

**UNIVERSITY
OF
LUSAKA**

SCHOOL OF POSTGRADUATE STUDIES

**THE EFFECT OF PROJECT GOVERNANCE PRACTICES ON PROJECT
SUCCESS IN THE ZAMBIA LAW DEVELOPMENT COMMISSION AND
ZAMBIA DEVELOPMENT AGENCY IN LUSAKA, ZAMBIA.**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES,
UNIVERSITY OF LUSAKA IN PARTIAL FULFILLMENT OF THE AWARD OF THE
MASTER OF SCIENCE IN PROJECT MANAGEMENT.**

BY

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DECLARATION

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Date: 23/01/2024

DEDICATION

I dedicate this work to Jehovah, the source of all possibilities. To my late mother, Jane, whose unwavering dedication, and hard work continue to inspire me. To my father, Alfred, whose constant encouragement, and belief in my academic journey propelled me forward. I extend my gratitude to my siblings, whose overwhelming support has been my pillar of strength. Special thanks to my husband for his constant support and understanding. And to my son, Eli, for whom every academic pursuit is undertaken with love and purpose. This work stands as a tribute to the love, guidance, and enduring support of my cherished family.

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Table of Contents

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGMENTS	iv
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ACRONYMS/ABBREVIATIONS	xi
ABSTRACT	xii
1.0 CHAPTER 1: INTRODUCTION	12
1.1 Background	12
1.2 Statement of the Problem	13
1.3 General Objective	14
1.4 Specific Objectives	14
1.5 Research Questions	14
1.6 Significance of the Study	15
1.7 Scope of the Study	16
1.8 Operational Definitions	16
1.9 Organization of the Report	17
2.0 CHAPTER 2: LITERATURE REVIEW	19
2.1 Introduction	19
2.2 Influence of Project Governance on Project Success	19
2.3 Critique of the Literature Review	24
2.4 Underlying Theories	26
2.5 Influencing Project Outcomes through Governance Practices	31
2.6 Conceptual Framework	33
3.0 CHAPTER 3: METHODOLOGY	37

3.1 Introduction	37
3.2 Research Approach	37
3.3 Research Design	38
3.4 Study Population	39
3.5 Sample Size	39
3.6 Sampling Techniques	40
3.7 Data Collection/Instruments	40
3.8 Data Analysis	41
3.9 Study Variables	41
4.0 CHAPTER 4: PRESENTATION AND ANALYSIS OF RESULTS.....	43
4.1 Introduction	43
4.2 Demographic Information	43
4.3 Distribution of Project Management Roles and Experience	45
4.4 Perception of Project Governance Projects	47
4.5 Communication and Understanding Among Team Members	48
4.6 Collaboration and Communication Among Project Team Members	49
4.7 Challenges Faced in Project Governance Practices	50
4.8 Frequency of Training on Project Governance Projects.....	52
4.9 Critical Indicators of Project Success.....	53
4.10 Overall Rating of Recent Projects	55
4.11 Stakeholder Satisfaction and Contribution to Project Success.....	55
4.12 Measure of Project Outcome Quality	56

4.13	Contribution of Effective Project Governance Practices to Project Success .	57
4.14	Relationship Between Project Governance Practices and Timely Completion of Projects	59
4.15	Investing in Project Governance Practices.....	60
4.16	Alignment of Project Governance Practices with Organizational Strategic Objectives	60
5.0	CHAPTER 5: DISCUSSION OF FINDINGS	62
5.1	Introduction	62
5.2	Prevalent Project Governance Practices in Zambia	62
5.3	Evaluating the Effectiveness of Project Governance Practices	64
5.4	The Relationship Between Timely Project Completion and Project Governance Practices	65
5.5	Influence of Project Governance Practices on Quality Standards and Project Objectives	66
5.6	Clearly Defined Project Governance Practices	66
5.7	Challenges in Project Governance Practices	67
5.8	Indicators of Project Success	68
5.9	Positive Impact of Project Governance Practices	68
5.10	Value Perception in Project Governance Practices	69
5.11	Conformity to Organizational Strategic Objectives	69
6.0	CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS	71
6.1	Introduction	71
6.2	Conclusions.....	71
6.3	Recommendations	72

6.4	Limitations and Areas for Future Research	73
	REFERENCES.....	75
	APPENDICES	81

LIST OF TABLES

Table 3.1: Framework of the Study

Table 4.1: Demographic Profile of Participants by Gender, Age Groups, and Education Level

Table 4.2: Challenges Faced in Project Governance Practices

LIST OF FIGURES

Figure 2.1: The Conceptual Framework

Figure 4.1: Gender Distribution

Figure 4.2: Perception of Project Governance Practices

Figure 4.3: Communication and Understanding Among Team Members

Figure 4.4: Collaboration and Communication Among Project Team Members

Figure 4.5: Challenges Faced in Project Governance Practices

Figure 4.6: Frequency of Training on Project Governance Practices

Figure 4.7: Critical Indicators of Project Success

Figure 4.8: Stakeholder Satisfaction and Contribution to Project Success

Figure 4.9: Measure of Project Outcome Quality

Figure 4.10: Contribution of Effective Project Governance Practices to Project Success

