Implementing Project Governance Frameworks In the Public Sector: Evaluating the influence of project governance on project management performance in three Canadian Local Government Organizations

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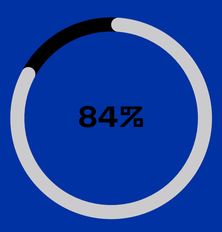
RESEARCH PROBLEM



Despite the perception that project governance frameworks influence project management performance, there remains a high rate of poorly performing projects in the public sector.

(Gauld, 2007; Golini et al., 2015; Gupta et al., 2019)

RESEARCH GAP

Although literature discusses the positive contributions of applying project governance (PG) frameworks to facilitating successful project execution, there is limited literature that speaks specifically to the impact of PG frameworks on project management performance in the context of southern Ontario LG organizations.

(Crawford & Helm, 2009; Nel, 2001)

RESEARCH OBJECTIVES

- **Understand the underlying factors that inform and can practically influence the outcome of project management processes**
- **Understand the external and internal forces that can influence an organization's choice of project governance framework.**
- **Investigate the role played by project governance frameworks in project management processes in LG organizations**
- **Explore the extent to which project governance frameworks enable or impede project management processes in three LG organizations.**
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RESEARCH QUESTION

How do project governance frameworks influence or impede good project management processes in Canadian local government organizations?

THEORETICAL FOUNDATIONS – INSTITUTIONAL THEORY

Institutional theory presents an open systems perspective on the social constructs and environments within and around organizations and how they influence the organizations (Biesenthal et al., 2018).

According to institutional theory, LG submits to these external and internal pressures so that they can attain legitimacy and these pressures can be coercive, normative, or mimetic in nature (Ashworth et al., 2009; Frumkin & Galaskiewicz, 2004; Keerasuntonpong & Cordery, 2018).

INTRODUCTION

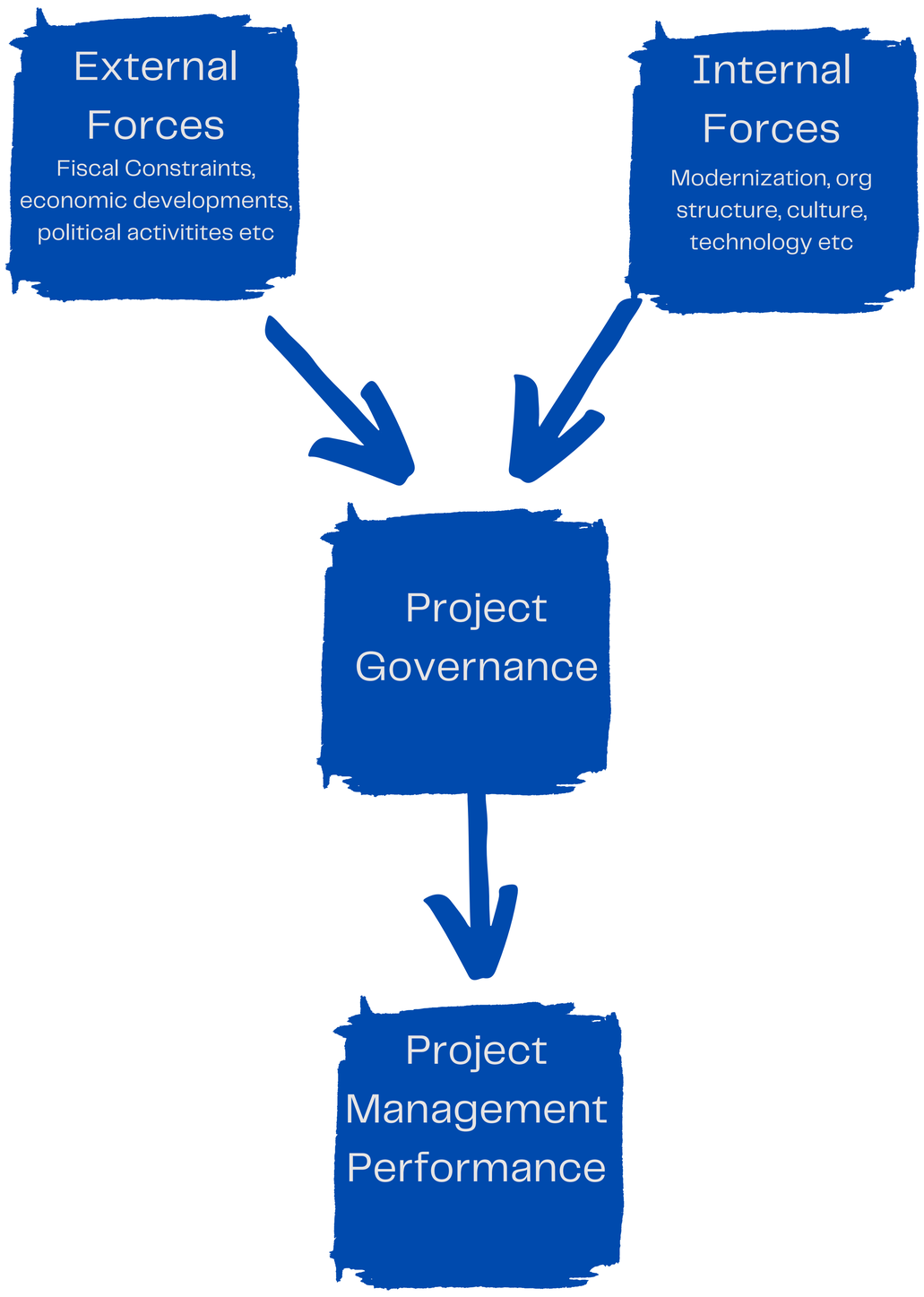
Project Governance

Project Governance (PG) is a strategic offshoot of corporate governance and used to facilitate the achievement of corporate governance objectives by defining the central parameters for all projects within the organization (Bekker & Steyn, 2009; Biesenthal & Wilden, 2014; Joslin & Müller, 2016).

Project Governance and Project Management Performance

Project governance frameworks have been linked to the successful accomplishment of corporate objectives like the successful implementation and execution of projects that deliver business goals especially when the PG framework is developed within the unique context of the organization, implemented and adopted in their project management practices (Bekker & Steyn, 2009; Biesenthal & Wilden, 2014; Guo et al., 2014; Lappi et al., 2019).

CONCEPTUAL FRAMEWORK



RESEARCH METHODOLOGY

RESEARCH PHILOSOPHY

This study will be explored from a **pragmatic perspective** applying **realist evaluation** to form the bedrock for understanding the relationship between project governance and good project management processes in LGOs.

RESEARCH DESIGN

A multiple case study approach will be applied to this research to capture the experiences and reflections of project governance stakeholders in similar organizations.

DATA COLLECTION

This study will draw on **interviews** with 3 senior executives, 6 project sponsors, and one project governance representative and by **survey** from 20 project managers from each LG organization.

ETHICAL CONSIDERATIONS

I will submit the proposed case organizations, sample frame, sample size, proposed recruitment strategies and interview process will be presented to the University's ethics committee for review and approval.

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