

Annual Report 2026 for PMI Norway Chapter(01.09.2025 - 31.08.2026)

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Board and Committees this period (01.09.25-31.08.26)

The Board of Directors has consisted of the following members:

Merete Munch Lange, President
Torgeir Fjelldal, Vice President
Kari Mørkesdal, Operations Director
Lill-Ann Diserud, Member Engagement Director
Joe Aloka K'Odingo, Professional Development Director
Milos Stoisavljevic, Volunteer Engagement Director
Aleksander Strøm, Partner & Sponsor Director
Tommy Nordlund, Young Professionals Director
Natella Ghazaryan, Event Director

The Nominations Committee consisted of the following members:

Gunn Stirling

The Auditing committee has consisted of the following members:

Kåre Gulliksen

The Communications Task Force has consisted of the following members:

Roma Flores Karlsen, Communications Manager
Thanh Tan (Nicky) Nguyen, SoMe Specialist
Kari Mørkesdal, Operations Director
Vebjørn Krågebakk, Content Creator
Amir Goswami, Content Creator

The Sustainability Task Force has consisted of the following members:

Mita Broca

PMIef representative from Norway Chapter

Joe Aloka K'Odingo

President's Summary

President Merete Munch Lange

'Brace for Impact – how to stay relevant' was the title for our international conference that marked our 25-year anniversary in 2025. The celebration was a success and will be covered in our Events section in this report.

The title has also been the headline for the chapter in this period. PMI Norway Chapter needs to justify its reason for being on a regular basis. Did we succeed in doing so this period? As the president I will have to say: maybe. The lack of member participation at our conference gave grounds for speculation, but on the other hand our membership base has grown in this period.

The world of membership-based organizations has changed a lot in the last 6 years, and I believe we still see the ripple effect. We have adapted by concentrating our efforts on offering more diverse events hoping to spark engagement in the community.

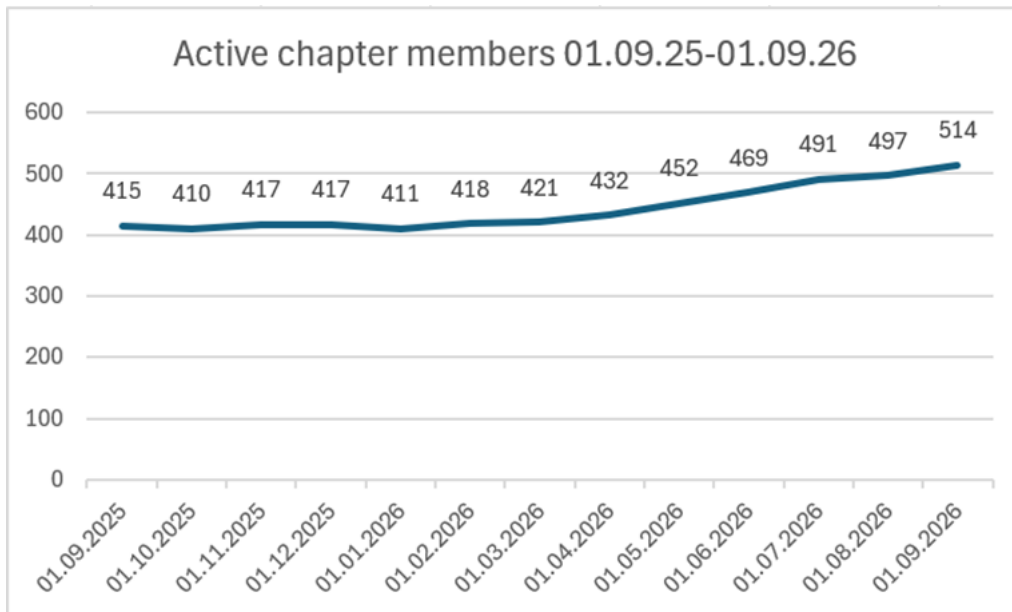
The volunteer engagement has been consistent and growing. New nationalities have joined us, which is very positive. They help us gain new perspectives, share new ideas and attract younger people.