Figure 4.11: Relationship between Project Governance Practices and Timely Completion of Projects

Figure 4.12: Alignment of Project Governance Practices with Organizational Strategic Objectives

LIST OF ACRONYMS/ABBREVIATIONS

M&E	Monitoring and Evaluation
NGTR	Northern Gateway Toll Road
Ph.D.	Doctorate/Doctor of Philosophy
PMBOK	Project Management Body of Knowledge
PMOs	Project Management Offices
PRINCE2	Projects IN Controlled Environments
SAFe	Scaled Agile Framework
ZDA	Zambia Development Agency
ZLDC	Zambia Law Development Commission

ABSTRACT

This study examines the critical role that project governance practices have in improving project outcomes, with a particular emphasis on the Zambia Development Agency and Zambia Law Development Commission. The background of the study highlights the lack of a comprehensive analysis of project governance in Zambia, hence calling for a focused inquiry. The objectives of this research are to investigate how project governance influences project success, examine the prevalent project management approaches, evaluate the effectiveness of governance procedures, investigate the connection between project governance and project completion times, and assess how project governance affects overall project quality and attainment of project goals. The study used a purposive sampling technique with a sample size of 42 and targeted professionals in the specified organizations. Utilizing a parallel-convergent design, a semi-structured questionnaire served as the primary tool for data collection. Both qualitative and quantitative data were analyzed using a mixed-methods approach, employing thematic analysis for qualitative data and descriptive statistics for quantitative data. The results section presents key findings, including descriptive and analytical data, along with their implications. The discussion critically evaluates these findings in relation to previous research and theoretical frameworks, ultimately leading to the formulation of main conclusions aligned with the study objectives. The main conclusions of the study are summarized in the conclusion and recommendations section, together with their implications and practical suggestions for organizations in Zambia. Limitations are acknowledged and areas for additional study are identified. To promote effective project outcomes, this research acts as a comprehensive guide for understanding and optimizing the project governance practices in the Zambian context.

Keywords: Project governance, Project outcomes, Zambia, Zambia Law Development Agency, Zambia Development Agency

1.0 CHAPTER 1: INTRODUCTION

1.1 Background

Projects in today's connected world frequently involve multiple stakeholders, diverse teams, and complex challenges. Globalization and technological advancements have emphasized the importance of standardized project governance practices that can accommodate these complexities (Pueyo et al., 2014). Project governance practices comprise the daily processes involved in planning, executing, monitoring, and controlling a project (PMBOK, 2017).

Literature highlights a variety of practices that organizations can use to improve their project management processes, including hybrid methodologies, PRINCE2 (Projects IN Controlled Environments), PMBOK (Project Management Body of Knowledge), and lean techniques (Aston, 2023). Pueyo et. al. (2014) observe that project governance practices vary across different countries and regions due to diverse cultural, economic, regulatory, and institutional factors. In developed countries like the United States, the United Kingdom, and many European nations, project governance practices often emphasize structured project management methodologies. These countries have well-established frameworks such as PRINCE2 and PMBOK, which provide standardized guidelines for project initiation, planning, execution, and closure. These methodologies ensure that projects adhere to best practices, meet quality standards, and are efficiently managed (Aston, 2023).

In contrast, Wang and Liu (2018), note that countries in the Asia-Pacific region like China, Japan, and South Korea frequently combine traditional values with modern project management techniques to make sure that projects are in line with larger organizational and societal goals. Similarly, in the Middle East and Gulf nations where large-scale infrastructure and development projects are common, specialized project management offices (PMOs) are set up to centralize oversight and guarantee compliance with national development plans. This illustrates how regional factors affect project governance procedures, with flexibility playing a crucial role (ibid). In developing countries, project governance is hampered by a lack of resources and institutional immaturity (Abbasi and Al-Mharmah, 2000). International organizations, such as the World Bank, frequently provide guidelines and assistance to help

developing countries improve their project governance practices (World Bank, 2017). Many African countries, including Zambia are working to improve project governance practices to spur economic growth despite the external challenges faced (Zuoya and Ochieng, 2012).

Project governance practices are critical to project success because they provide structure, accountability, and effective management throughout the project's lifecycle. They establish a clear direction and alignment by defining the project's objectives, scope, and desired outcomes and ensuring their alignment with the organization's strategic objectives. They also encourage stakeholder engagement, resulting in significant support and commitment. This ultimately increases the likelihood that the project will succeed. Additionally, proactive risk management is prioritized by these practices, along with avoiding delays and effectively allocating resources. They also put in place decision-making processes, minimizing ambiguity, and encouraging prompt decisions in line with project goals (Musawir et al., 2017).

