COBIT 2019 GOVERNANCE OF I&T.

ISACA's COBIT 2019 is a framework for the enterprise governance of information and technology: 40 governance and management objectives, seven components and eleven design factors for a governance system that fits the enterprise. **It splits what the board governs from what management runs, and it is designed, not adopted.**

GOVERN VS MANAGE | 40 OBJECTIVES, 5 DOMAINS | 11 DESIGN FACTORS | COBIT 7 ANNOUNCED

01 THE MECHANISM

Governance vs Management

Governance evaluates stakeholder needs, conditions and options, sets direction and monitors performance and compliance; it belongs to the board. Management plans, builds, runs and monitors within that direction. **COBIT keeps the two apart down to the objectives.** [02]

Core Model: 40 Objectives

The core model holds 40 governance and management objectives in five domains, each tied to one process. Governance objectives read "Ensured," management ones "Managed." **Three were added over COBIT 5's 37:** APO14 Data, BAI11 Projects, MEA04 Assurance. [05] [08]

Designed, Not Adopted

Eleven design factors (strategy, goals, risk profile, I&T issues, threat landscape, compliance, role of IT, sourcing, implementation methods, technology adoption, size) decide which objectives matter and to what level. **A changed factor reopens the design.** [07] [02]

02 THE FLOW

How a Governance System Is Designed — DESIGN

1. **Understand context and strategy:** the Design Guide's first step reads enterprise strategy, enterprise goals, the risk profile and current I&T-related issues. These first four design factors set the initial scope, weighting all 40 objectives before anyone argues about processes. [03] [05]
2. **Refine the scope:** the remaining seven factors (threat landscape, compliance, role of IT, sourcing model, implementation methods, technology adoption, enterprise size) adjust the weights. The companion toolkit turns the scores into a prioritized list of objectives. [03] [07]
3. **Resolve conflicts and conclude:** set a target capability level per objective; in the Design Guide example a score of 75 or more maps to level 4, 50 to level 3, 25 to level 2. The algorithm cannot see culture or beliefs, so managers negotiate the final list. [03] [06]

How It Is Run and Measured — MEASURE

1. **Follow the seven-phase life cycle:** What are the drivers? Where are we now? Where do we want to be? What do we need to do? How do we get there? Did we get there? How do we keep momentum? COBIT 2019 kept the COBIT 5 implementation phases while adding the design factors. [07] [03]
2. **Rate each process on a 0 to 5 scale:** the scheme is CMMI-based, replacing the ISO/IEC 33000-based scale of COBIT 5. Activities at each level are rated Fully (above 85 percent), Largely (50 to 85), Partially (15 to 50) or Not (under 15) achieved. [05] [06]
3. **Build with all seven components:** processes alone do not govern. Organizational structures carry responsible and accountable roles only; information items list inputs and outputs with origin and destination; policies, culture, skills and services complete the system. [08] [02]

03 FIVE DOMAINS & THE COMPONENTS

DOMAIN	WHAT IT COVERS
EDM	Evaluate, Direct and Monitor: the governance objectives; the governing body evaluates, directs and monitors.
APO	Align, Plan and Organize: the overall organization, strategy and supporting activities for enterprise I&T.
BAI	Build, Acquire and Implement: defining, acquiring and implementing I&T solutions into business processes.
DSS	Deliver, Service and Support: operational delivery and support of I&T services, including security services.
MEA	Monitor, Evaluate and Assess: performance monitoring and conformance with targets, controls and external rules.
Components	Seven per objective: processes; structures; policies; information; culture; people and skills; services.

04 CAPABILITY LEVELS COMPARED

LEVEL	PERFORMANCE MEASURED?	WHAT IT MEANS
Level 0 to 1	No	Level 0 lacks basic capability and may not meet the intent of any practice; level 1 partly achieves the purpose, intuitively.
Level 2	No	The process achieves its purpose through a basic yet complete set of activities; ISACA calls it performed, not yet organized.
Level 3	No	The purpose is achieved in a more organized way using organizational assets; processes are typically well defined and documented.
Level 4 to 5	Yes	Level 4 adds quantitative measurement of performance; level 5 uses those measures for continuous improvement. Targets, not defaults.