PMI Norway Chapter is a member of the world's largest volunteer community in the era of 'everything project'. This gives us a unique connection and opportunity to tap into an international wealth of knowledge and inspiration. One example is how the Nordic Chapters have a special bond and offer each other special membership prices at their events.

Members

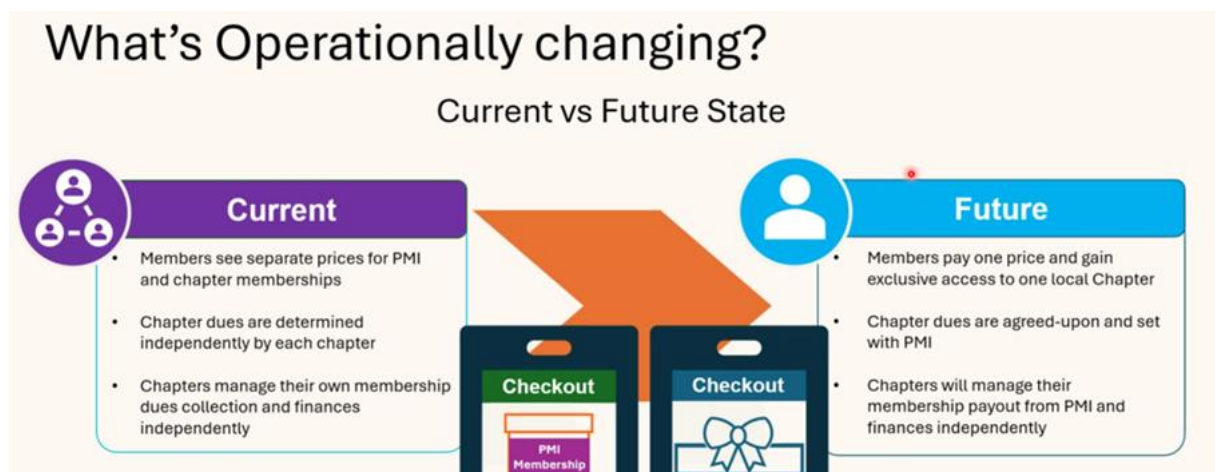
Lill-Ann Diserud, Member Engagement Director

As of 01.09.2026, PMI Norway Chapter has 514 active members, compared to 415 one year ago. The transition to the new PMI membership model, which started in February, explains a large part of the increase.



For PMI members in Norway, the go-live date for transition to the new PMI membership model was February 2026. The individual renewal date decides when the member is transferred. The transition period ends on the 31st of January 2027. By then, all active chapter members and non-chapter members in Norway should be transferred to the new model. At the time of go-live, we had 102 known non-chapter members in Norway, by August this number is down to 46.

PMI's descriptions of the changes:



From September 2025 to August 2026, the chapter welcomed 169 new members. This compared to 91 new members in the previous period.

Welcome emails are sent to all new members, and some of them have responded with inquiries about volunteer opportunities, PMP certification, and other topics.

The largest industries represented by our members are energy (124), IT (104), and consulting (71).

By August 2026, 329 (64%) of our active members hold an active PMP certification, compared to 63% in August 2025.

Sustainability

Mita Broca, Sustainability Leader for PMI Norway Chapter

Overview

During the reporting period, PMI Norway Chapter established sustainability as a defined area of leadership and activity. The appointment of the first Sustainability Leader in February 2026 was followed by the development of a structured sustainability plan in March. The focus was on connecting sustainability with project management, providing relevant learning opportunities and strengthening collaboration across the Nordic and international PMI community.

