. The detail, though, gives cause for optimism: more organisations sit at the Initialised level than the Ad-Hoc level, meaning organisations are starting to take AI governance in AI-assisted projects seriously.



Emanuela Giangregorio

Creator of the AI Project Governance Framework
and Scheme Owner of the AIPGF Certification with
APMG International

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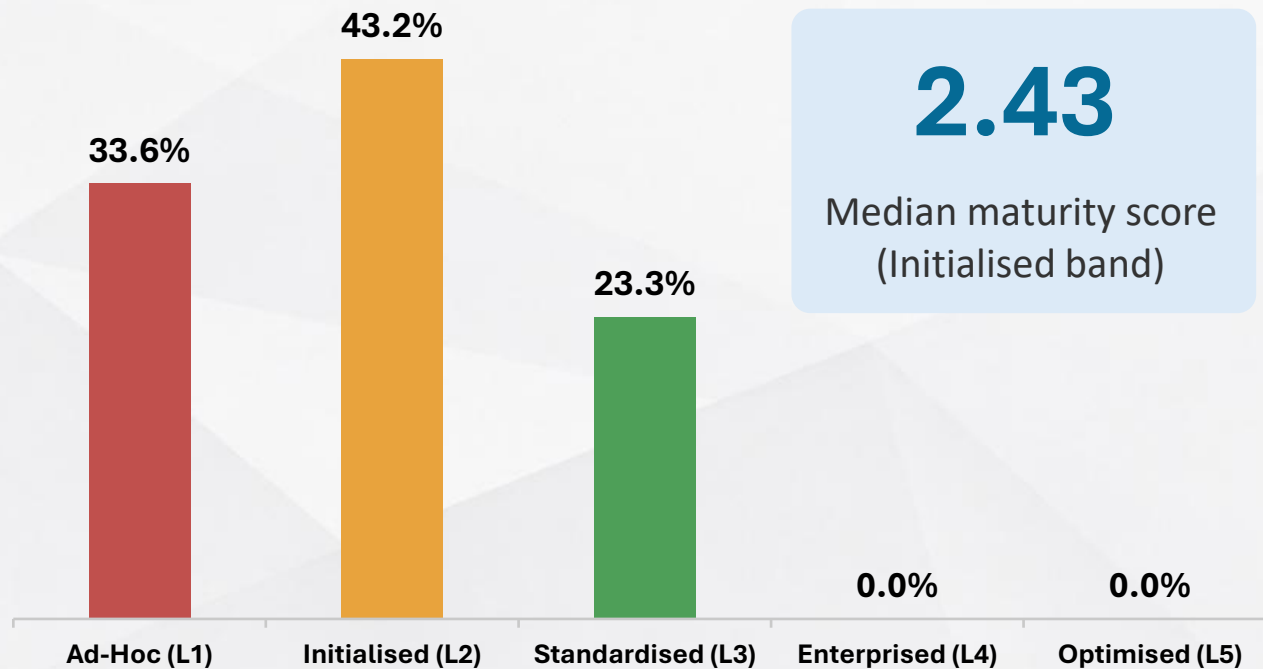


EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The first Pulse reading finds **AI governance in projects at an early stage**. Across the self-assessments spanning twelve sectors, the median score is 2.43 on the five-level scale, placing it in the **Initialised** band. The highest maturity score in the dataset was 3.76 (medium-sized public-sector organisation) and no respondents scored at Levels 4 and 5. Although 77% of respondents have not yet reached a standardised approach to AI governance in projects, the encouraging signal is that more organisations have reached Initialised, which suggests the **groundwork for the climb to Standardised is being laid**.



2.43

Median maturity score
(Initialised band)

2.20

Weakest pillar:
Data Readiness & Quality

3.01

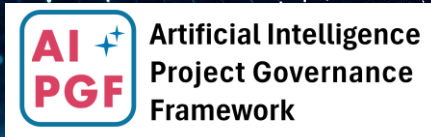
Government/Public Sector
leads with highest scores

77%

of respondents have **not yet reached a standardised approach to AI governance** in their project environments.



ABOUT THE AIPG-CMM



ABOUT THE AIPG-CMM



The AIPG-CMM is a specialised **Capability Maturity Model (CMM)** designed specifically for **benchmarking how AI use is governed in project environments.**



The assessment instrument is part of the **AI Project Governance Framework (AIPGF)**, which provides the “how-to” guidance for governance implementation.