Recent academic research underscores the critical importance of project management practices within Zambia, especially within sectors such as construction (Munthali, 2022). Additionally, Silungwe (2020), explores project governance during the COVID-19 pandemic in Zambia, identify six core functions of project governance. Furthermore, the presence of a Governance Research Programme at the University of Zambia, indicates an ongoing scholarly engagement with governance matters (University of Zambia, n.d.). Despite this evidence, there remains a significant gap regarding the comprehensive exploration of project governance practices in Zambia and their effects on project outcomes, outside of the pandemic context. Therefore, this study aims to fill these gaps by examining the effectiveness of project governance practices in Zambia and how they impact project success.

1.2 Statement of the Problem

While project governance practices are essential for achieving successful outcomes, the specific challenges, and nuances of project governance in Zambia remain inadequately understood. Existing literature highlights general challenges such as ambiguity in governance structures (Masuwir et al., 2020), insufficient attention to risk

management (Aloni et al., 2007), difficulties in aligning practices with strategic objectives (Masuwir et al., 2020), resource allocation issues (Bryde et al., 2013), and concerns about the sustainability of these practices in changing environments (Soderholm, 2008). However, there is a significant knowledge gap regarding the unique circumstances within the Zambian context. This study aims to fill this gap by investigating the effectiveness of project governance practices in addressing these challenges and enhancing project success.

1.3 General Objective

To investigate the influence of project governance practices on the attainment of project success within the ZLDC and ZDA.

1.4 Specific Objectives

1. To identify the prevalent project governance practices in the ZLDC and ZDA.
2. To evaluate the effectiveness of the project governance practices employed in the ZLDC and ZDA.
3. To investigate the relationship between project governance practices and timely project completion in the ZLDC and ZDA.
4. To examine the influence of project governance practices on the attainment of quality standards and project objectives in the ZLDC and ZDA.

1.5 Research Questions

1. How do project governance practices influence the attainment of project success within the ZLDC and ZDA?
2. What are the common project governance practices currently employed within the ZLDC and ZDA?
3. How effective are the project governance practices employed within the ZLDC and ZDA in achieving project success?

4. What is the relationship between project governance practices within the ZLDC and ZDA and the timely completion of projects?
5. How do project governance practices implemented within the ZLDC and ZDA affect quality standards and project objectives in their respective industries?

1.6 Significance of the Study

The research study's findings will be beneficial as they offer insightful information about Zambia's project governance practices. The results can be used by project managers, practitioners, and decision-makers in a variety of organizations to assess the efficacy of their current procedures and identify areas in need of improvement. By examining the relationship between project governance practices and project success, the study will also help improve project success in organizations and identify effective governance practices that have a favorable impact on project results. The findings have the potential to improve stakeholder satisfaction, optimize resource allocation, and improve project performance, all of which will improve the success rates of projects in Zambia.

Additionally, the study will contribute to the advancement of project management and governance theory and academic research. The study aims to enhance the current information base on the correlation between governance and project success by examining the project governance practices of Zambian organizations. The results can contribute to the development of theories and the advancement of knowledge regarding project governance practices in government agencies by offering empirical data and insights.

Finally, the study's findings will be relevant to the development of policies. The outcomes of this study can help policymakers and regulatory bodies that govern and supervise government agencies. The findings may be applied to policy development, guidelines, and best practices for project governance within the organizations. This will promote effective and efficient project management techniques, ensuring the successful completion of public projects.

1.7 Scope of the Study

The scope of this study is to investigate the effect of project governance practices on project success in Zambia, with a focus on the Zambia Law Development Commission and the Zambia Development Agency. The research will center on these two organizations and their project governance practices in Lusaka. The study does not address all aspects of project management but rather focuses on project governance practices and their efficacy within the defined context.

1.8 Operational Definitions

To provide a clearer understanding for the purposes of this study, the following definitions of key terms and concepts are provided below:

Project Governance: a set of established principles, organized structures, and systematic processes that guide project initialization and management.

Project Governance Practices: specific methods, procedures, and guidelines an organization uses to effectively manage individual projects.

Effectiveness: the degree to which project governance practices accomplish the intended goals and objectives.

Project Outcomes: tangible results that are expected or achieved as a direct consequence of completing a project.

Project Success: the degree to which its ultimate goals are met.

Zambia Law Development Commission (ZLDC): a semi-autonomous statutory body in Zambia that conducts legal research to make recommendations to the government on law development and reform.

Zambia Development Agency (ZDA): a quasi-governmental organization in Zambia that promotes trade, investment, and enterprise development.

Project Governance Framework: provides the project manager and team with a structured set of processes, decision-making models, and tools for effectively planning, executing, and monitoring projects.

1.9 Organization of the Report

Chapter 1: Introduction - Chapter 1, presents a clear overview of how project governance practices can have a substantial impact on project success. It highlights the existing knowledge gap and emphasizes the importance of conducting an in-depth investigation into project governance in Zambia. The chapter sets out clear research objectives and focuses on the Zambia Law Development Commission and the Zambia Development Agency, outlining the specific sectors within which the investigation will be undertaken.

Chapter 2: Literature Review - Chapter 2, investigates the impact of project governance on project success by examining empirical studies that highlight the critical significance of governance practices in attaining successful project outcomes. It also looks at the underlying theories that define the study's theoretical framework and incorporates these theoretical viewpoints into the conceptual framework, matching research questions with theoretical perspectives to guide the study's exploration of project outcomes through governance practices.

