Norwegian Ministry
of Finance

Updates on Project Governance in Norway

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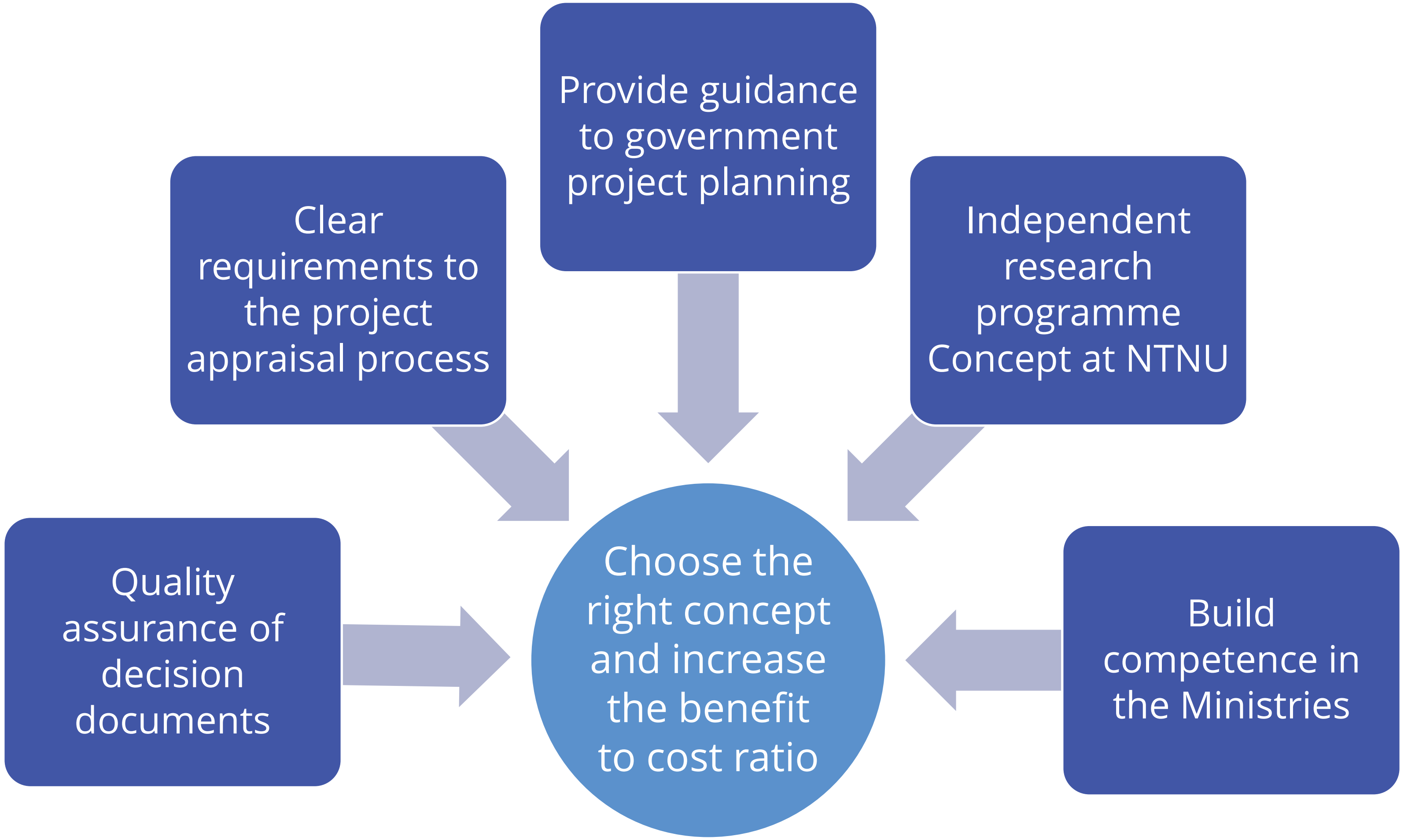
The 11th Concept Symposium on Project Governance, 24. september 2026