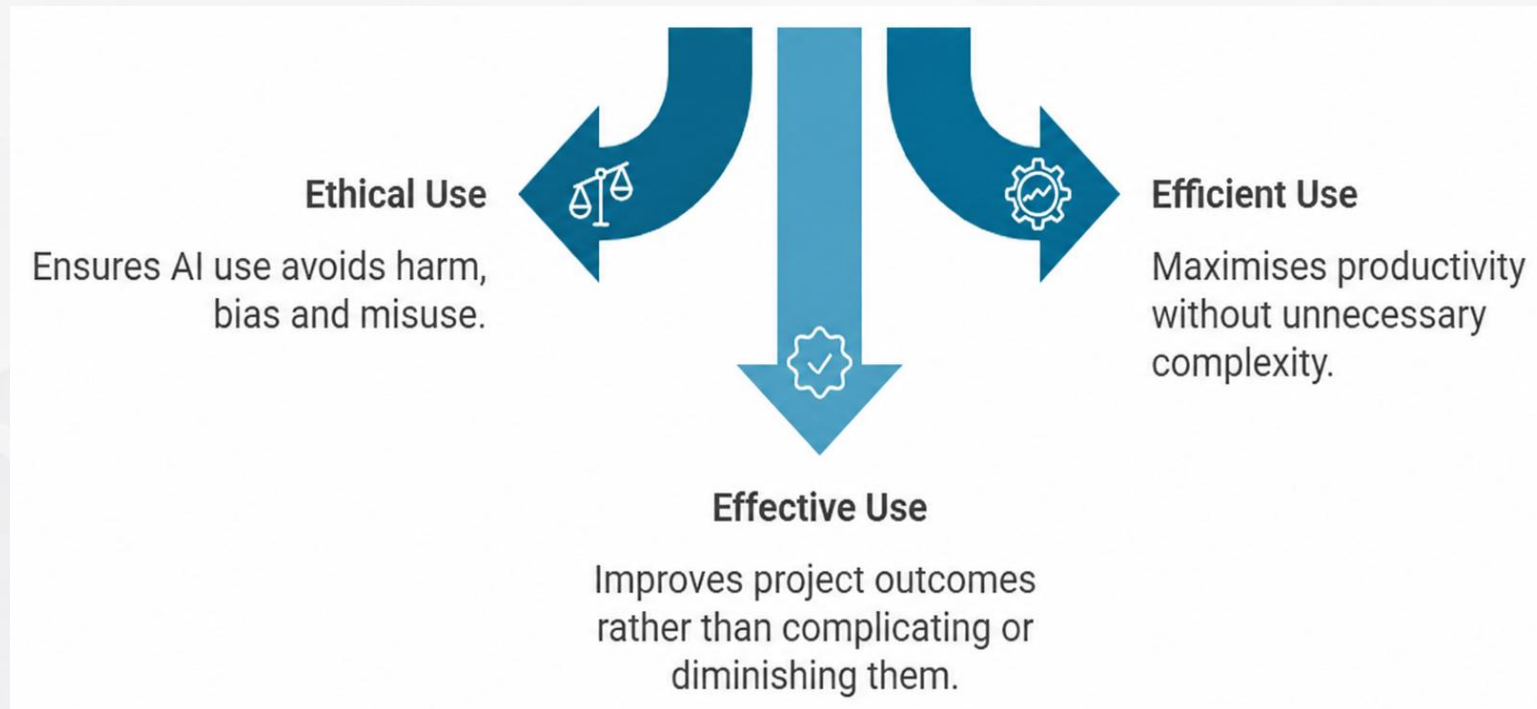


The AIPG-CMM is structured around **four pillars of AI governance**, assessed on a scale of **five maturity levels.**



ABOUT THE AIPG-CMM

The Scope of AI Governance in Projects and Programmes



“It’s not just about control and ethics. It’s also about how well AI tools are used to optimise project activity and contribute towards project success. When governed well, AI adoption and automation can scale on a solid governance foundation.”

ABOUT THE AIPG-CMM

The Four Assessment Pillars

AI STRATEGY & GOVERNANCE



Intentional AI use
with clear
framework and
executive oversight

AI TOOLS & INFRASTRUCTURE



Safe, secure and
scalable AI
deployment within
compliant
environments

HUMAN CAPABILITY & ACCOUNTABILITY



Trained,
accountable teams
with human
oversight of AI
outputs

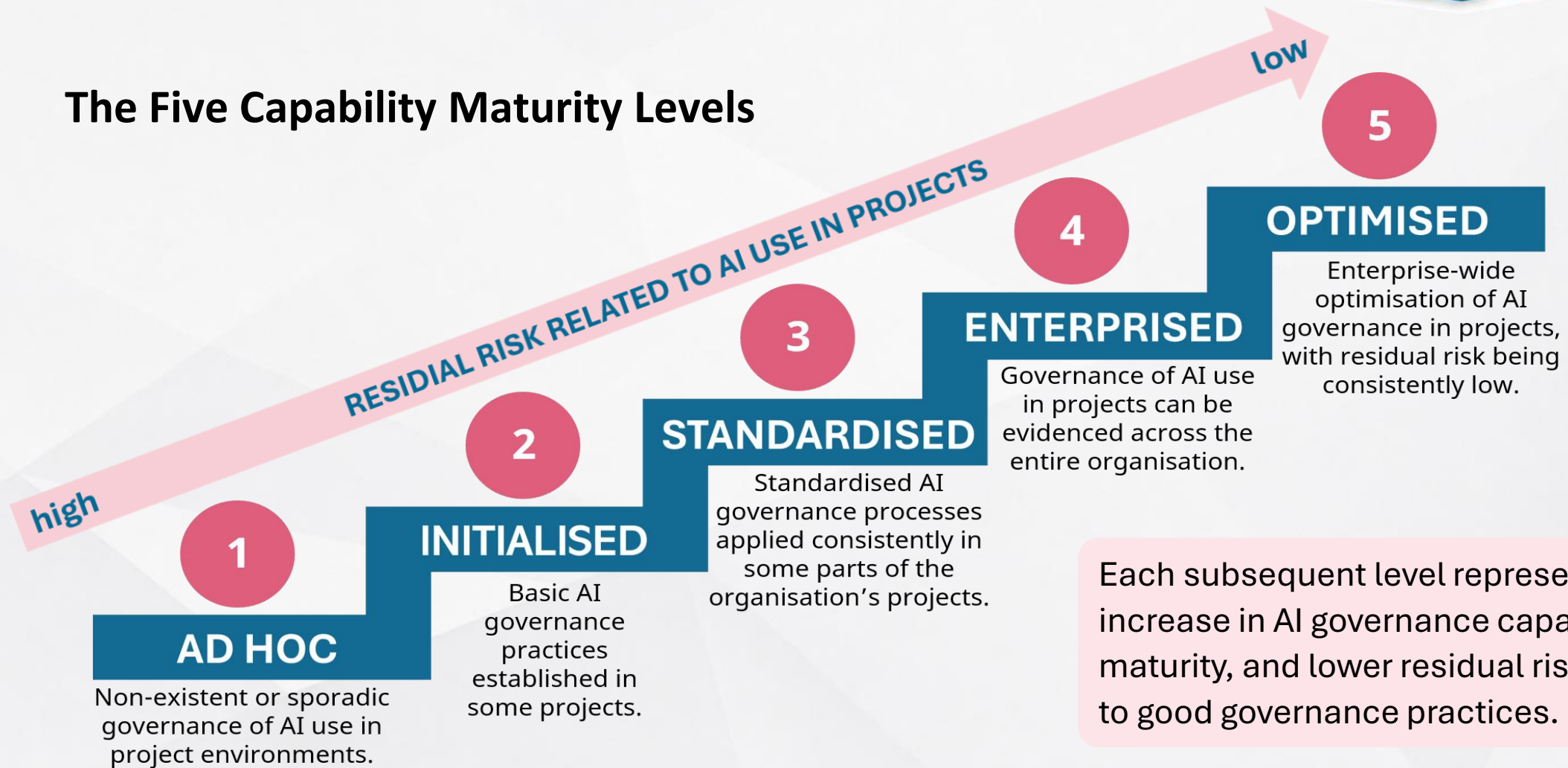
DATA READINESS & QUALITY



Well-governed, high-
quality data fit for AI
use across the
project portfolio

ABOUT THE AIPG-CMM

The Five Capability Maturity Levels



Each subsequent level represents an increase in AI governance capability maturity, and lower residual risk due to good governance practices.

ABOUT THE AIPG-CMM

What to Aim for Initially

LEVEL 3: STANDARDISED

Standardised maturity is the point at which AI governance becomes documented, repeatable and consistently applied across parts of the organisation. **It is the foundation for enterprise-wide governance of AI across the organisation's projects and programmes (Level 4).**



WHO TOOK PART?

PARTICIPATION BREAKDOWN BY ROLE,
SECTOR AND ORGANISATION SIZE



WHO TOOK PART?