Key Results

- Increased PMI Norway's international visibility through webinars delivered by the Sustainability Leader for PMI Global, the PMI Pune and PMI Nova Scotia Chapters.
- Established regular collaboration among the Nordic Sustainability Leaders for knowledge sharing and ideation on how to bring sustainability into the foreground of project management.
- Brought sustainability into the Chapter's summer gathering through social-impact and carbon-capture perspectives.
- Developed the first combined PMI Nordic sustainability webinar, to be delivered immediately after the reporting period on 9 September 2026.
- Strengthened external visibility by featuring in the PMO Strategies podcast, speaking at the PMI UK Sustainability Summit, website content and LinkedIn communication.

Sustainability Leadership and Strategy

The sustainability plan established priorities for increasing awareness, providing practical frameworks and examples, and integrating sustainability more consistently into the Chapter's events, communications and professional development activities.

Regular collaboration was also established with Sustainability Leaders from the other Nordic Chapters – Sweden, Denmark and Finland, coordinated by Bronwyn Hall McLoughlin, PMI Sustainability Ambassador supporting the UK, Ireland and Nordic region.

The group meets regularly to exchange learning, discuss shared priorities and shape the strategic direction of sustainability activities across the Nordic Chapters.

Events and Knowledge Sharing

Our Sustainability Leader represented PMI Norway Chapter by delivering sustainability webinars for PMI Global in February 2026 and the PMI Pune Chapter in May 2026. A further sustainability webinar for the PMI Nova Scotia Chapter was confirmed during the reporting period and scheduled for September 2026.

Sustainability was a prominent theme at the PMI Norway Chapter's summer gathering in June. Mita spoke about the social-impact and human dimensions of sustainability, complemented by Vibeke Stænger-Holst of Heidelberg Materials, who presented an industry perspective on sustainability and carbon capture.

Our Sustainability Leader also represented PMI Norway as a speaker at the PMI UK Sustainability Summit on 25 June 2026.

Nordic Collaboration

Regular collaboration was established among the Nordic Sustainability Leaders to meet regularly. During the reporting period, the group developed and completed preparations for the first combined PMI Nordic sustainability webinar, scheduled for 9 September 2026. The event was hosted by PMI Norway and moderated by Norway Chapter's Sustainability Leader. The webinar aimed to establish a baseline of participants' awareness of sustainability frameworks and certifications, address identified knowledge gaps, and provide the information and practical examples needed to take a first step towards applying sustainability in projects.

Speakers included Edoardo Favari, who introduced PMI's sustainability frameworks, standards and certification pathways (CSPP™); Bronwyn Hall McLoughlin, who explained the practical application of the P5 framework; and Kristine Bekkelund, who presented a real-world case study from Oslobygg.

Thought Leadership and Communication

Our Sustainability Leader represented PMI Norway Chapter in an episode of the PMO Strategies podcast, released in April 2026. The discussion on sustainability, leadership and human capacity extended the Chapter's reach to an international audience and strengthened its visibility as an active contributor to sustainable project management.

Website articles and LinkedIn communication further supported the promotion of sustainability activities and messages throughout the year.

Overall Contribution

The reporting period moved sustainability from an area of interest towards a more visible and coordinated part of PMI Norway Chapter's activities. This has established a strong foundation for its continued contribution to sustainable project management.

Looking Ahead

Priorities for the next reporting period include:

- Integrating sustainability further into Chapter events and communications by having at least 20% of webinars sustainability focused.
- Continuing Nordic collaboration through regular knowledge-sharing and cross-Chapter participation, with the aim of delivering two joint Nordic sustainability events each year.
- Providing members with practical sustainability tools, frameworks and case studies.
- Exploring a Nordic Sustainability Summit focused on innovation, systems change and sustainable leadership.

Professional Development

Joe Aloka K'Odingo, Professional Development Director

During the reporting period, the Professional Development portfolio focused on strengthening PMI Norway Chapter's learning offering, expanding access to professional development opportunities, and fostering stronger collaboration with project management organisations and professional communities.