Chapter 3: Methodology - Chapter 3, includes the research design, the definition of the study population, and the use of a purposive sampling strategy to justify a sample size. The details of data collection and data analysis techniques are also covered in this section.

Chapter 4: Presentation and Analysis of Results - Chapter 4, presents the study's qualitative results in a comprehensive manner, reviewing the data collected using semi-structured questionnaires.

Chapter 5: Discussion of Findings - The Discussion of Findings section in Chapter 5 provides a detailed interpretation of the study results. It investigates consistency and inconsistencies with the theoretical framework.

Chapter 6: Conclusions and Recommendations - The major conclusions of the study are summarized in Chapter 6. It discusses the implications of the findings and provides actionable recommendations for Zambian organizations. The chapter also points out the study's shortcomings and makes recommendations for next research directions.

This chapter provides an overview of the research context and lays the foundation for the study on project governance practices and their impact on project success in Zambia. The chapter begins by highlighting the importance of project governance in achieving successful outcomes and outlines the specific challenges and gaps in project governance practices within the Zambian context. Emphasizing the need to address these challenges, the chapter articulates the research problem, which centers on the lack of understanding regarding the specific circumstances of project governance in Zambia. Furthermore, the chapter underscores the significance of the study in contributing to the knowledge base and informing tailored interventions to enhance project effectiveness in Zambia. The first chapter establishes the research goals, explaining what the study will cover, and how it will be conducted. It serves as a guide for the chapters that follow, showing the path for thoroughly examining and understanding project governance practices in Zambia.

2.0 CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter provides a thorough overview of project governance and its impact on project success, drawing from academic studies and real-world examples. It explores how effective project governance aligns projects with strategic goals and ensures favorable outcomes. The chapter discusses insights from various scholars and researchers and examines the role of project governance standards in enhancing project success. The chapter also discusses case studies, providing insights into the practical implementation of governance practices in dynamic organizational contexts. Furthermore, the study discusses the detrimental effects of neglecting project governance in project management. Through the examination of empirical evidence and theoretical frameworks, this literature review sets the stage for further exploration of project governance practices and their implications for project success in Zambia.

2.2 Influence of Project Governance on Project Success

The relationship between project governance practices and project success has been the subject of numerous empirical studies. Scholars such as Munthali (2022) and Badewi (2015), highlight the pivotal role of effective project governance structures as primary determinants of project success. Munthali's qualitative multiple case study in Zambia reveals how the use of strategic governance practices by project managers in construction projects significantly reduces project failures, and positively impacts organizational performance and profitability. Similarly, Young et al. (2019) maintain that project governance practices provide a guiding framework for effective project management, ensuring alignment with strategic goals and successful outcomes. The importance of these practices in project success has been well documented in empirical studies and real-world examples from a variety of industries and sectors.

2.2.1 Enhancing Project Success Through Governance Standards

In their study, Zaman et al. (2022) discovered that project governance is an important mediator in influencing project success. They noted that by establishing specific project governance standards, the link between project management innovation and

project success is strengthened. Furthermore, the researchers found that project governance improves project performance. The study underlines the significance of tailoring governance practices to each project's specific characteristics and operational environment. As a result, using the same project governance framework for all projects is not recommended.

According to Guo et al. (2013), project governance is important because it provides a structured framework for defining project objectives and effectively monitoring performance. Their research explored a critical aspect of project management, risk management, and revealed how project governance is crucial in this context. It was demonstrated that project governance functions as a well-organized mechanism for identifying and managing risks as they arise during project execution. This proactive risk mitigation approach is critical for keeping projects on track and resilient in the face of unexpected challenges, ultimately contributing to their successful completion and overall project success.

2.2.2 Comprehensive Governance and Infrastructure Projects

Silva et al. (2016) acknowledge that construction projects by their very nature are more complex and riskier due to factors like variety of project locations, intense pressure to complete projects on time and within budget, involvement of many stakeholders with various goals, and the complex construction methodologies that are constantly changing. Strong project governance practices are then crucial in the context of these complicated and high-risk situations. Project governance procedures, in essence, act as a safety net, assisting in managing the complex difficulties associated with construction projects while promoting successful project outcomes.

Irfan and Hassan (2019) explored how project governance practices influence project success in the infrastructure industry. Their study focuses on project governance as a complete approach to public-sector projects. They emphasize that to complete projects successfully, it is vital to study and understand the project governance mechanism, as well as identify defects in project governance practices. Their findings also highlight the need for project governance to address the complexities and uncertainties inherent in large-scale infrastructure initiatives. They found that effective project governance, which includes stakeholder involvement, clear roles and duties,

and monitoring methods, improves project success variables like cost, schedule adherence, and stakeholder satisfaction.