Role Profile

146

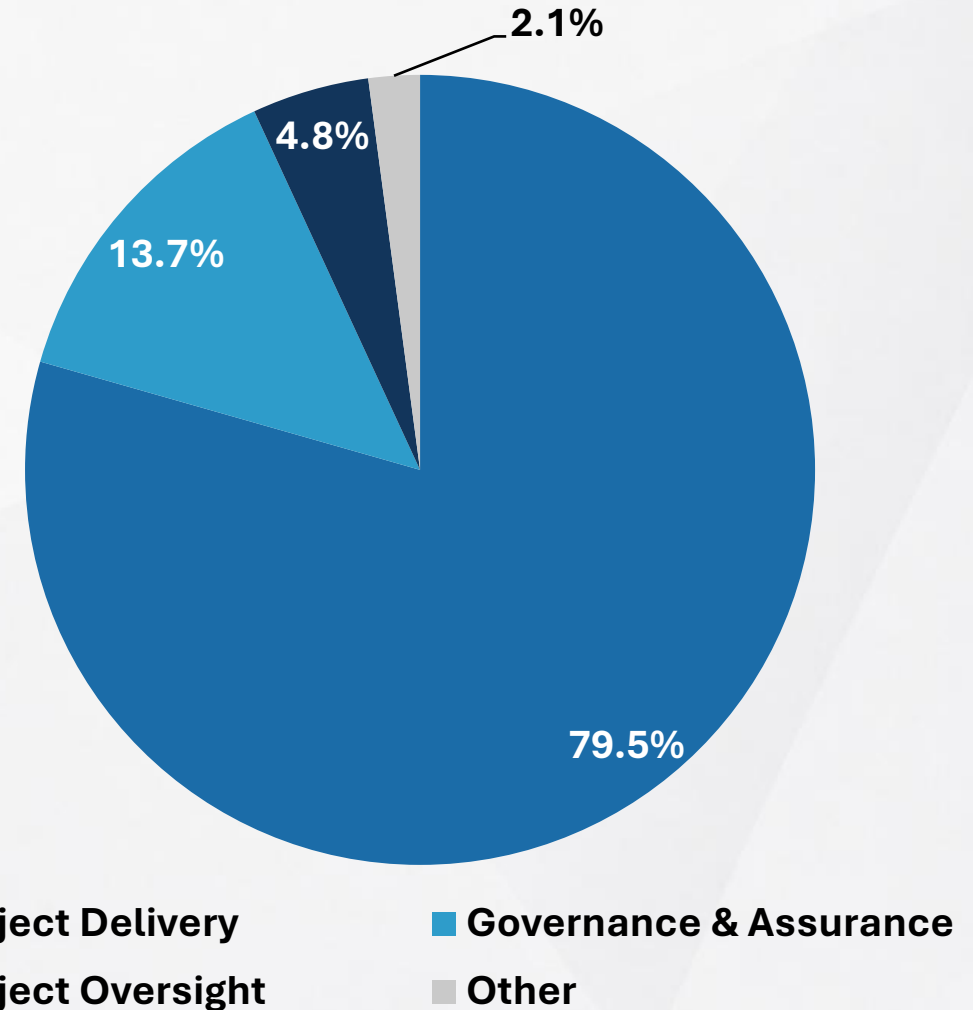
completed entries

80%

of completed entries came from
Project Delivery roles.

Project Delivery roles account for the majority of responses. This includes Project Managers, Programme Managers and Project Coordinator roles.

Oversight roles, including PMO roles, were under-represented, which should be considered when interpreting the findings.



■ Project Delivery
■ Project Oversight

■ Governance & Assurance
■ Other

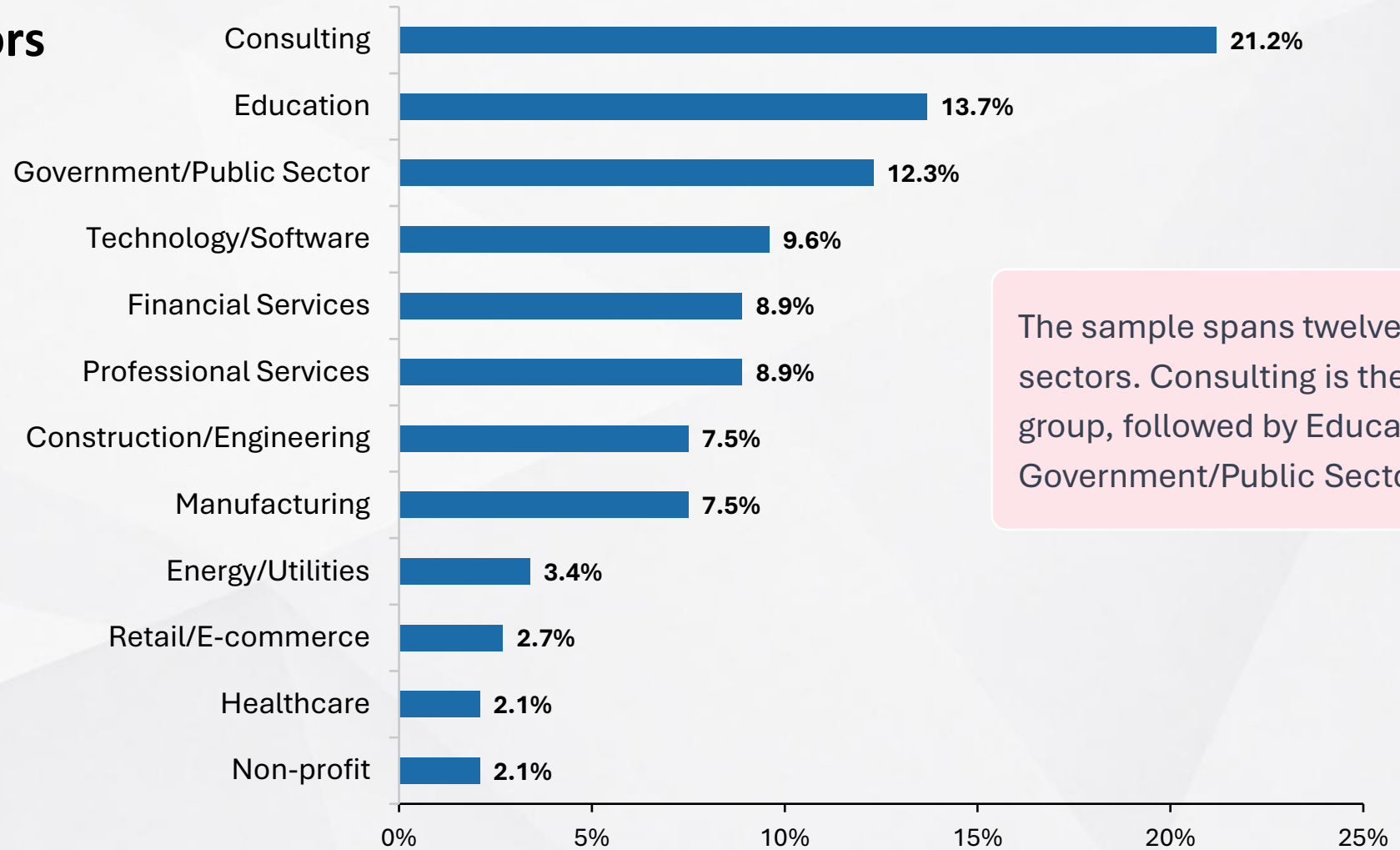
WHO TOOK PART?