Key results

- Renewal of the 3-year PMI Norway Chapter–Holte Academy partnership for PMP® and CAPM® preparation courses.
- The new ATP partnership with IIL Finland progressed to the contract-ready stage, expanding the Chapter's training offering with virtual instructor-led courses and specialized professional development.
- Strengthened professional development activities in Bergen through collaboration with other project management organizations and professional communities.
- Increased opportunities for members to access certification preparation, specialised learning, current project management topics and professional networking.

Strengthening the Certification Training Offering

A key achievement this year was the successful renewal of the partnership agreement between Holte Academy and the PMI Norway Chapter to provide PMP® and CAPM® preparation courses.

The renewed agreement, commencing on 28 October 2025, establishes a three-year partnership and ensures continuity of one of the Chapter's established professional development offerings.

The partnership provides members and other project professionals with access to structured preparation for internationally recognized PMI certifications via an established training provider. It therefore supports the Chapter's objective of helping members develop their professional competence and progress towards PMI certification.

Expanding the Professional Development Portfolio

Significant progress was also made towards establishing a new Authorized Training Partner (ATP) partnership with IIL in Finland.

The partnership aims to complement the Chapter's existing PMP® and CAPM® preparation offering by adding virtual instructor-led courses, providing members with greater flexibility and geographical accessibility.

In addition to certification preparation, the proposed partnership will provide PMI Norway Chapter members with access to discounted specialized courses and seminars covering relevant topics in project and programme management.

The contract has been finalized and is scheduled to be ready for signing on 1 October 2026. Once implemented, the partnership will broaden the Chapter's professional development portfolio and offer members greater choice in both certification preparation and specialized learning.

This initiative also lays the groundwork for further collaboration and expansion of the Chapter's professional development offering.

Strengthening Professional Development in Bergen

Professional development activities in Bergen were further strengthened through collaboration with other project management organizations and professional communities across the region.

By combining resources, expertise and professional networks, the initiative creates additional opportunities for PMI Norway Chapter members to participate in events focused on current trends and developments in project management, while also providing opportunities for professional networking.

This collaborative approach enables the Chapter to deliver relevant professional development activities while strengthening its engagement with and visibility within the Bergen project management community.

Overall Contribution

Activities during the reporting period have strengthened, broadened and made the professional development offering more accessible for PMI Norway Chapter members.

The combination of long-term training partnerships, expanded virtual learning opportunities and increased regional collaboration provides a solid platform for the Chapter to continue developing its professional development portfolio.

Going forward, the focus will be on leveraging these partnerships, increasing member participation and ensuring that the professional development offering remains relevant to the evolving needs of project professionals.

As part of the Chapter's 2026 Core Service priorities, two initiatives were identified to strengthen member engagement in the certification journey: Certification Recognition and Study Group Recognition. These initiatives had not been implemented by 31 August 2026 and are therefore recorded as priorities carried forward into the 2026-27 period.

Volunteers

Milos Stoisavljevic, Volunteer Engagement Director

Overview

During the period ((01.09.25-31.08.26), PMI Norway Chapter continued to strengthen its volunteer community through recruitment, volunteer recognition, community-building activities, and the introduction of the Volunteer Engagement Platform (VEP).

A key achievement was the successful adoption of VEP as the chapter's primary platform for advertising volunteer opportunities and supporting volunteer engagement. This has improved transparency, simplified recruitment, and created greater visibility of both board and project-based roles.

Volunteer Recruitment and Engagement

Throughout the year, we engaged with prospective volunteers through meetings, follow-ups, and discussions about chapter opportunities. Several new volunteers joined chapter activities, helping to strengthen our volunteer pipeline and support future growth.

A significant achievement was the recruitment of Mita Broca as PMI Norway Chapter's first Sustainability Leader, supporting PMI's growing focus on sustainability. We also welcomed contributions from volunteers such as Vibeke Stæger-Holst (Heidelberg Materials), who presented on sustainability and carbon capture during our Summer Party, and Kristine Bekkelund (Oslo Bygg), who agreed to contribute as a speaker at the PMI Nordic Sustainability Event in September.

