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Introduction

This draft standard is based on national and international discussions. Your comments on this draft are invited and will assist in the preparation of the consequent standard.

For international standards, comments will be reviewed by the relevant UK national committee before sending the consensus UK vote and comments to the international committee, which will then decide appropriate action. If the international standard is approved, it is usual for the text to be published as a British Standard.

For national standards, comments will be reviewed by the relevant UK national committee and the resulting standards published as a British Standard.

UK Vote

Please indicate whether you consider the UK should submit a negative (with supporting technical reasons) or positive vote on this draft. Please indicate if you are aware of any reason why this draft standard should not be published as a British Standard.

Submission of Comments

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- All comments should be submitted online at <https://standardsdevelopment.bsigroup.com/>. You will need to register in order to comment.

Template for comments and secretariat observations

Date: xx/xx/20xx	Document: ISO/DIS xxxx
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1	2	(3)	4	5	(6)	7
MB	Clause No./ Subclause No./Annex (e.g. 3.1)	Paragraph/ Figure/Table/Note	Type of comment	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
	3.1	Definition 1	ed	Definition is ambiguous and needs clarifying.	Amend to read '...so that the mains connector to which no connection...'	
	6.4	Paragraph 2	te	The use of the UV photometer as an alternative cannot be supported as serious problems have been encountered in its use in the UK.	Delete reference to UV photometer.	



DRAFT International Standard

ISO/DIS 21513

Project, programme and portfolio management — Guidance on post- project and programme evaluation

*Management de projets, programmes et portefeuilles - Guide
d'évaluation a posteriori d'un projet ou d'un programme*

ICS: 03.100.01

ISO/TC 258

Secretariat: **ANSI**

Voting begins on:
2025-05-05

Voting terminates on:
2025-07-28

This document is circulated as received from the committee secretariat.

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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This document was prepared by Technical Committee ISO/TC 258 *Project, programme and portfolio management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

This document provides principles and guidance on the evaluation of projects and programmes after they have closed, providing valuable feedback to identify what worked and what did not, while promoting a culture of continuous improvement and contributing to organizational learning.

The post-project and -programme evaluation is activity, which is aligned in accordance with ISO 21502:2020 6.9.

The audience for this document includes, but is not limited to:

- executives, senior management, and sponsors who use evaluation for decision-making;
- governing bodies that oversee the quality of planning, monitoring and evaluation practices;
- individuals involved in evaluations, including those:
 - commissioning evaluations;
 - engaging evaluation team leads and members;
 - planning evaluations;
 - managing evaluations;
 - using the results of evaluations;
- individuals involved in the academic study of project, programme and portfolio management;
- developers of national standards, organizational standards, industry standards and public policy.

Project, programme and portfolio management — Guidance on post-project and programme evaluation

1 Scope

This document gives guidance on the evaluation of projects and programmes after they have been closed, including guidance to the reviewers and contributors involved in these evaluations. Post-project or -programme evaluations focus on evaluating the achievement of objectives, actual outcomes and actual realization of benefits, whether the outcomes or benefits are likely to fulfil expectations in future and the effectiveness of governance and management of the project or programme.

This document includes guidance for setting, planning, organizing and conducting post-project and -programme evaluations. It is applicable to any organization, including public, private and charitable, as well as, to any type of project or programme, regardless of purpose, delivery approaches, life cycle model used, complexity, size, cost or duration.

This document does not apply to evaluations that occur before projects or programmes have started or during the implementation of a project or programme.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document applies.

ISO 21506:2024, *Project, programme and portfolio management — Vocabulary*

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

3.1

benefit

created advantage, value or other positive effect

[SOURCE: ISO 21506:2024, 3.6]

3.2

business case

documented justification to support decision-making about the commitment to a *project* (3.10), or *programme* (3.8)

[SOURCE: ISO 21506:2024, 3.8, modified — The word “portfolio” has been deleted; “portfolio” is not part of the scope of this document]

3.3

governance

principles, policies and framework by which an organization is directed and controlled

[SOURCE: ISO 21506:2024, 3.27]

3.4

governing body

person, group or entity accountable for the *governance* (3.3) of an organization, organizations or a part of an organization

[SOURCE: ISO 21506:2024, 3.28]

3.5

lessons learned

knowledge gained throughout a *project* (3.10) or *programme* (3.8) that shows how events were addressed or should be addressed for the purpose of improving future performance

[SOURCE: ISO 21506:2024, 3.34, modified — The word “portfolio” has been deleted; “portfolio” is not part of the scope of this document]

3.6

outcome

change resulting from the use of the *output* (3.7) from a *project* (3.10) or *programme* (3.8)

[SOURCE: ISO 21506:2024, 3.41]

3.7

output

aggregated tangible or intangible deliverables that form the *project* (3.10) or *programme* (3.8) result

[SOURCE: ISO 21506:2024, 3.42]

3.8

programme

group of *programme components* (3.9) managed in a coordinated way to realize *benefits* (3.1)

[SOURCE: ISO 21506:2024, 3.54]

3.9

programme component

project (3.10), *programme* (3.8) or other related work

[SOURCE: ISO 21506:2024, 3.56]

3.10

project

temporary endeavour to achieve one or more defined objectives

[SOURCE: ISO 21506:2024, 3.61]

3.11

sponsor

person responsible for obtaining the resources and executive decisions to enable success

[SOURCE: ISO 21506:2024, 3.85]