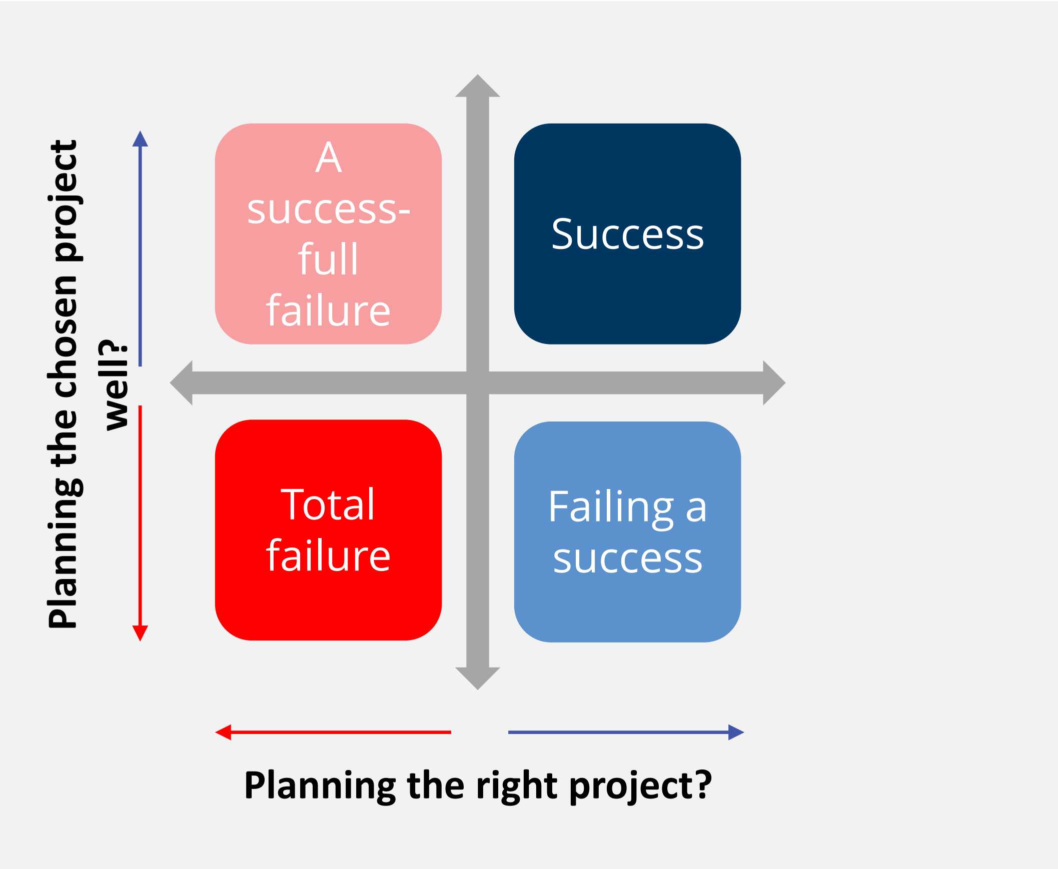
Different measures to improve infrastructure governance



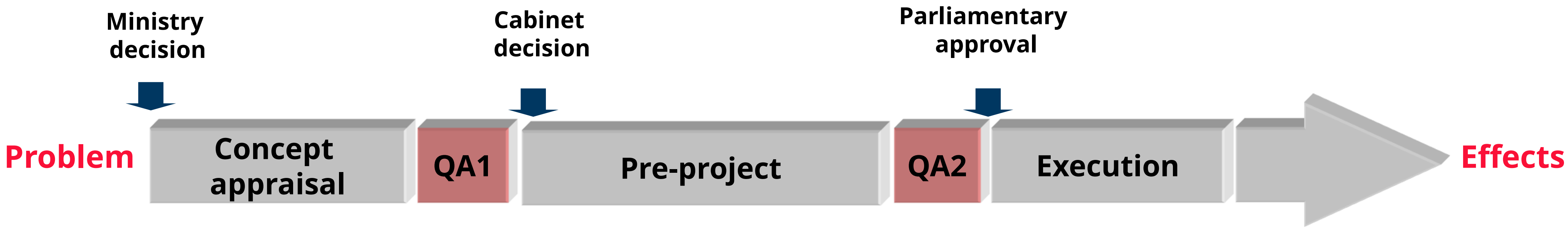
What makes a successful project?

