



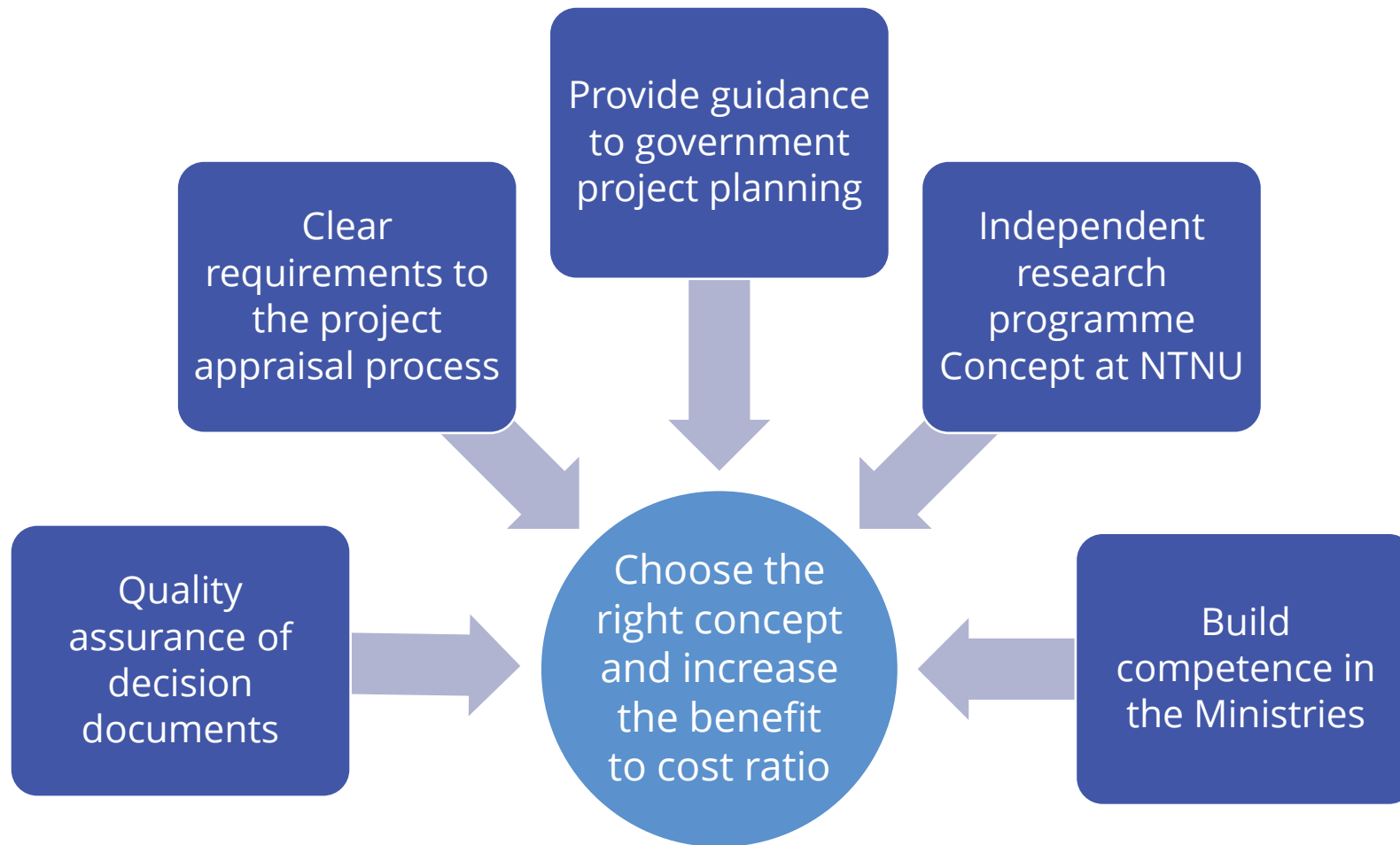
Norwegian Ministry
of Finance

Updates on Project Governance in Norway

Ingvild Melvær Hanssen, Deputy Director General

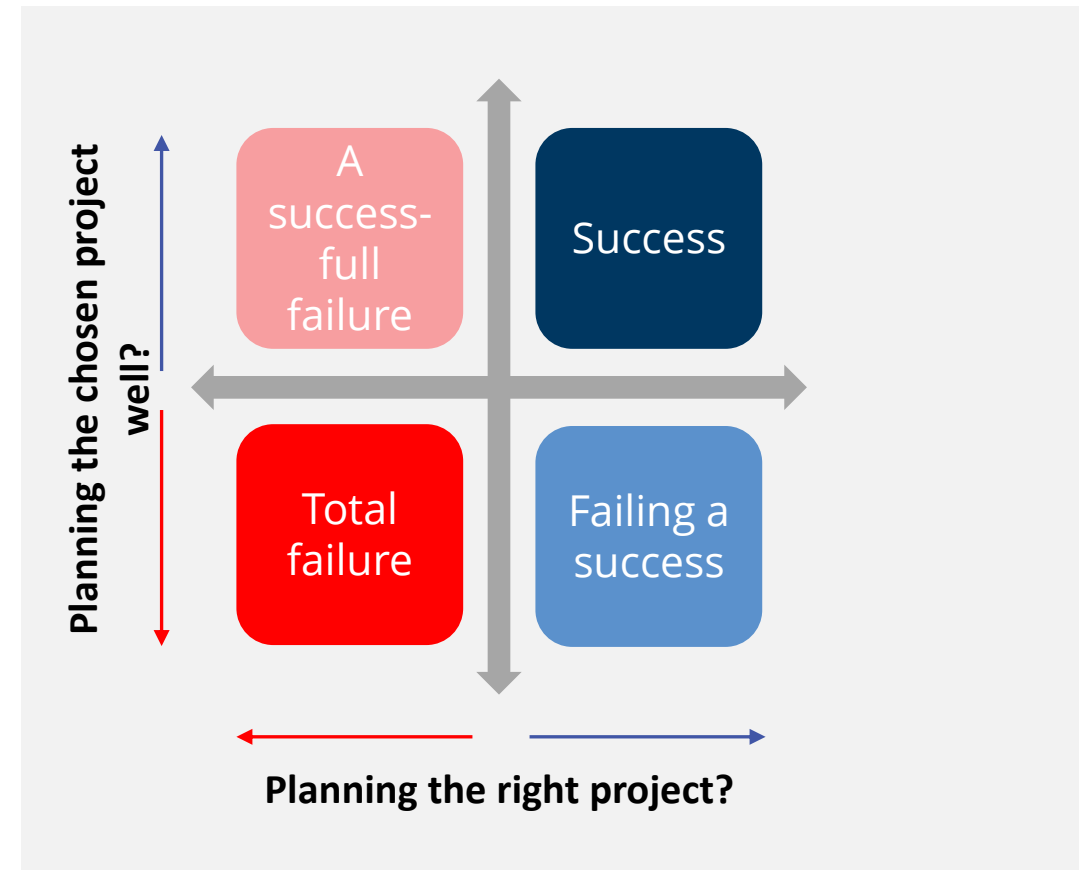
The 11th Concept Symposium on Project Governance, 24. september 2026

Different measures to improve infrastructure governance

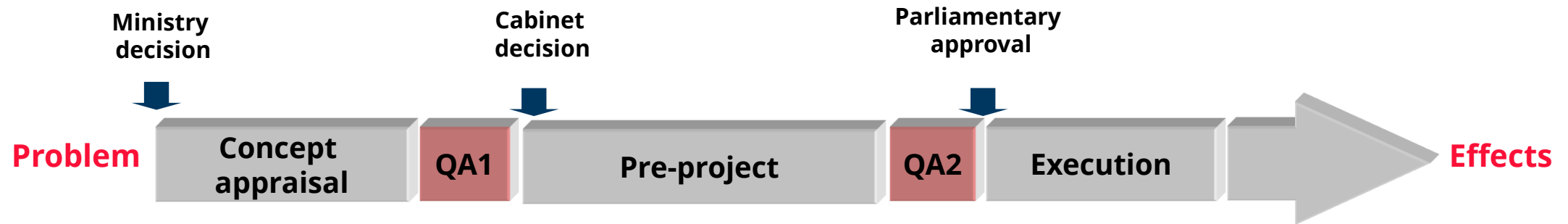


What makes a successful project?

- Find the right measures to solve the problem.
- Optimize the measures in a well-planned project
- The Norwegian project model has 2 important stop points:
 - Deciding on the right project
 - Approving the plan for a successful implementation



The State Project Model



- **QA1** – Quality assurance of the **conceptual choice** before Cabinet decision on go-ahead for a pre-project phase.
- **QA2** - Quality assurance of the overall strategy document with focus on budget and implementation strategy, before Parliamentary approval of **final investment decision**.

