

# concept

GOVERNANCE OF MAJOR INVESTMENT PROJECTS  
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# Updates on Project Governance in Norway

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# The Norway Case. Key constitutional elements

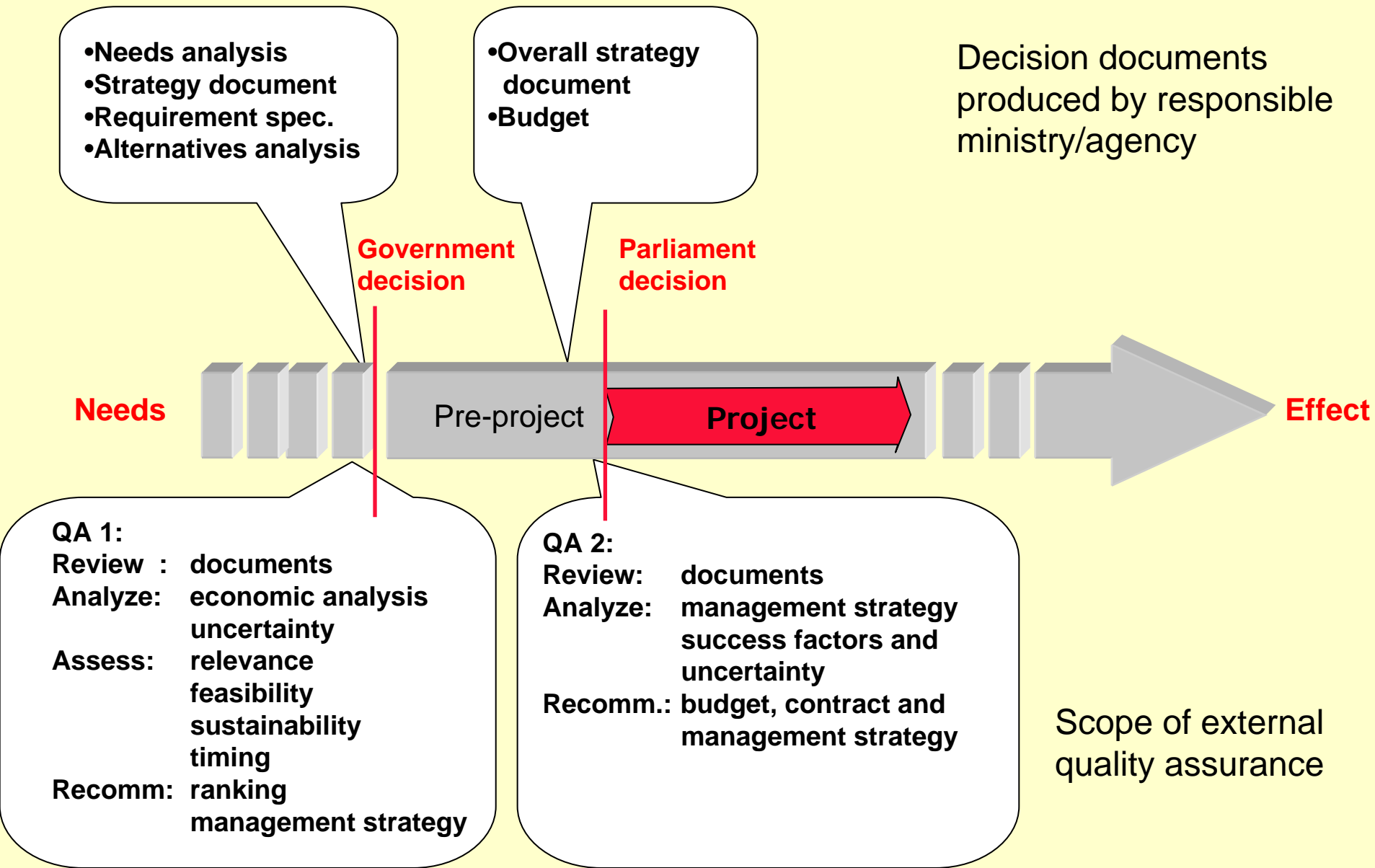
## *In general*

- Norway is a constitutional monarchy and a parliamentary democracy
- Norway is a national state and a unitary state