- Find the right measures to solve the problem.
- Optimize the measures in a well-planned project

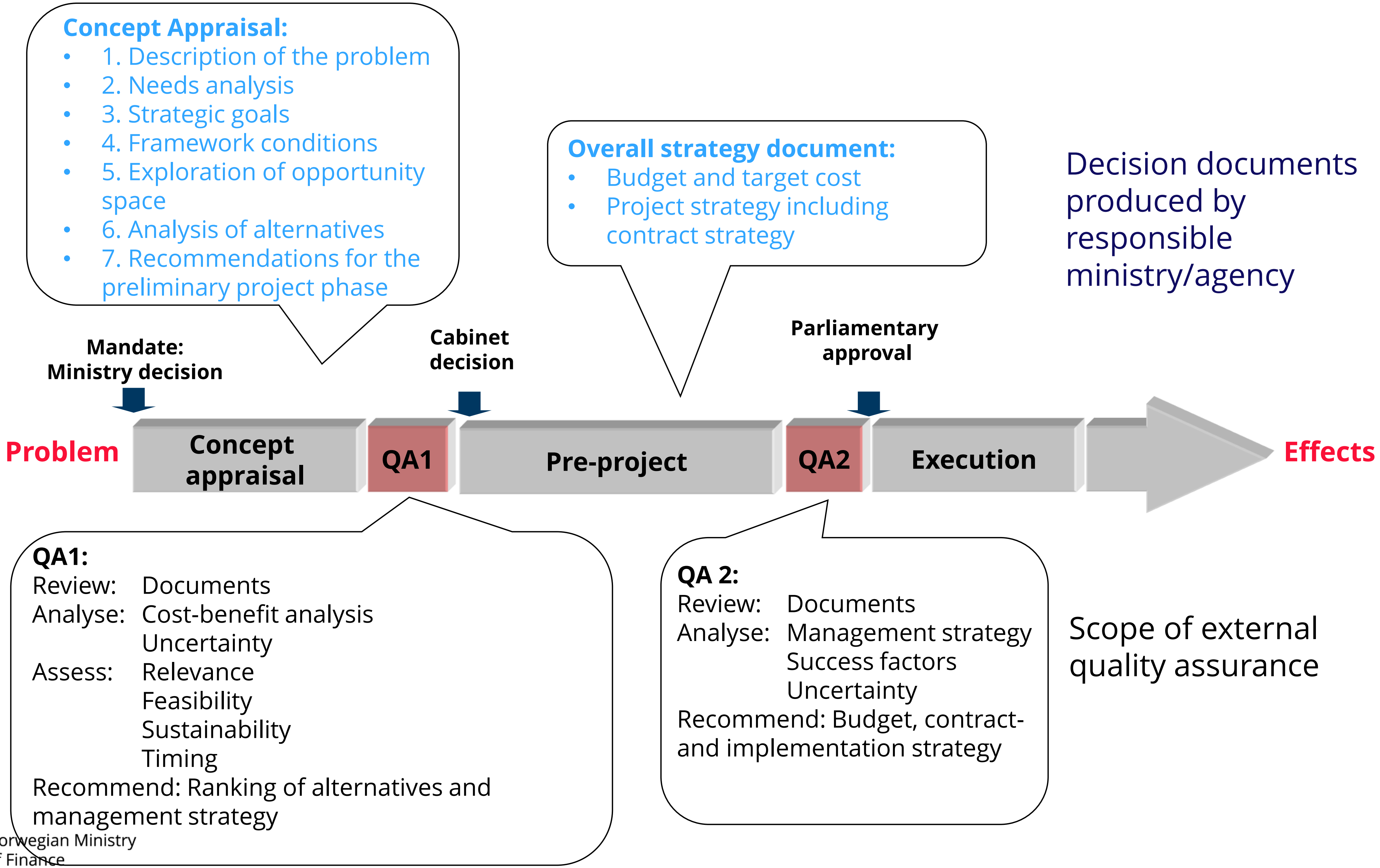
- The Norwegian project model has 2 important stop points:
  - Deciding on the right project
  - Approving the plan for a successful implementation



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**.