Chou et. al (2013) note that comprehensive governance is heavily reliant on effective project governance practices, particularly in the context of large-scale infrastructure initiatives. Their study shows that the rapid adoption of PMBOK in Hong Kong and Taiwan and the rapid increase in certified project management professionals reflects a heightened awareness of the importance of globally recognized project management standards and practices in ensuring infrastructure project success. Furthermore, continuous media coverage of successful and well-managed construction projects in Taiwan emphasizes the importance of strong project governance practices in the infrastructure sector. These practices contribute to the efficient execution of infrastructure projects, the adherence to quality standards, and the overall development and progress of Hong Kong and Taiwan.

Guo et al. (2013) explored the effects of different project governance structures on risk management, focusing on two important projects: the construction of the Yi-wan Railway in China and the Northern Gateway Toll Road (NGTR) Project in New Zealand. Their study revealed that project governance performs as a well-organized system for recognizing and managing risks as they manifest themselves during project execution. This proactive approach to risk mitigation is essential for keeping projects on track and resilient in the face of unforeseen obstacles, ultimately resulting in the successful completion of projects and the success of the overall project.

2.2.3 Clear Decision-Making and Alignment with Corporate Strategy

A thorough evaluation of Joslin and Muller's (2015) study revealed a correlation between effective project governance and outcomes. Their findings highlighted the need for project teams with defined decision-making and accountability roles, as well as project alignment with corporate strategy. They underlined the importance of project governance in mitigating risks, effective stakeholder engagement, and communicating effectively.

Volden and Andersen (2018), citing Flyvbjerg and Budzier's (2011) reference to a German study, revealed that 34 percent of companies embarked on projects that did not align with their corporate strategy, while a staggering 67 percent of companies

failed to terminate clearly unsuccessful projects. This emphasizes the critical importance of project alignment with corporate strategy for organizational success. Diverging from corporate strategy, can result in wasted resources and the continuation of failed projects, as observed in the German study (ibid).

2.2.4 Case Study: Agile Transformation at Vanguard in the Financial Sector

Aston (2023) explains how over the last 12 years, Vanguard, a \$5.2 trillion global investment management giant, has embarked on a transformative journey, revolutionizing its project governance practices. Vanguard adopted a holistic approach to project management during this time, incorporating various agile methodologies such as Kanban and lean practices. The switch from Scrum to Kanban was a crucial moment that significantly accelerated their workflow and learning processes, observes Aston (ibid). He further notes that the strategic move not only improved operational efficiency but also contributed to the company's continued success in the competitive financial sector and that by embracing the agile methodologies, Vanguard was able to streamline its project management processes and increase productivity.

According to Marcante (2015), Vanguard's adoption of agile methodologies has not only resulted in a shift in the organization's culture and mindset but has also been beneficial in promoting continuous improvement. Paterska (2021), advocates that agile practices are critical for project success because they provide a flexible and adaptable framework that enables teams to be innovative and creative and emphasize customer satisfaction. Additionally, they improve communication, transparency, and efficiency (ibid). Thus, agile practices play a critical role in project success by enabling organizations to remain flexible, responsive, and competitive in an unpredictable business climate.

2.2.5 Case Study: Cisco's Adoption of Scaled Agile Framework (SAFe) in the Technology Sector

Cisco, a multinational technology company, chose to significantly alter its project governance practices. Aston (2023) affirms that Cisco adopted an agile methodology known as the Scaled Agile Framework (SAFe) in place of traditional project management methodologies, particularly the waterfall approach. As evidenced by their case study, this shift proved to be an important turning point. Notable

improvements emerged, including a significant reduction in defects and an increase in employee satisfaction (ibid). Aston further claims that by adopting SAFe, Cisco was able to embrace a more collaborative and iterative approach to project management. This allowed for better adaptability to changing requirements and enhanced communication among team members, ultimately leading to improved project outcomes and overall organizational effectiveness (2023). Cisco's successful transition highlights the critical role that project governance practices play in shaping project outcomes and organizational effectiveness.

2.2.6 Consequences of Overlooking Project Governance

Further empirical evidence from research conducted in Zambia by Mwansa (2021) found that project governance is typically disregarded in project management, with organizations focusing on organizational charts and policies rather than project governance frameworks. The investigation also concluded that oversight has been recognized as a primary factor of project failure. Project governance failure is frequently a precursor to overall project failure, and it warrants more attention and emphasis in the field of project management. Mwansa (ibid) defines project governance as a management framework that guides project decisions and ensures project success.

Another study conducted in Zambia by Silungwe (2020) further highlights the detrimental impacts of neglecting project governance, emphasizing its role as a significant determinant of project success. He underscores how inadequate project governance can lead to project delays, scope creep, compromised quality management, resource management issues, poor stakeholder communication, and ultimately project failure. These consequences emphasize the importance of resilient project governance practices in managing risks and guaranteeing favourable project results.

The empirical research generally shows a positive relationship between effective project governance practices and project success. Attarzadeh and Ow (2008) argue that implementing governance practices and tools increases the probability of project success. To achieve successful project outcomes, the study emphasizes the importance of clear decision-making, stakeholder involvement, risk management,

accountability, and transparency (Young et al., 2019). These empirical findings provide critical information for understanding how project governance influences project success.