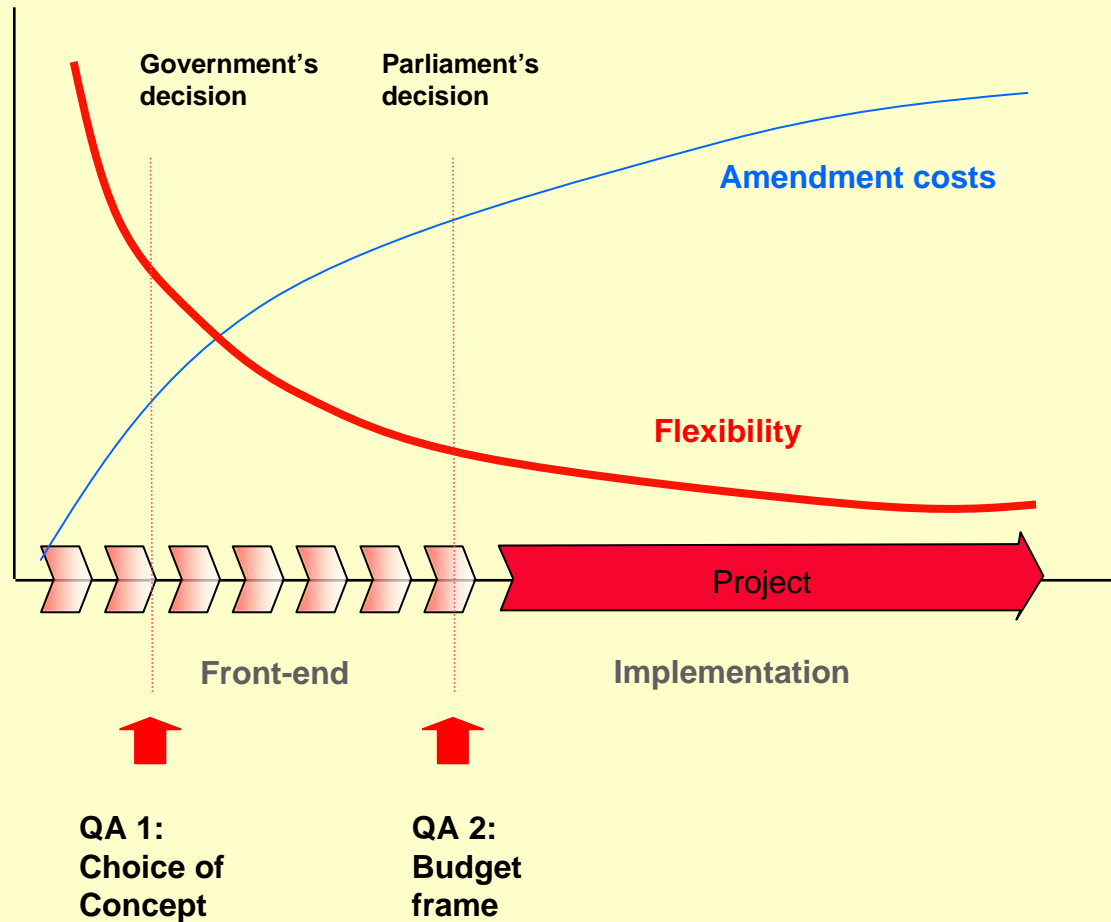
## *Pertaining to projects*

- The Parliament: Approves or disapproves budget proposals *and* major individual projects
- The King in Council: Submits formal papers before Parliament. The Executive, highest formal level
- The Government/Cabinet: Coordinates and governs the ministries. Prepares papers for the King in Council. Not empowered by the Constitution, but in fact the highest executive level

# QA regime: scope and procedure



# External QA of major public investment projects



- QA1: Selecting the right concept at a time when alternatives are available
- QA2: Consolidating the choice of concept and corresponding budget

# Governance versus management

## **Governance**

Processes that define expectations, grant power, and verify performance.

**Enabling measures** – to help realize expectations

**Regulatory measures** – to avoid adverse effects

## **Project Governance**

Processes that need to exist for a successful project

## **Project Management**

Processes to organize and manage resources required to complete a project within defined scope, time and cost constraints.

# Experience with QA1

Formulating societal goals and effect goals have proven more challenging than anticipated. Main pitfalls:

- Proposed goals are not project specific
- Ambiguity
- Lack of prioritization
- Lack of ambition
- Not verifiable *ex post*

# Projects: Layers of Perspectives

- Delivery according to scope, time and budget  
(The project management perspective)
- User effects  
(The sectoral policy perspective)
- Societal effects  
(The national perspective)



# The Norwegian QA scheme - ambitions

1. Increased awareness of QA in public sector
2. Improved procedures and practice in public sector
3. Trickle-down effects in private sector
4. More realistic budgets
5. Better budgetary compliance
6. Better choice of concepts
7. Higher benefit/cost ratio
8. More successful projects