



**International  
Standard**

**ISO 21513**

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

**First edition  
2026-01**

**iTeh Standards  
(<https://standards.itih.ai>)  
Document Preview**

ISO 21513:2026

<https://standards.itih.ai/catalog/standards/iso/9b780779-8c41-49df-8468-7bee5ee04a75/iso-21513-2026>

**iTeh Standards**  
**(<https://standards.itih.ai>)**  
**Document Preview**

ISO 21513:2026

<https://standards.itih.ai/catalog/standards/iso/9b780779-8c41-49df-8468-7bee5ee04a75/iso-21513-2026>



**COPYRIGHT PROTECTED DOCUMENT**

© ISO 2026

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office  
CP 401 • Ch. de Blandonnet 8  
CH-1214 Vernier, Geneva  
Phone: +41 22 749 01 11  
Email: [copyright@iso.org](mailto:copyright@iso.org)  
Website: [www.iso.org](http://www.iso.org)

Published in Switzerland

# Contents

Page

<b>Foreword</b>	<b>v</b>
<b>Introduction</b>	<b>vi</b>
<b>1 Scope</b>	<b>1</b>
<b>2 Normative references</b>	<b>1</b>
<b>3 Terms and definitions</b>	<b>1</b>
<b>4 Concepts</b>	<b>3</b>
4.1 Overview	3
4.2 Purpose	4
4.3 Governance	4
4.4 Benefits	5
4.5 Time frame	5
4.6 Continuous improvement	6
4.6.1 Review and revision of governance	6
4.6.2 Incorporating lessons learned	6
<b>5 Prerequisites for post-project or post-programme evaluations</b>	<b>6</b>
5.1 Overview	6
5.2 Senior executive support	7
5.3 Organizational capability and capacity	7
5.4 Alignment with organizational governance and systems	7
5.5 Cooperation from contractors or suppliers	7
5.6 Cooperation from customers	7
<b>6 Principles</b>	<b>8</b>
6.1 Overview	8
6.2 Credibility	8
6.3 Independence	8
6.4 Objectivity	8
6.5 Proportionality	8
6.6 Utility	9
<b>7 Roles and responsibilities</b>	<b>9</b>
7.1 Overview	9
7.2 Sponsoring organization	9
7.3 Evaluation sponsor	10
7.4 Evaluation team leader	10
7.5 Evaluation team members	10
7.6 Evaluation stakeholders and consultees	11
7.6.1 Overview	11
7.6.2 Internal stakeholders	11
7.6.3 External stakeholders	11
7.6.4 Consultees	11
7.7 Recommendation implementation teams	12
<b>8 Evaluation themes</b>	<b>12</b>
8.1 Overview	12
8.2 Governance and management	13
8.2.1 Overview	13
8.2.2 Decision-making	13
8.2.3 Preparation	14
8.2.4 Implementation	14
8.3 Strategic alignment and objectives	14
8.3.1 Overview	14
8.3.2 Strategic alignment	14
8.3.3 Objectives suitability	15
8.3.4 Objectives achievement	15

## ISO 21513:2026(en)

8.4	Outputs and outcomes.....	15
8.4.1	Overview .....	15
8.4.2	Outputs .....	15
8.4.3	Organizational and societal outcomes.....	16
8.4.4	Environmental outcomes.....	16
8.5	Benefits .....	16
8.5.1	Overview .....	16
8.5.2	Economic and financial benefits .....	16
8.5.3	Social benefits.....	17
8.5.4	Environmental benefits .....	17
8.6	Sustainability.....	17
8.6.1	Overview .....	17
8.6.2	Sustainability of outputs.....	17
8.6.3	Sustainability of outcomes.....	18
8.6.4	Sustainability of benefits.....	18
8.6.5	Use as a model for future work.....	18
9	<b>Evaluation practices.....</b>	<b>18</b>
9.1	Overview .....	18
9.2	Defining objectives and scope .....	19
9.3	Planning.....	19
9.4	Mobilization .....	20
9.5	Implementation.....	20
9.5.1	Overview .....	20
9.5.2	Collecting data and evidence.....	20
9.5.3	Analysing and concluding .....	21
9.5.4	Reporting and disseminating.....	22
9.6	Reviewing and addressing the results.....	22
	<b>Bibliography .....</b>	<b>23</b>

## Document Preview

ISO 21513:2026

<https://standards.iteh.ai/catalog/standards/iso/9b780779-8c41-49df-8468-7bee5ee04a75/iso-21513-2026>

## 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 document 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](http://www.iso.org/directives)).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at [www.iso.org/patents](http://www.iso.org/patents). ISO shall not be held responsible for identifying any or all such patent rights.

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

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](http://www.iso.org/members.html).

ISO 21513:2026

<https://standards.iteh.ai/catalog/standards/iso/9b780779-8c41-49df-8468-7bee5ee04a75/iso-21513-2026>