Industry Sectors

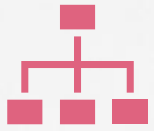
21%
Consulting
share of
responses

47%
Combined
share of top
three sectors



The sample spans twelve industry sectors. Consulting is the largest group, followed by Education and Government/Public Sector.

WHO TOOK PART?



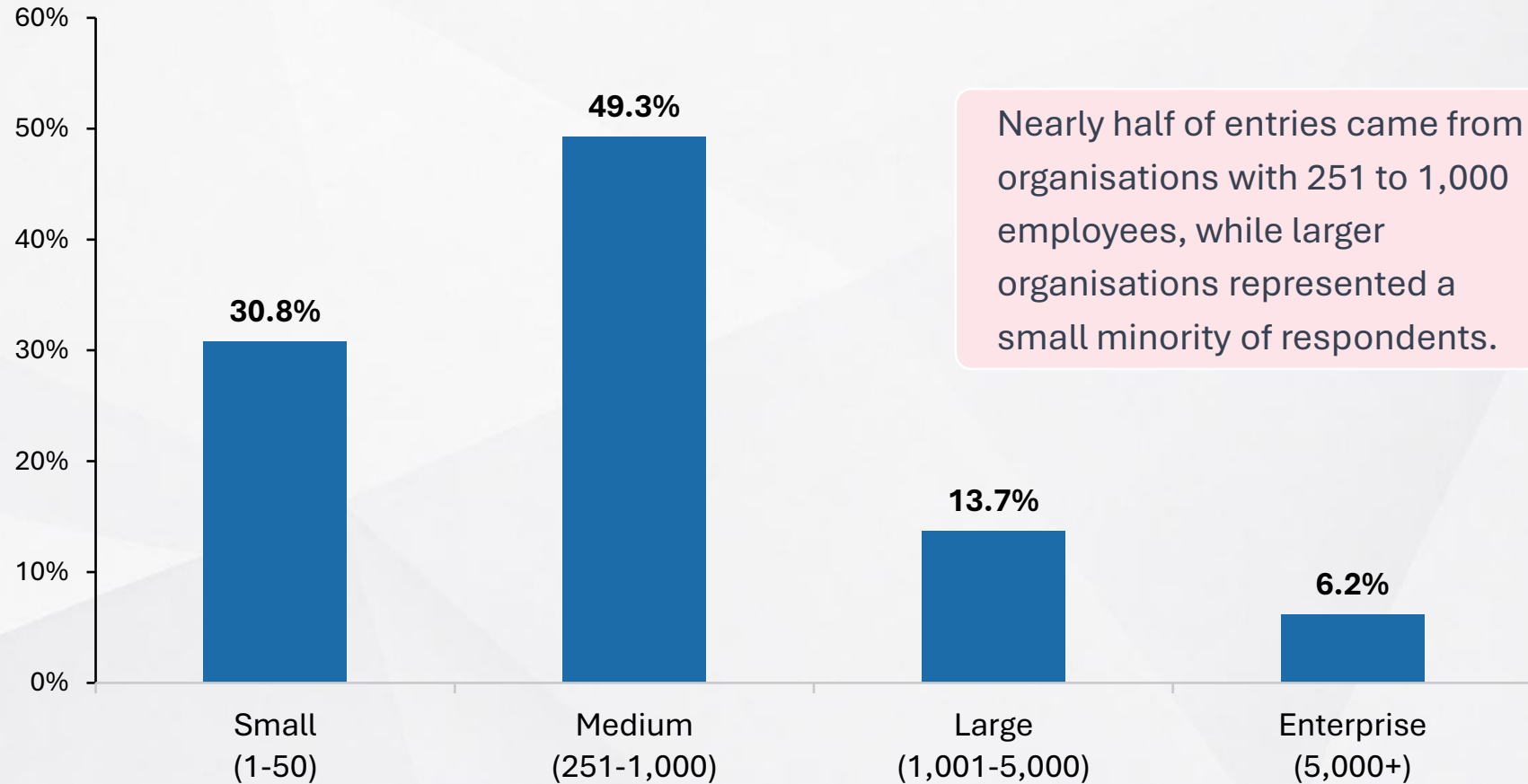
Organisation Size

80%

Participation by small and medium size organisations combined

20%

Participation by large and enterprise combined



THE GOVERNANCE RESULTS

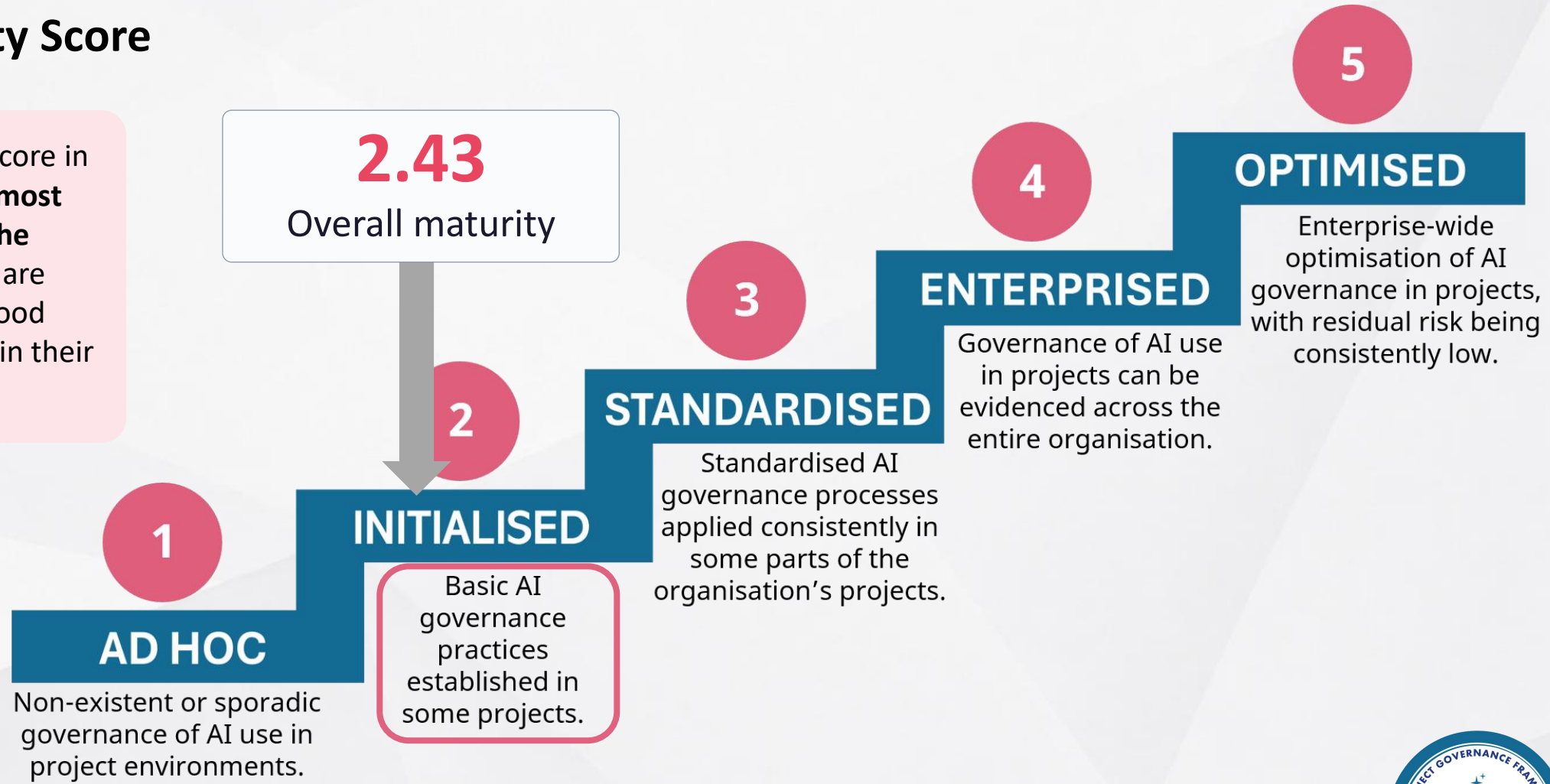
MATURITY FINDINGS ACROSS
THE FOUR PILLARS