Concept Appraisal:

- 1. Description of the problem
- 2. Needs analysis
- 3. Strategic goals
- 4. Framework conditions
- 5. Exploration of opportunity space
- 6. Analysis of alternatives
- 7. Recommendations for the preliminary project phase

Overall strategy document:

- Budget and target cost
- Project strategy including contract strategy

Decision documents produced by responsible ministry/agency

Mandate:
Ministry decision

Cabinet
decision

Parliamentary
approval

Problem

Concept
appraisal

QA1

Pre-project

QA2

Execution

Effects

QA1:

Review: Documents
Analyse: Cost-benefit analysis
Uncertainty
Assess: Relevance
Feasibility
Sustainability
Timing
Recommend: Ranking of alternatives and management strategy

QA 2:

Review: Documents
Analyse: Management strategy
Success factors
Uncertainty
Recommend: Budget, contract- and implementation strategy

Scope of external
quality assurance



The Norwegian Project Model applies to...

- All government investment projects with an estimated total cost frame above the set threshold value of 1 billion NOK (300 million NOK for ICT projects)
- Investment projects in companies, foundations and other independent legal entities that are not part of the state, as well as in non-state enterprises (for example local government projects), if the state contributes with full or partial financing or guarantee of the project.

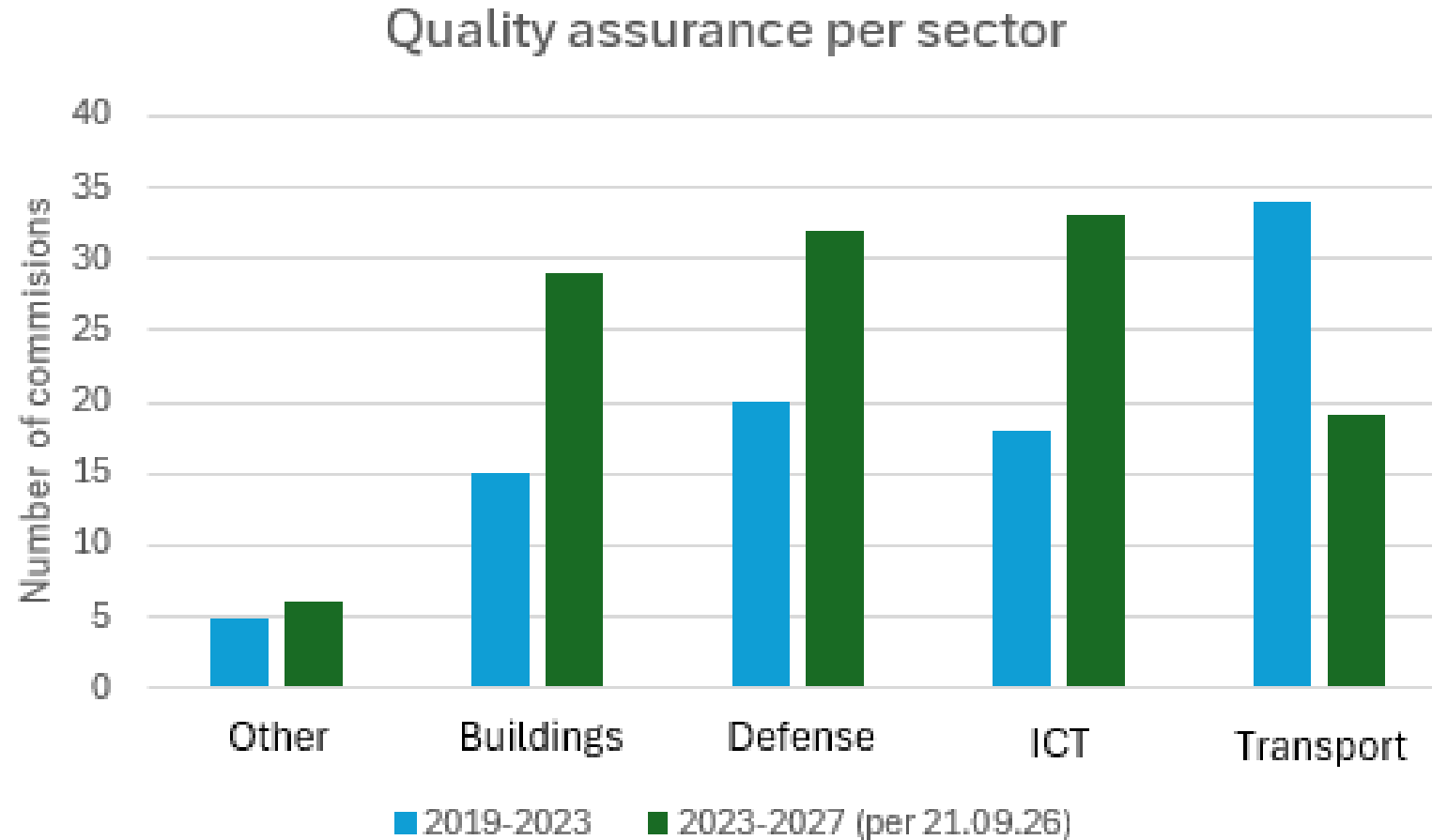
Outside the State Project Model

- Government direct ownership in petroleum sector
- Corporations with government ownership

Separate (and similar) requirements

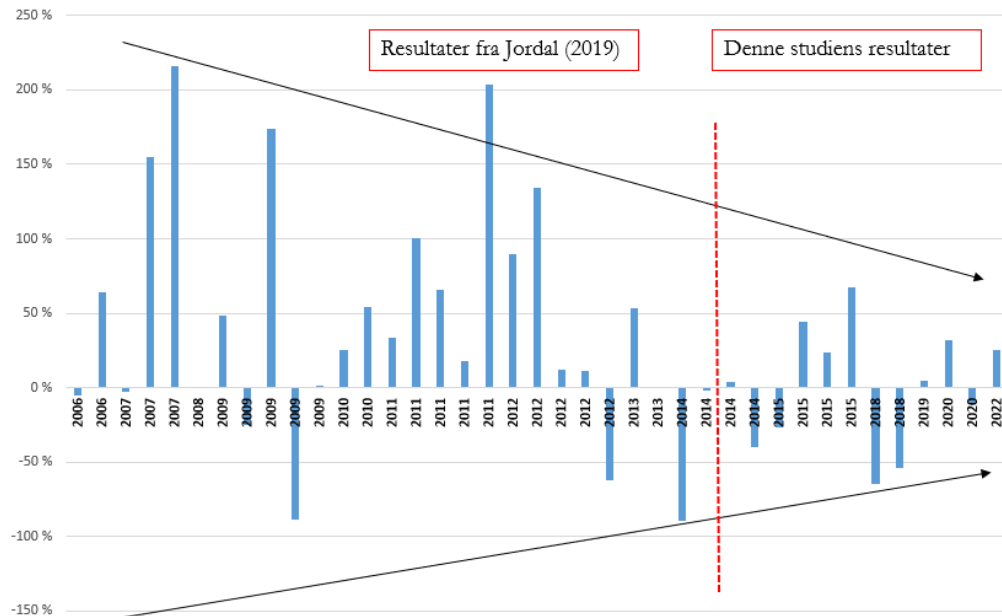
- Government Healthcare enterprises
- Statnett SF
- Nye veier AS
- Bane NOR SF

Defence and security is more important



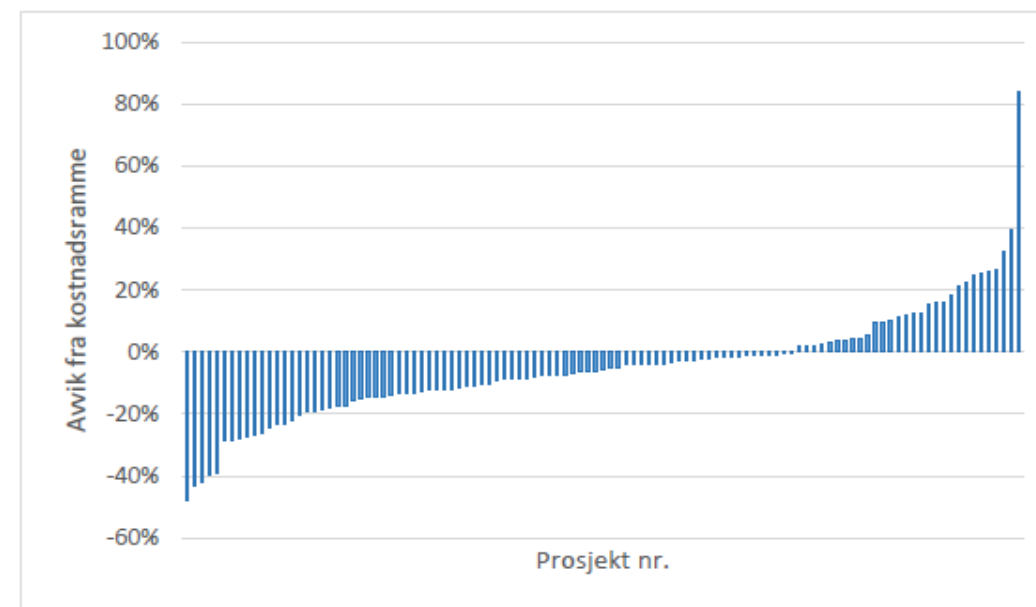
The project model and improved cost control