2.3 Critique of the Literature Review

The literature review presented explores the complex relationship between project governance practices and project success. By carefully examining a wide range of empirical studies and real-world case studies, the review can create a comprehensive structure for the study that comes after it. However, some issues come up that should be considered to provide further improvement. This critique aims to draw attention to the positive aspects of the literature review and provide constructive insights for improving its depth, synthesis, and clarity.

Impact of Project Governance on Project Success: Zaman et al.'s (2022) research on the moderating influence of project governance standards is commendable. The study emphasizes the need to tailor governance practices to project characteristics, acknowledging the nuances of factors that determine project success. The study deserves merit for highlighting the importance of adaptive governance standards. The recognition of flexibility strengthens the discussion by recognizing the dynamic nature of projects and the need for governance frameworks to evolve accordingly.

Comprehensive Governance and Infrastructure Projects: Silva et al. (2016) recognize the complexity of construction projects and the need for governance practices, which is a strength. Recognizing governance as a safety net for addressing project challenges adds significant value to the literature.

The study is commendable for highlighting the significance of project governance as a safeguard against challenges. This improves the understanding of the crucial role governance plays in reducing risks, producing and positive results especially in initiatives with high stakes.

Clear Decision-Making and Alignment with Corporate Strategy: Joslin and Muller (2015) underline the need to make clear decisions, be accountable, and align projects with corporate strategy. This emphasis on strategic alignment is critical to

organizational performance and makes an important contribution to the literature. The study deserves credit for emphasizing the crucial relationship between project governance and organizational strategy. This insight adds a strategic dimension to the conversation by emphasizing that successful governance is more than just project success; it is also about contributing to larger organizational objectives. The literature review effectively investigates the relationship between project governance and success, nonetheless, several aspects require further examination.

Improving Project Success Through Governance Practices: Although a useful study, Zaman et al.'s (2022) work does not provide a thorough examination of the possible disadvantages of tailoring governance practices to the characteristics of a project. It would be helpful to address the difficulties or constraints associated with this adaptability to provide a more impartial viewpoint.

Agile Transformation at Vanguard in the Financial Sector: There is no mention of any potential difficulties or traps that might arise during the shift in Aston's (2023) examination of Vanguard's agile transformation. Adding complexity to the case study and discussing elements that did not go as smoothly would be a more balanced approach.

Cisco's Technology Sector Adoption of Scaled Agile Framework (SAFe): The case study on Aston's (2023) adoption of SAFe by Cisco comes out as a little biased because it does not address any possible drawbacks or difficulties that arose during the adoption process. A more critical analysis of the study's shortcomings or areas in need of modification might improve it.

Consequences of Overlooking Project Governance: Mwansa's (2021) study highlights the negative effects of neglecting project governance, but it does not go into great detail about specific instances or cases in which this kind of oversight resulted in project failure. A more thorough examination of actual cases would support the claim.

Although the literature review provides a strong grasp of project governance and its implications, it might be strengthened by addressing any possible faults. A more thorough and realistic portrayal of the subject matter might be provided by including

discussions on the challenges, limitations, or situations in which the suggested governance practices encountered problems.

2.4 Underlying Theories

The theoretical framework for this study is based on four key theories: agency theory, institutional theory, contingency theory, and organizational learning theory. Each theory offers unique insights into the dynamics of project governance and its influence on project success, thereby contributing to a comprehensive understanding of the research topic. These theories provide a framework for investigating the relationship between project governance practices and project success within the contexts of the Zambia Law Development Commission and the Zambia Development Agency.

The Agency theory examines the alignment of goals between the principals (e.g., ZLDC and ZDA) and agents (project teams), offering insight into how effective governance practices mitigate conflicts and promote goal alignment. The institutional theory provides a sociological perspective on how formal and informal rules shape organizational behavior, helping understand how governance practices are influenced by societal expectations and industry standards. Contingency theory acknowledges the need for tailored governance strategies based on contextual factors such as project complexity and environmental uncertainty, offering insights into optimizing governance practices to meet Zambia's project challenges. Finally, the organizational learning theory emphasizes continuous learning and knowledge management to enhance organizational effectiveness, guiding the optimization of project outcomes by fostering a culture of innovation and improvement within governance frameworks. While each theory offers distinct perspectives and insights, their integration enables a holistic understanding of the multifaceted dynamics at play in project governance.

2.4.1 Agency Theory

Mitnick (2013) explains the origins of the Agency theory as a combination of economic and institutional theories by Stephen Ross and Barry Mitnick in the late 1970's. Ross examined the principal-agent relationship and explored the area of rewards and fees designed to encourage the agent to act favorably and in line with the principal's

preferences. In contrast, Mitnick emphasized the benefits of behavioral flaws, which, interestingly, the principle favored within the parameters of the agency agreement. According to Ross, the design of contractual and incentive systems was crucial in determining how risk and information were distributed, which in turn affected the choices made by the parties involved. Interestingly, Mitnick observes that although Ross broadened the scope of his analysis to include organizations and society, including relationships such as employer-employee and government-society dynamics, he ignored the contextual specifics present in the agency relationship (ibid).