THE GOVERNANCE RESULTS

Overall Maturity Score

The overall maturity score in the dataset indicates **most organisations are in the Initialised band**: they are starting to establish good governance practices in their AI-assisted projects.



2.43

Overall maturity

AD HOC

Non-existent or sporadic governance of AI use in project environments.

INITIALISED

Basic AI governance practices established in some projects.

STANDARDISED

Standardised AI governance processes applied consistently in some parts of the organisation's projects.

ENTERPRISED

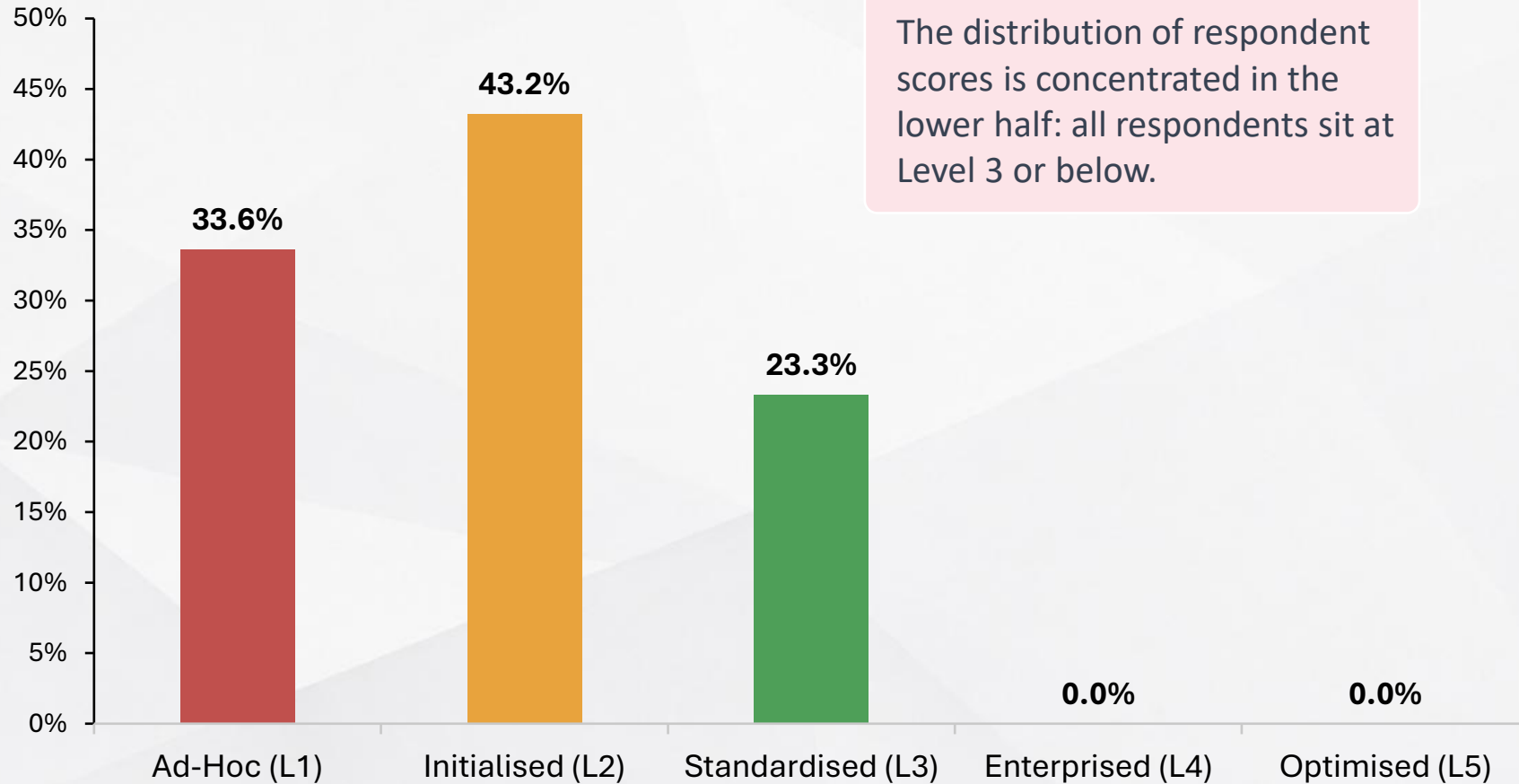
Governance of AI use in projects can be evidenced across the entire organisation.

OPTIMISED

Enterprise-wide optimisation of AI governance in projects, with residual risk being consistently low.

THE GOVERNANCE RESULTS

Distribution of Maturity Scores



The distribution of respondent scores is concentrated in the lower half: all respondents sit at Level 3 or below.