Decision documents produced by responsible ministry/agency

Scope of external quality assurance

The Norwegian Project Model applies to…

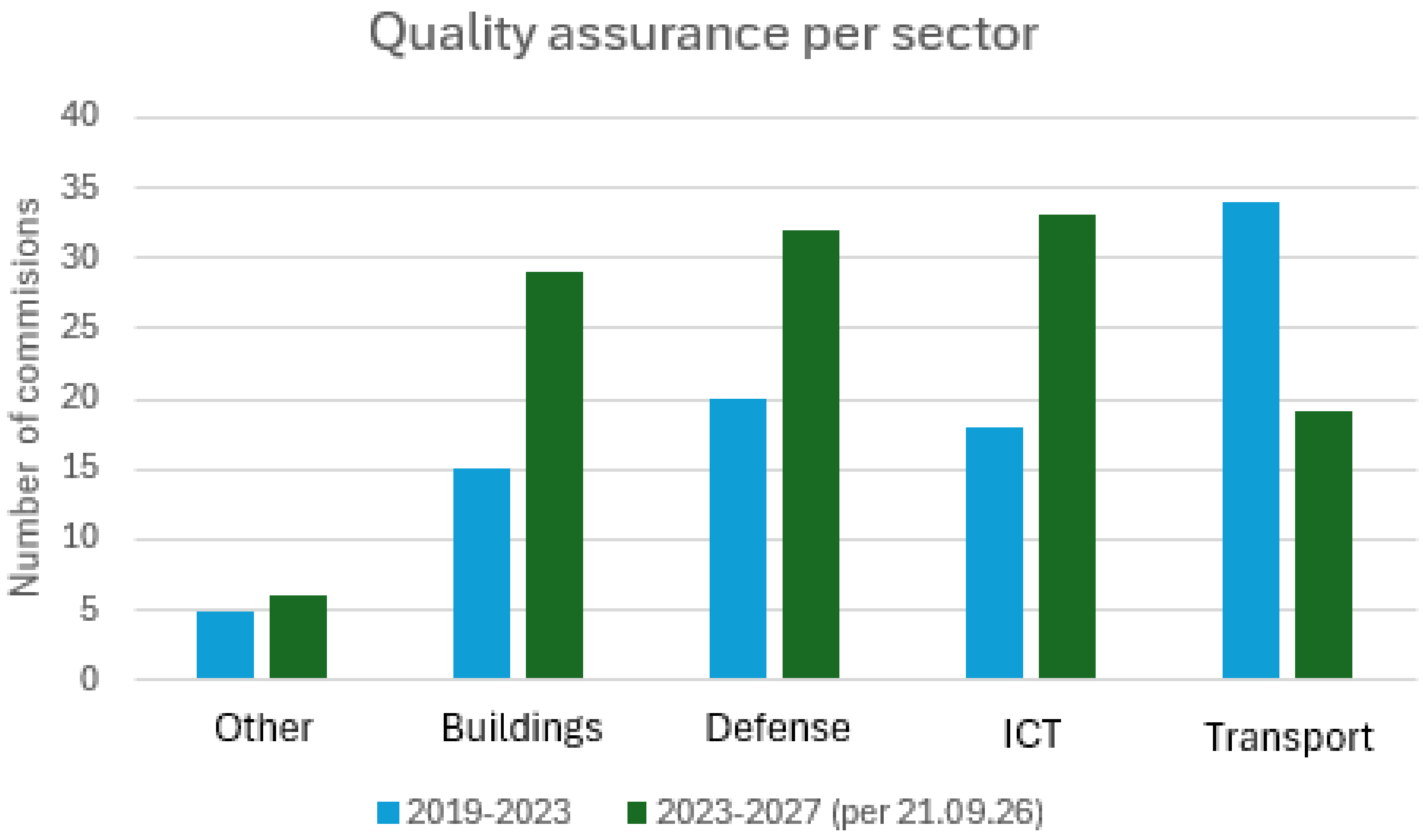
- All government investment projects with an estimated total cost frame above the set threshold value of 1 billion NOK (300 million NOK for ICT projects)

