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**Project, programme and portfolio
management — Earned value
management**

ISO 21508

**Second edition
2026-02**



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

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

This second edition cancels and replaces the first edition (ISO 21508:2018), which has been technically revised.

The main changes are as follows:

- risk management has been integrated into the earned value management process steps;
- earned value management integration clauses have been added.

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The purpose of this document is to provide guidance to those individuals involved in earned value management. It describes practices to provide benefits for project, programme or portfolio planning and control.

Earned value management is used within projects, programmes and portfolios.

This document provides guidance on concepts, responsibilities, integration and processes for the implementation of earned value management.

It provides information on performance metrics gathered or contained in an earned value management system.

It complements ISO 21500, ISO 21502, ISO 21503, ISO 21504, ISO 21505, ISO 21511 and ISO 21512.

The target audience of this document includes the following:

- a) executive managers and those individuals involved in sponsoring projects or programmes;
- b) decision-makers responsible for selecting, authorizing and governing projects, programmes and portfolios;
- c) individuals managing projects, programmes or earned value management systems;
- d) individuals involved in the management of performance of project, programme or portfolio management offices or project or programme control staff;
- e) developers of national or organizational standards.

The application of this document can be tailored to meet the needs of any organization or individual project, programme or portfolio, so they can better apply the concepts and practice of earned value management.