2.43
Median maturity score (Initialised)

3.76
Highest score recorded.

77%
of respondents have not reached the Standardised level yet

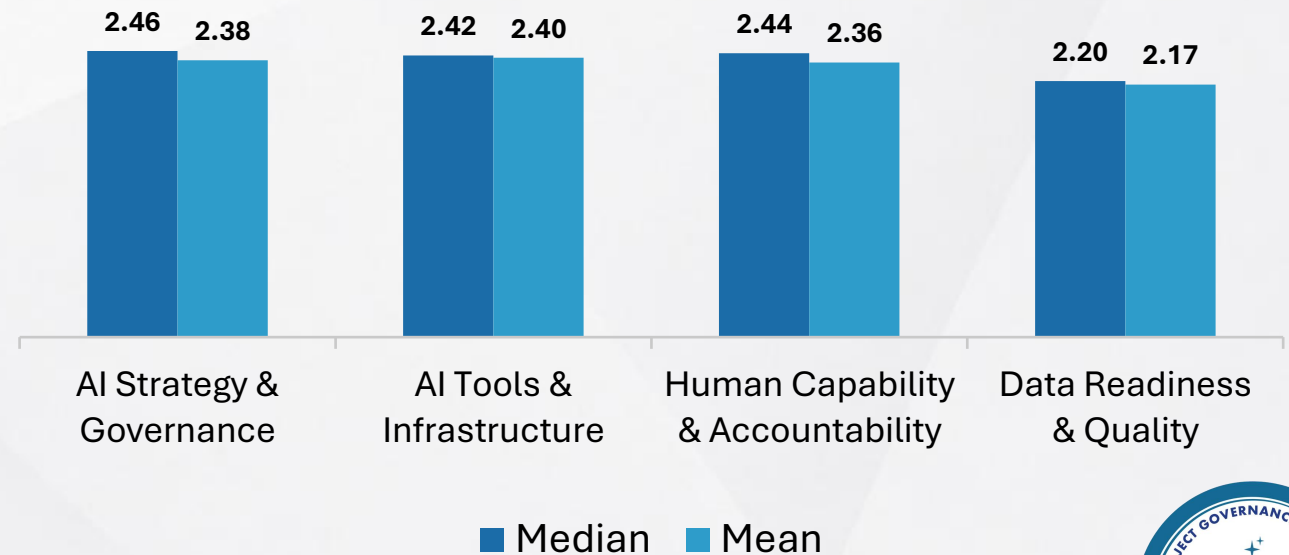
THE GOVERNANCE RESULTS

Maturity by Governance Pillar

For the sample group, AI governance in projects is not held back by any single domain. All four are at a similar level, and all fall short of the Standardised threshold (L3). Three pillars cluster within a tight band, with Data Readiness & Quality trailing behind. Because the mean and median sit close together on every pillar, the low scores reflect where most respondents actually are.



Median and Mean Maturity Score per AIPG-CMM Pillar



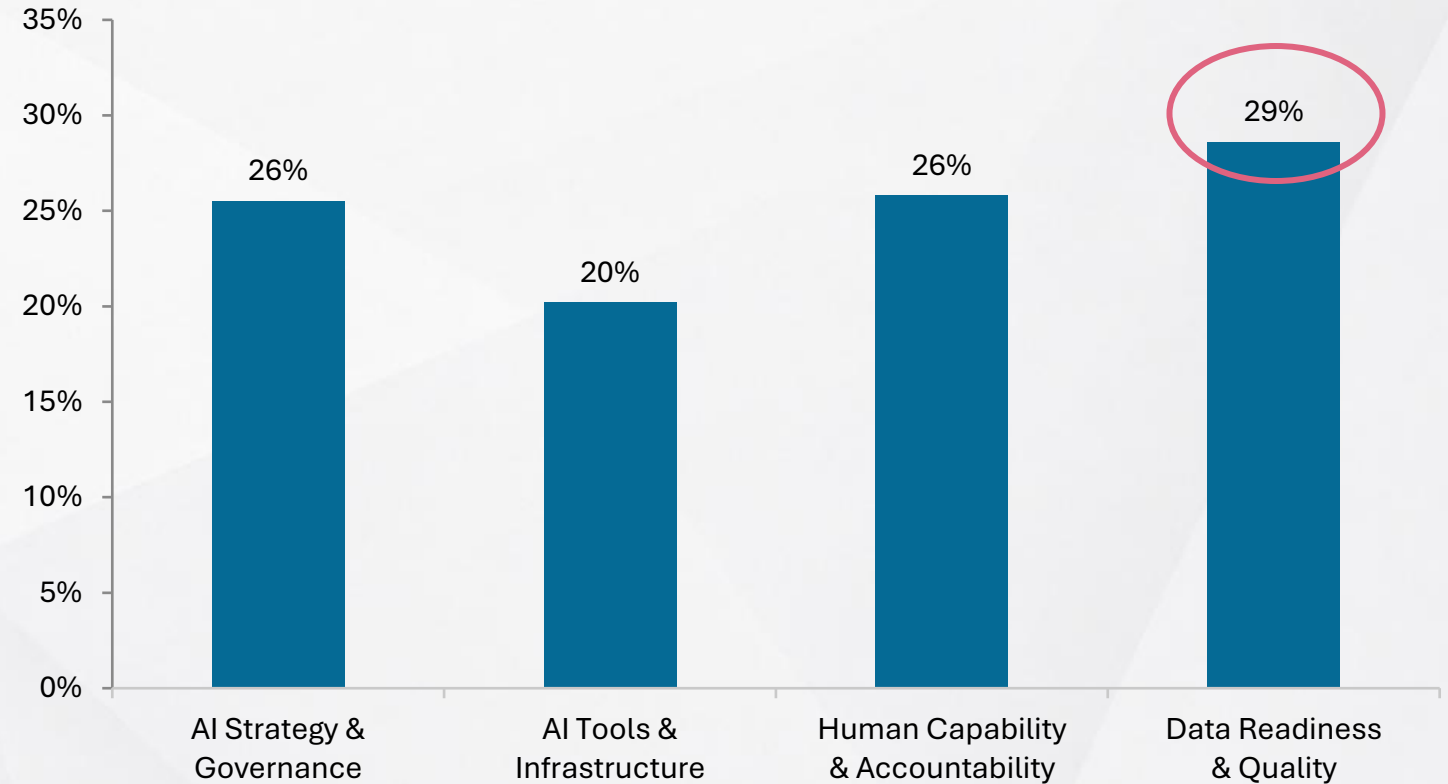
THE GOVERNANCE RESULTS

Weakest Pillar Distribution

The weakest pillar across the four ranges from about 20% to 29% of respondents.

Data Readiness and Quality comes out marginally as the weakest pillar, which aligns to the mean and median maturity scores on the previous page.