Changes in cost development through planning



Source: Farid (2024) Concept working paper 2024-2

Deviation between final cost and the budget (P85) approved by parliament (N=111)



Source: Welde and Engebø (2024), Concept working paper 2024-1



Improving benefit management

Concept reports on benefit management in different sectors



New guidelines on benefit management



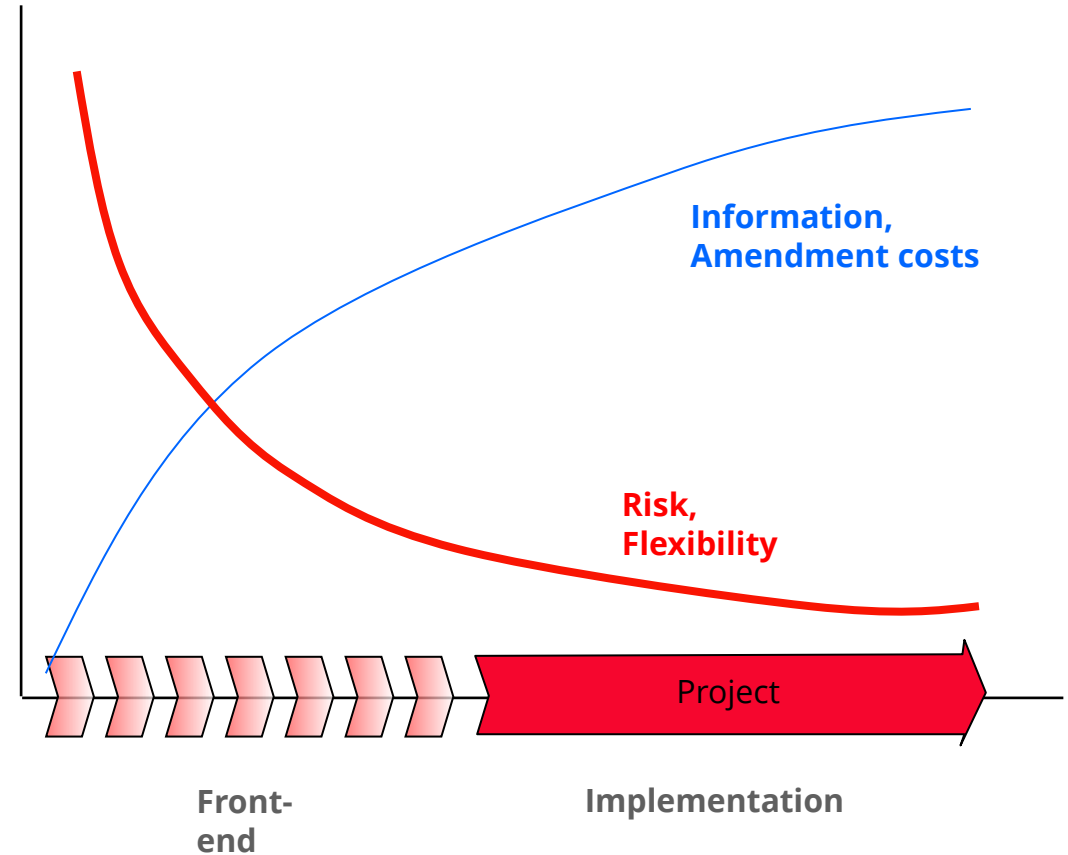
AI

- what's in it for project governance?



Sound project appraisal especially important in times of uncertainty

- Keep an eye on the targets
- What are the most important needs?
- What are the most important drivers for benefits?
- What happens with life-cycle costs and the benefit to cost ratio?
- The importance of a well established project model



Information in english

[State project model - regjeringen.no](https://regjeringen.no)



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