According to Kivisto (2008), agency theory, also known as principle-agent or principal-agency theory/model, describes the relationship between multiple parties in which one party, known as the principal, contracts another party, known as the agent, to carry out particular tasks on their behalf. Several scholars point out that the Agency theory argues that when principals delegate responsibility to agents, they typically struggle to control them because the goals of the agents frequently differ from their own (ibid, 2008). The theory focuses on how principals attempt to mitigate this control challenge by selecting specific types of agents and monitoring their behavior, as well as offering economic incentives (Kiser, 1999).

The agency theory serves as the theoretical basis for this study's investigation into how the coordination of objectives and the establishment of governance structures between entities of interest (principals) and project teams (agents) can influence project success. The study can investigate how effective project governance practices are at addressing agency challenges and how they affect project success. The agency theory is concerned with potential conflicts of interest between principals and agents, and it examines how these conflicts might be resolved by implementing the appropriate governance frameworks (Linder and Foss, 2015).

2.4.2 Institutional Theory

According to David et al., (2019), institutional theory is a sociological perspective that examines how formal and informal rules, norms, and practices shape organizations and their behavior. It focuses on understanding the influence of institutions on organizational structures, processes, and strategies. On a similar note, Guth (2016) asserts that institutional theory seeks to explain the reasoning and procedures that

govern organizational conduct. Additionally, it investigates the broader impact of these patterns on inter-organizational connections, which encompass the established standards, practices, and norms within organizations and industries (ibid).

The emergence of the Institutional theory in the 1950's and 1960's resulting from the research of scholars such as Talcott Parsons, Philip Selznick, and Alvin Gouldner who primarily focused on how formal organizational structures, such as written policies, standard practices, and new forms of organization, are adopted and disseminated. Their work was inspired by Max Weber's discussions on legitimacy and authority (David et al., 2019). David further asserts that the theory went through a significant shift in the 1970's known as the "cognitive turn," which emphasized the often-unnoticed habits and assumptions that guide organizational behaviour (neo-institutionalism) (ibid, 2019). Lindenberg, (1998) explains that the cognitive turn in institutional theory refers to a shift in focus towards understanding how individuals and groups within organizations interpret and make sense of their institutional environment. Further, this perspective recognizes that institutions are not simply external forces that shape behavior but are also socially constructed and subject to interpretation. It emphasizes the role of shared beliefs, values, and norms in shaping organizational behavior and decision-making processes (ibid).

According to this theory, several significant factors influence project governance. Berthold (2018) observes that institutional theory emphasizes the importance of legitimacy. The legitimacy of a project within the societal and organizational framework is critical. Projects that adhere to societal expectations and norms are not only viewed as legitimate but are also more likely to receive support and access to critical resources (ibid, 2018). Parsons (1960) adds that an organization's stated goals and its alignment with society are linked at the institutional level, providing the organization with broad legitimacy. Further, Biesenthal et al. (2018) insist that temporary organizations, like projects, require the application of neo-institutional theory, underscoring that neo-institutionalism is more equipped than ever to guide research on projects and other types of short-term endeavors.

David et al., (2019) stresses the level of social acceptance, both within and outside an organization. This can have a significant impact on project governance. Strong governance frameworks are more likely to be built for initiatives that society perceives

to be desirable and highly valued (Lagercrantz, 2021). In this setting, institutional theory emphasizes the interdependence of legitimacy, social acceptance, and the effectiveness of project governance within this framework. Moreover, the level of social acceptance, both within and outside the company, has a substantial impact on project governance. Socially valued projects are more likely to have strong governance frameworks in place. Institutional theory emphasizes the interconnectivity of legitimacy, social acceptance, and effective project governance in this environment (Amaeshi et al., 2016).

As noted, studying the cognitive processes involved in institutionalization can gain insights into how institutions are created, maintained, and changed over time. The historical overview of institutional theory emphasizes its importance in explaining how formal organizational structures are adopted and spread. Understanding this is important when implementing project governance practices in specific contexts like Zambia. The theory thus provides a useful lens for understanding the larger social and institutional forces that influence project governance and their implications for project success.

2.4.3 Contingency Theory

According to the contingency theory, there is no one best way to manage an organization (Donaldson, 2001). The theory maintains that the best effective management method is dependent on a variety of events or contingencies within a given setting. It implies that the success of governance mechanisms in the context of project governance is dependent on a variety of factors such as project complexity, organizational structure, and environmental uncertainty (Young et al., 2019). This highlights the importance of adapting project governance practices to the unique circumstances and challenges that organizations and their management face.