Percentage of respondents for whom each pillar scores lowest



THE GOVERNANCE RESULTS

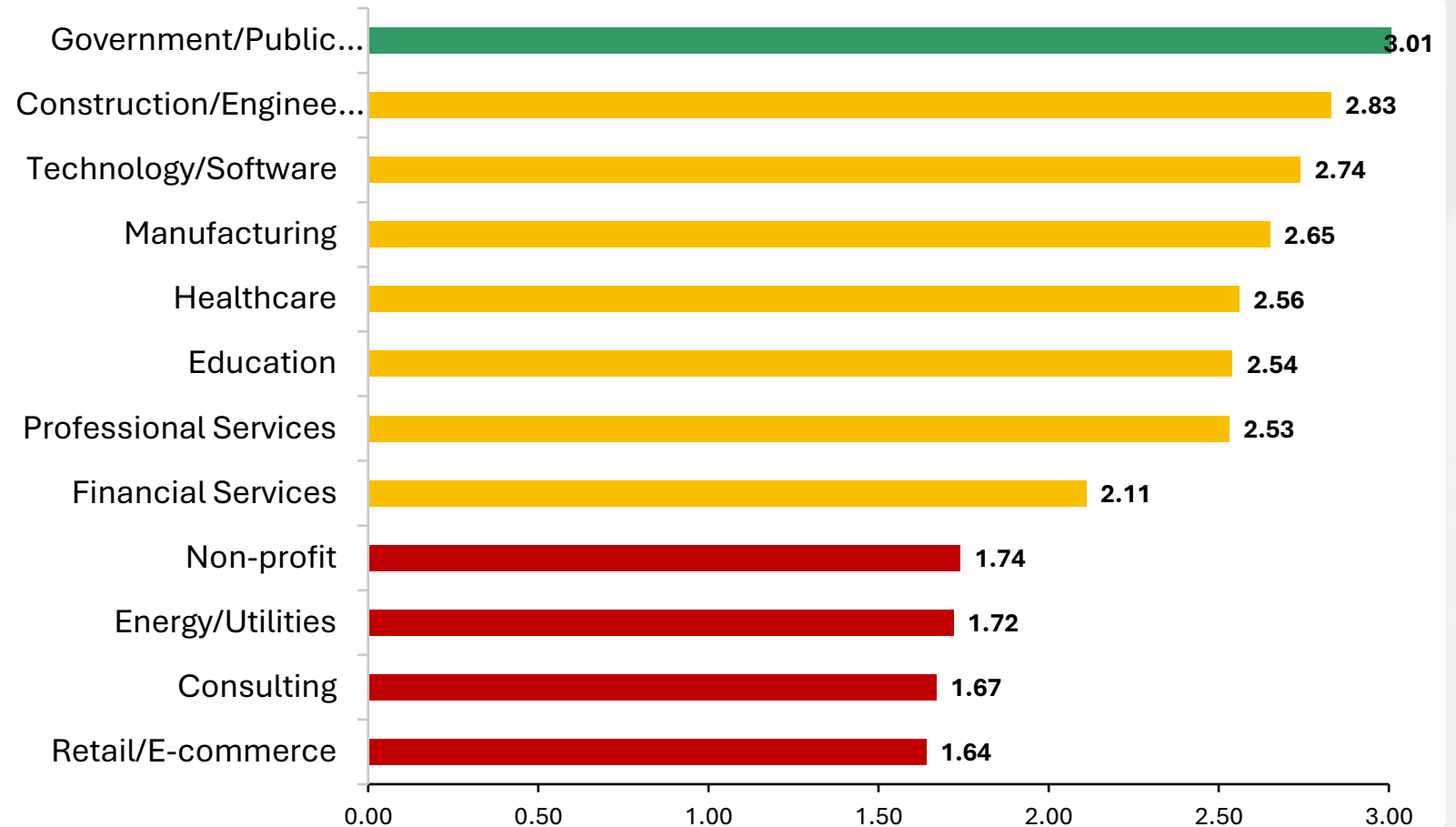


Industry Sector Results

Government and Public Sector leads at 3.01, just arriving in the *Standardised* band with Construction/Engineering close to Standardised.

A tight middle: seven sectors cluster within the *Initialised* maturity band.

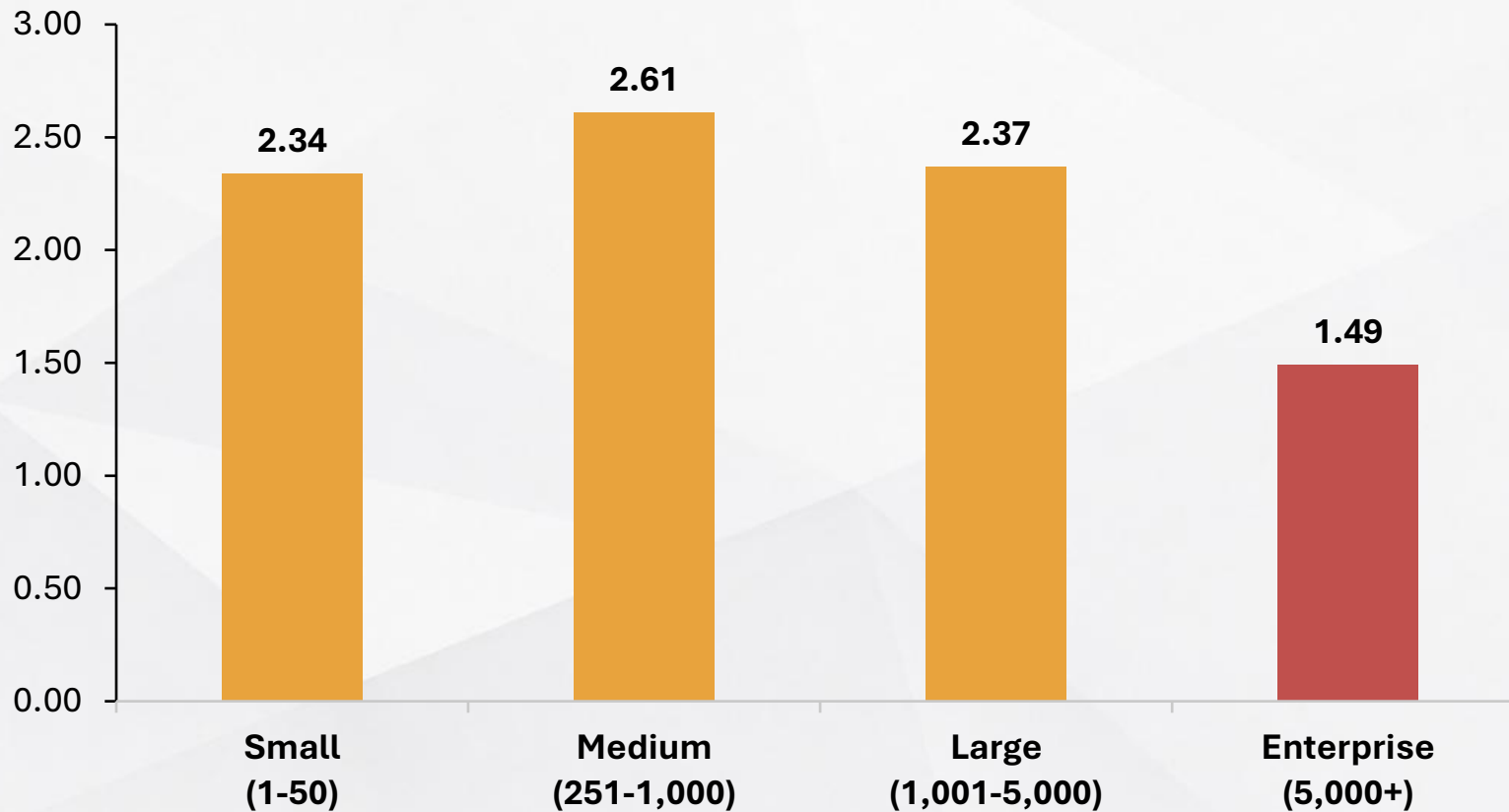
Four laggards below 2.00: Non-profit, Energy/Utilities, Consulting and Retail/E-commerce.