Volunteer Recognition

Recognising volunteer contributions remained an important focus throughout the year. Volunteers were highlighted through LinkedIn posts and PMI Norway website articles, increasing visibility and appreciation for their efforts.

Some examples include:

- Tan Nguyen announced as Social Media Specialist
- Mita Broca announced as Sustainability Leader
- Knut Vidar Hoholm featured on the chapter website sharing reflections from the PMI Global Summit

These activities helped showcase volunteer contributions and inspire further member engagement.

Volunteer Engagement Platform (VEP)

The implementation of VEP was one of the year's major milestones. The chapter began using the platform systematically to advertise volunteer and leadership opportunities, including:

- Chapter President
- Operations Director
- Partner & Sponsor Director
- Young Professionals Director

- Member Engagement Director
- Sustainability Leader
- Auditing Committee Members
- Nominations Committee Members
- Content Creation Specialists
- Social Media Specialists
- Speaker Outreach Volunteers
- PMI Conference Support Volunteers

The platform has established a more structured and transparent approach to volunteer recruitment and management.

Community Outreach and Events

On 3 November 2025, PMI Norway Chapter participated in the Oslo Career Connections event. The chapter was represented by 3-4 volunteers who engaged with professionals new to the Norwegian job market, promoted PMI membership and volunteering opportunities, and increased chapter visibility within the local community.

The chapter also supported PMI's ongoing global AI Study by encouraging members to contribute practical AI use cases from their professional experience.

To strengthen relationships within the volunteer community, an informal volunteer gathering was organised on 10 December 2025 at Rådhuset Bar & Spiseri in Oslo. The event provided an opportunity to celebrate volunteer contributions and strengthen connections across the chapter.

Looking ahead to next period

Key priorities for next period include:

- Continuing volunteer recognition through LinkedIn, website articles, and the Annual Meeting.
- Expanding the use of VEP and ensuring all board and project roles are maintained on the platform.
- Finalising VEP guidelines to support consistent use across the chapter.
- Increasing volunteer participation in chapter activities and PMI global initiatives.
- Organising annual volunteer social events to strengthen community and retention.

2026 has laid a strong foundation for future volunteer growth especially in Sustainability and Construction fields, and the chapter is well positioned to further develop an engaged, visible, and sustainable volunteer community in 2027.

Partners & Sponsors

Aleksander Strøm, Partner & Sponsor Director

This period started out positive with a partner contribution from Holte Academy at the 25-year anniversary conference.

In general, securing traditional sponsorships is challenging, and we find that partnerships in different forms seem to be the way to go. During this period, there have been many conversations with companies and organizations in the educational space and companies offering technology aimed at project managers. During these processes, a joint effort alongside other Board members responsible for Professional Development, Events and Young Professionals have been fruitful.

Young Professionals

Tommy Nordlund, Young Professionals Director

The year within the field of students and young professionals continued the focus on establishing and maintaining connections with the academic community in Norway.

One cornerstone in this was the inclusion of an academic session as part of the Chapter's 25th Anniversary conference, **"Brace for Impact – How to Stay Relevant"**, in Oslo in October. The main goal of the session was to provide the delegates with insights from the field of project management studies and research, and to strengthen the connection with universities in Norway providing study programs. The Chapter invited Vedran Zerjav, Professor at NTNU, Linzhuo Wang, Associate Professor at BI, the Norwegian Business School, and Mahgol Ashari and Ole Tobias Lode, both former project management students. The panelists provided a broad and insightful dive into current focal points in project management research and engaged the audience with a Q&A session.

On November 6, the Chapter visited the University of Agder for an introductory session both into the world of PMI as well as the work life of today's project managers. Hosted by Milos Stoisavljevic, Volunteers Engagement Director of the Norway Chapter, this student interaction session built upon the work done by the Chapter in conjunction with the previous student interaction session at the NTNU university in Trondheim.