- 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

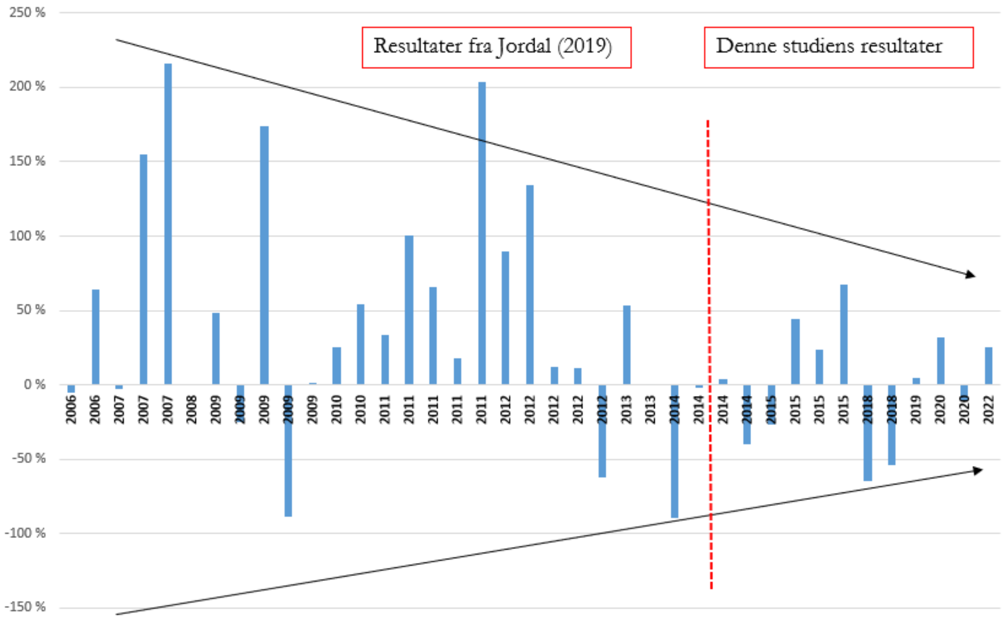
Separate (and similar) requirements
- Government Healthcare enterprises
- Statnett SF
- Nye veier AS
- Bane NOR SF

Defence and security is more important



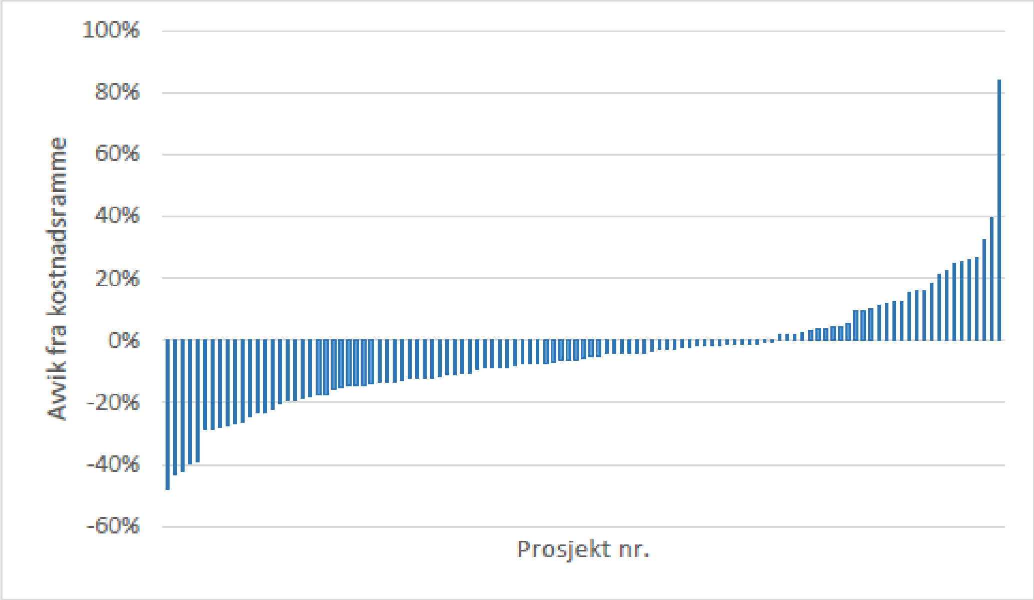
The project model and improved cost control