THE GOVERNANCE RESULTS



AI Governance Maturity by Organisation Size



Maturity peaks in the middle.

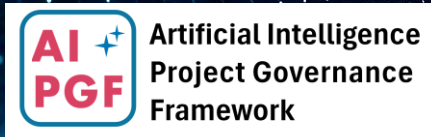
Medium organisations (251 to 1,000) lead at 2.61, with Small and Large close behind.

Size does not equal maturity.

Enterprise (5,000+) trails at 1.49, the lowest segment, likely reflecting fragmented governance ownership.

BOTTOM LINE

THREE PRIORITIES



BOTTOM LINE

Three Priorities



Establish AI Governance at the Project Level

An overarching corporate AI policy is insufficient at the practical project and programme level. Establish a working group to address this specifically.



Larger organisations: top-down and bottom-up

Address AI Strategy & Governance (for projects) top down. Address the other three pillars at business unit level and share project best practices cross-functionally.



Identify and fix your weakest pillar

Develop an action plan to improve your weakest pillar, then move on to the next.
The AIPG-CMM report provides recommendations.

METHODOLOGY



METHODOLOGY

146 completed self-assessments, collected
2 January to 24 May 2026.

Each respondent answered sixteen questions
across four pillars - the maturity level is the
composite across all four.

Bands use whole-number boundaries: Level 1
is below 2.0; Standardised begins at 3.0.

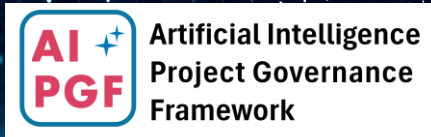
Claude and Copilot were used separately to
validate the accuracy of the draft report
against the anonymised data set, followed by a
final human check.

Limitations

- Since AI governance in projects is a concept still in infancy, the sample is modest (n = 146). Segment-level scores should be seen as indicative, not conclusive.
- Respondents were self-selecting, so results may skew towards those already engaged with AI governance.
- Project Delivery roles account for roughly 80% of entries - oversight and assurance perspectives are under-represented.

This initial dataset forms a baseline for tracking
change across future editions of the pulse report.

TAKING PART AND MORE INFO



TAKE PART

Calling all...



Project Portfolio and Strategic Oversight Roles

Portfolio Leaders, Strategic Programmes Office teams, Enterprise PMO Leaders, Project Sponsors and Steering Committees/Boards



Project and Programme Delivery Roles

Programme Managers, Project Managers, Change Managers, Project Coordinators, Team Members, Data Owners, Data Custodians



Governance, Assurance and Compliance Roles

Chief AI Officers, Digital Transformation Leaders, AI Ethics Advisors, Internal and External Auditors, Legal, Compliance and Regulatory Teams

TAKE PART

Be part of the community and contribute to the **Autumn 2026** pulse report.



To get your free two-page AIPG-CMM report, complete the self-assessment here:

<https://aipgf.pro/aipg-cmm-self-assessment>



FIND OUT MORE



[AIPG-CMM](#) [Case Study](#) [Books](#) [Read More](#) [Faq](#) [Contact](#)

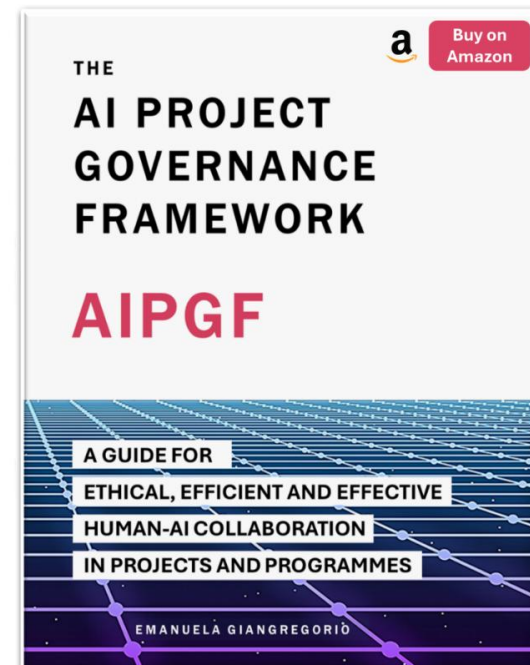
AIPGF Official website: <https://aipgf.pro>

The AIPGF is:

- a **structured, pragmatic framework** to **govern** the use of AI in projects and programmes;
- a mechanism to facilitate the **ethical, efficient** and **effective** use of AI assistance in projects – mitigating risks while enhancing project success;
- a **methodology-independent framework**, designed to **complement existing approaches** like Agile, PRINCE2®, PMBOK® and hybrid methodologies; and
- a way to practically and tangibly **comply with regional and international AI regulations and standards** (such as the **EU AI Act, ISO/IEC 42001 and NIST AI Risk Management Framework**).

Why Important?

AI capabilities are evolving rapidly, making AI assistance in projects increasingly accessible and valuable.



FIND OUT MORE

Get certified with **APMG International**

The screenshot shows the APMG International website. At the top, there is a navigation bar with links for 'For individuals', 'For organizations', 'All APMG Platforms', 'Successful candidates', 'What's new', 'Newsletters', 'Contact', and 'Social'. Below this is a secondary navigation bar with 'APMG International', 'Certifications', 'Job roles', 'About APMG', and 'Help & support'. A search icon and 'EN' are also present. The main content area features a circular logo for 'AIPGF @ APMG International' and a prominent yellow button that says 'Get Certified' with a right-pointing arrow. Below the button, the title 'AI Project Governance Framework' is displayed in large, bold letters. Underneath the title, there is a 'Project Management' icon and text. A paragraph of text reads: 'Master AI governance and lead the future of human-AI collaboration in projects and programmes'. To the right of the text is a photograph of a woman in a yellow sweater sitting at a desk with a laptop, raising her fist in a celebratory gesture.



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