Throughout the year, efforts have been made to maintain and build on already established connections, through online meetings with academic bodies to gain insights into, and understanding of, the current state of project management research and study possibilities in Norway, and their recent developments. Also, by discussing the possibilities for the Norway Chapter of expanding the collaboration, one specific focal point being the establishment of one or several student clubs in alignment with the PMI guidelines in place. Albeit work in progress, this possibility of involving students and providing a closer connection with the Chapter is certainly deserving of further review.

Events

Natella Ghazaryan, Event Director

The 2025–2026 event calendar included a broad mix of topics and formats, from webinars and regional meet-ups to international collaboration and larger in-person events. AI, leadership, agile ways of working, risk management, communication and sustainability were among the key topics covered throughout the year.

The main event of the year was **PMI Norway Chapter’s 25th Anniversary Conference – “Brace for Impact – How to Stay Relevant”**, held at Ingeniørenes Hus in Oslo on October 23. After several months of planning and preparation, we welcomed around 90 participants for a full day of presentations, panel discussions and networking. The conference marked an important milestone for the Chapter, celebrating 25 years of PMI Norway while bringing together members, speakers, partners and the wider project management community.

We also continued to develop our regional activities. Three in-person events were organized in **Bergen** in the first half of 2026, with professional presentations combined with discussion, experience sharing and networking. Having activities outside Oslo continues to be important in reaching and engaging members across Norway.

Collaboration with other PMI Chapters was also part of this year’s activities. In March, PMI Norway participated in Agile Forum 2026, giving our members access to a larger international online event and perspectives from project professionals across different countries.

Our webinar program continued throughout the year, making professional content accessible to members regardless of location. In June, we closed the season with the **PMI Norway Summer Party in Oslo**, combining professional content on sustainability with networking and an informal gathering for the community.

2025

- **September 17** – Webinar: *Human-Centered Leadership in the Age of AI: Navigating Projects with Purpose*
- **October 9** – Webinar: *Systems Thinking in Action: A Collaborative Approach to Complex Problems*
- **October 23** – **25th Anniversary Conference: “Brace for Impact – How to Stay Relevant”**, Oslo – around 90 participants
- **November** – Webinar: *OKR: Verdiskaping og kundefokus!*
- **December** – Webinar: *AI is Here. Don’t Get Left Behind.*

2026

- **February 25** – *Prosjekt vs. linje = konflikt?* - Bergen
- **March 14** – *Agile Forum 2026 – Value Delivery in the New Global Landscape* – international online event
- **March 24** – *The Project Success Enigma: A Structured Approach to Troubleshooting Projects* – Oslo
- **March 25** – *Prosjektledelse i lys av produktorganisering* – Bergen
- **April 28** – Webinar: *From Noise to Clarity: Strategic Messaging for Project Professionals in the Age of AI*
- **May 27** – *The Agile Wheel – Smart og smidig prosjektledelse* – Bergen
- **June 9** – *Summer Party 2026: The Human Side of Sustainability* – Oslo

Overall, the event program provided a good balance of professional learning, networking and community building, with opportunities to participate both online and in person and through activities in different parts of Norway.

Operations

Kari Mørkesdal, Operations Director

Mostly business as usual this period, and no major changes to systems or procedures. We welcomed Kåre Gulliksen to the Auditing Committee, and there have been two onboarding sessions (February and June) to prepare Kåre for his first audit of the chapter's activities and financial controls.

Governance for efficiency

Weekly management meetings were held, attended by:

- Merete Munch Lange, President
- Kari Mørkesdal, Operations Director
- Torgeir Fjellidal, Vice President (first half of the period)

These meetings focused on ongoing operations, communication with PMI centrally, and preparation for board and strategy meetings, among other things.

Communications

Thanh Tan (Nicky) joined the Communications team in Q1 2026 as a SoMe Specialist working alongside our Communications Manager Roma. He has already made a difference by creating videos from content collected at events, preparing Facebook and Instagram posts, as well as reposting of global PMI content in the PMI Norway LinkedIn page. Tan also attended a SoMe course at Frivillighetens Hus. With his IT background, Tan is a great fit for his role and tasks on the Comms Team.