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

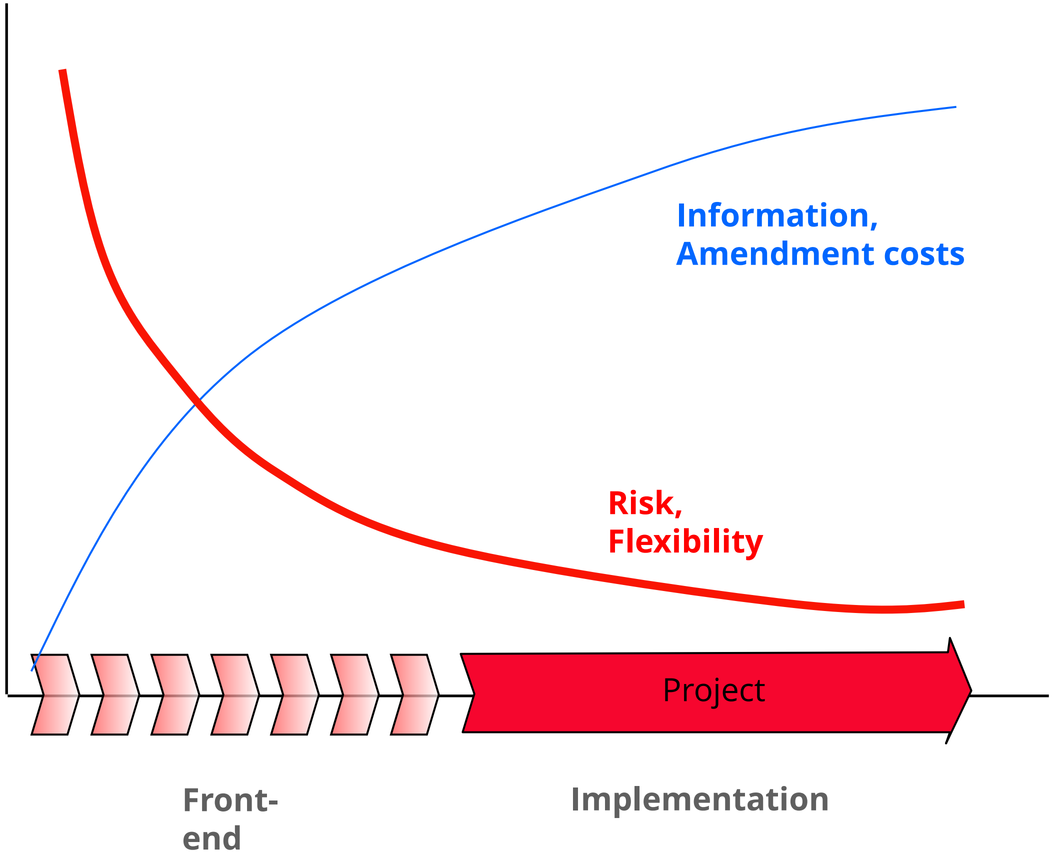
New guidelines on benefit management

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]

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