CONTINUED ON SHEET 2 →

COBIT 2019. EVALUATE · DIRECT · MONITOR

05 PROGRAM OPERATIONS

Put the EDM objectives in front of the board. Boards and executive management are typically accountable for governance processes; senior and middle management own the management ones. Minute the evaluate, direct and monitor decisions and name accountable roles for each objective. [02] [08]

Keep the design record, not just the result. Record the value chosen for each of the eleven design factors, the weighted scores, the objectives kept or dropped and each target level. A governance system should be dynamic, so a strategy change or a new sourcing model reopens the design. [02] [03]

Set targets per objective and assess on evidence. Level 3 is the typical industry expectation and level 5 everywhere takes years, so targets follow the design scores, not ambition. Rate activities Fully, Largely, Partially or Not from sampled evidence; a weak rating pulls the target down. [07] [06]

Plan the COBIT 7 transition now. ISACA replaces the COBIT 2019 Foundation certificate with the COBIT 7 Foundation Certificate on November 19, 2026; the last day to buy the current exam or prep is June 30, 2027. The free 2019 framework PDFs and toolkit stay the published edition. [04] [03] [01]

06 CONTROL MAPPING

ISO 27001 & NIST CSF 2.0

A COBIT framework principle is alignment to major standards, frameworks and regulations. Security lives in APO13 Managed Security (3 practices, 19 activities) and DSS05 Managed Security Services (7 practices, 49 activities) under EDM03 Ensured Risk Optimization; ISO 27001 (96) and CSF 2.0 (95) add control detail. [02] [09]

COBIT FOCUS AREAS

A focus area is a governance topic, domain or issue addressed by a collection of objectives and their components. COBIT Focus Area: Information Security, released July 14, 2020, was the first under COBIT 2019 and adds security metrics and activities; DevOps and Information and Technology Risk followed. [02] [10] [01]

CMMI PERFORMANCE SCHEME

COBIT 2019 measures process capability with a CMMI-based 0 to 5 scheme, replacing the ISO/IEC 33000-based scale used in COBIT 5. Each process activity is tied to a capability level, so an assessment rates activities level by level and a level counts only when its activities are rated largely or fully achieved. [05] [08] [06]

VENDORS, RISK & CONTINUITY

Third-party risk (6) maps to APO10 Managed Vendors (5 practices, 29 activities; COBIT 5 said supplier), I&T risk to APO12 Managed Risk (6 practices, 36 activities) and incident response and resilience (15) to DSS04 Managed Continuity (8 practices, 41 activities) and DSS02 Managed Service Requests and Incidents. [09] [05]

07 WHAT THIS DOES NOT SOLVE

Not a Control Catalog

Practices and activities are generic by design; **COBIT names no vendors, products or settings.** [08]

Not Security-Only

Security is two objectives and one focus area **inside a whole-enterprise I&T governance system.** [09] [10]

Not a Certification

ISACA certifies people: a 2-hour, 75-question Foundation exam at US$175. **No enterprise is COBIT certified.** [04]

Not the Last Word

COBIT 7 is announced: **the 2019 Foundation certificate is replaced on November 19, 2026.** [04]

08 MYTHS VS. REALITY

MYTH	REALITY
"COBIT is a framework for the IT department."	A governance system covers all enterprise functions, end to end; **EGIT is corporate governance, board-owned.** [02]
"You implement all 40 objectives."	Design factors weight the 40 into a priority list with target levels; **low scorers are deferred on purpose.** [03] [06]
"COBIT tells you which security controls to deploy."	APO13 and DSS05 say what security must achieve and who owns it; **control detail comes from aligned standards.** [08]
"Capability level 5 is the goal for every process."	Targets follow design scores (75 or more maps to level 4); **level 3 is typical and level 5 takes years.** [06] [07]
"An enterprise can be COBIT certified."	ISACA issues Foundation and Design and Implementation certificates to people; **no enterprise is certified.** [04] [01]

09 SPEAK THE PROGRAM — KEY TERMS

EGIT

Enterprise governance of information and technology: **digital value and its risk**.

GOVERNANCE OBJECTIVE

An EDM outcome tied to one governance process; **boards are typically accountable** for it.

DESIGN FACTOR

One of eleven factors that **influence the design of an enterprise's governance system**.

GOVERNANCE COMPONENT

One of seven: processes, structures, policies, information, culture, skills, **services**.

FOCUS AREA

A governance topic or issue **addressed by a set of objectives and their components**.

CAPABILITY LEVEL

A CMMI-based 0 to 5 measure of **how well a process is implemented and performing**.

SOURCES: ISACA COBIT RESOURCE PAGE · ISACA GLOSSARY · COBIT 2019 VS COBIT 5 (ISACA) · COBIT FOUNDATION CERTIFICATE