We have also engaged three content creation specialists this past year located in India, Columbia and Norway, respectively, with mixed success. It turns out to be quite challenging for content creators who do not reside in Norway and don't speak Norwegian to produce content that is relevant for the Norwegian market. There is a lot of available content in English already that is very professional and easy to re-surface by PMI Norway with little effort. So an ROI needs to be done to decide if it needs to be a requirement that these volunteers need a connection to Norway in order to successfully fill the content creation role.

Roma, together with Natella, played a crucial role in creating great content for the 25-year anniversary conference in October 2025. And throughout the year, Roma and Tan from Q1 onwards have created high-quality SoMe content.

As in previous years, the Comms Team has been promoting relevant events hosted by other Chapters, predominantly those organized by PMI Chapters in Sweden, Denmark and Finland, as well as PMI UK and PMI Ireland. When the event language is English for events by other Chapters, we also consider those for promotion in order to support our sister Chapters, and to offer our members access to great virtual events.

Social Media Overview

LinkedIn Company Page

Number of Followers: 1,147 followers (up from 817 in 2025). Still the most active and best managed SoMe channel in the chapter.

LinkedIn Group

Number of Members: 744 members (up from 739 in 2025). Not a very much used Group.

Instagram (pmino_yp)

Number of Followers: 1,239

Facebook Page

Number of Followers: 368 followers (up from 358 in 2025)

Finance

Kari Mørkesdal, Operations Director

The chapter's income this period totaled NOK 310 900.-, which is 81% of the budgeted income. The main shortfalls on the income side were fewer tickets sold for the 25-year anniversary conference, fewer memberships and less sponsor income than budgeted.

Expenses amounted to NOK 480,374.-, which is 52% of the budgeted expenses. No individual budget items went over budget, and we spent significantly less money for the 25-year anniversary conference, in-person board meetings and work sessions, as well as less significantly less money spent on events than budgeted. The latter was partly due to a priority of the 25-year anniversary conference, which took a lot of effort from our volunteer resources.

The accounts continue to be managed internally using DNB Regnskap, with oversight from accounting firm Frekhaug Regnskap prior to presenting results at the annual meeting and at year-end. Frekhaug Regnskap also assists with submissions to Brønnøysundregistrene and Altinn, and provides support on using features in DNB Regnskap.

The chapter spent NOK 170K of our saved-up assets, which was in line with our strategy to create value for our members and other priorities for the year.

Attendance at International PMI Events

Merete Munch Lange, President

Region 8/LIM in Lisbon

The destination for this year's Region 8/LIM was changed twice, starting out with Serbia, then changed to combine all of EMEA in Dubai and finally relocated to Lisbon as a response to the war in the Middle East.

Attending the PMI Leadership Meeting for Region 8 as a board has been a tradition for many years. It gives value to the individual board member as well as the chapter members, because new event ideas and collaborations emerge when being among other volunteers.

Global Summit in Lisbon

The PMI Global Summit Series Europe was held in Lisbon in April 2026, immediately preceeding the Region 8 LIM. The summit gathered project professionals from across the globe and offered a diverse program focused on leadership, innovation, and the future of project management. Milos Stoisavljevic, represented the Norway Chapter during this event.

Attending both LIM and the Global Summit back-to-back offered a unique opportunity to connect PMI's global vision with the strategic direction of the Norway Chapter.

PMI Chapter President Meeting, 27-29 September 2025 in Budapest

Chapter President Meetings were introduced because sharing knowledge and discussing challenges among leaders is very beneficial. European chapter presidents have a lot in common and inspire each other to try out new things and to build coalitions across borders.

Before the meeting, the topics are voted on and the agenda prepared well ahead. Presidents are encouraged to lead sessions and workshops about the preferred topics.

5 October 2026

On behalf of the PMI Norway Chapter Board of Directors
Merete Munch Lange, President

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