Examining the effect of project governance practices on project success in Zambia reveals the applicability of the contingency theory in project management. It maintains that there is no single ideal approach for managing organizations or projects and that the best approach is dependent on the individual situation and circumstances (Donaldson, 2001). Project complexity appears as a critical element affecting governance practices, with more complex projects demanding adaptive and flexible

management strategies emphasizing cooperation, communication, and effective problem-solving (Designing Buildings Ltd, 2020). The organizational structure of entities involved in projects in Zambia is also a significant determinant of project success, aligning with contingency theory's perspective on the influence of factors such as organizational size, technology, and strategic orientation on governance effectiveness (Donaldson, 2001).

Furthermore, environmental uncertainty, common in Zambia, needs an adaptive governance approach to manage uncertainties and challenges within the project environment (Bakar et al., 2008). Therefore, understanding and customizing project governance approaches to the Zambian context, while considering the nuances of project complexity, organizational structure, and environmental variables, becomes critical for project success.

Kureshi (2013) acknowledges the significance of the contingency theory, which suggests that a universal strategy is not always appropriate, and that the success of a method is dependent on specific contextual factors. Given that projects involve ever-changing variables, customized strategies are required to account for their unique nature. Kureshi sought to understand the use of project performance tools among 62 project managers in his study. According to his findings, rigid and inflexible project management methodologies are ineffective. He noticed that formal tools became less useful as projects progressed, emphasizing the link between the uniqueness of each project and the adaptability principles endorsed by contingency theory, which emphasizes the need to adjust to changing situational demands. Kureshi's findings suggest that project managers need to be flexible and adaptable in their approach to project management.

2.4.4 Organizational Learning Theory

Organizational learning is the process by which organizations gain knowledge from their own and others' experiences, as well as the development of conceptual frameworks or paradigms for understanding that experience (Levitt and March, 1988). According to Keenan (2023) the theory focuses on enhancing organizations through effective knowledge and understanding. Organizational Learning Theory is

characterized by traits such as accessible information, an encouraged learning culture, promotion of a positive attitude toward mistakes, and a learning expectation (ibid).

Strang (2003) states that the organizational learning theory emphasizes continuous learning and development. This implies that organizations must be willing to learn from their experiences and adapt their practices accordingly. As a result, this approach promotes a positive attitude toward mistakes and learning from them. Organizations that successfully apply learning and encourage a learning culture, prioritize staff training, and provide opportunities for everyone to grow (Keenan, 2003). In the context of project governance, continuous development and learning from mistakes will lead to better project outcomes.

The organizational learning theory also highlights the importance of knowledge management, which involves creating systems and networks that facilitate the creation of knowledge and transfer within an organization, enhancing organizational performance (ibid). This means that employees have easy access to valuable information. In this way, the theory can be used by project teams and project centered organizations to create and transfer knowledge through project governance practices (O'Connor, 2020). Project teams can continuously learn and improve their practices through shared information and foster a learning culture within the organization to ensure project success.

The theory emphasizes the importance of learning from both successful and unsuccessful experiences and using that information to enhance organizational effectiveness (Waseem et al., 2022). By implementing the theory, organizations can assess the strengths and weaknesses of their project governance practices and create strategies for continuous improvement, thereby raising the project's likelihoods of success and guaranteeing stakeholder satisfaction.

2.5 Influencing Project Outcomes through Governance Practices

The project governance practices, which comprise project management policies, processes, and structures, serve as the study's input and have a significant impact on project outcomes.

The theoretical perspectives incorporated into the framework provide a lens through which to explore the research questions. Agency theory investigates the interactions between principals (ZLDC and ZDA) and agents (project teams), claiming that effective goal alignment leads to successful project governance. In the context of this study, the agency theory contributes to a better understanding of how project governance practices affect project success. Adherence to institutional norms and practices, according to institutional theory, is critical because it improves stakeholder satisfaction and project success (Research Question 3). When examining common project governance practices in the ZLDC and ZDA, the theory also provides a framework for analyzing why specific behaviors are widespread across distinct organizations and industries (Question 2).

Within the context of this research, contingency theory concepts underscore the need to customize project governance practices to meet the particular needs of individual projects. The contingency theory is used to investigate the relationship between project governance practices and timely project completion in Zambia (Research Question 4). Organizational learning theory emphasizes that improved project governance practices and ongoing learning are important factors that lead to better project outcomes. Organizational learning theory informs the exploration of the benefits and drawbacks of the project governance procedures used by ZLDC and ZDA in the context of this research (Research Question 4).

The investigation is steered by research questions, which are in line with the theoretical viewpoints. The first question investigates the impact of project governance practices on project success within the ZLDC and ZDA, determining the extent to which they contribute to positive project outcomes. The second question seeks to identify the most used approaches in project management. The third question seeks to ascertain how effectively project governance practices translate into successful project outcomes. Question four investigates the relationship between project governance practices and project completion within the ZLDC and ZDA, determining whether specific governance approaches have an impact on project schedules. Finally, question five investigates the effect of project governance practices on overall project quality and goal achievement.

The study's primary outcome is project success. The completion of project deliverables, adherence to the project schedule, and effective budget management are indications of project success (Eby, 2022). This research aims to provide a structured approach to investigating the relationship between project governance practices and project success in the ZLDC and ZDA by incorporating these components into a comprehensive conceptual framework.

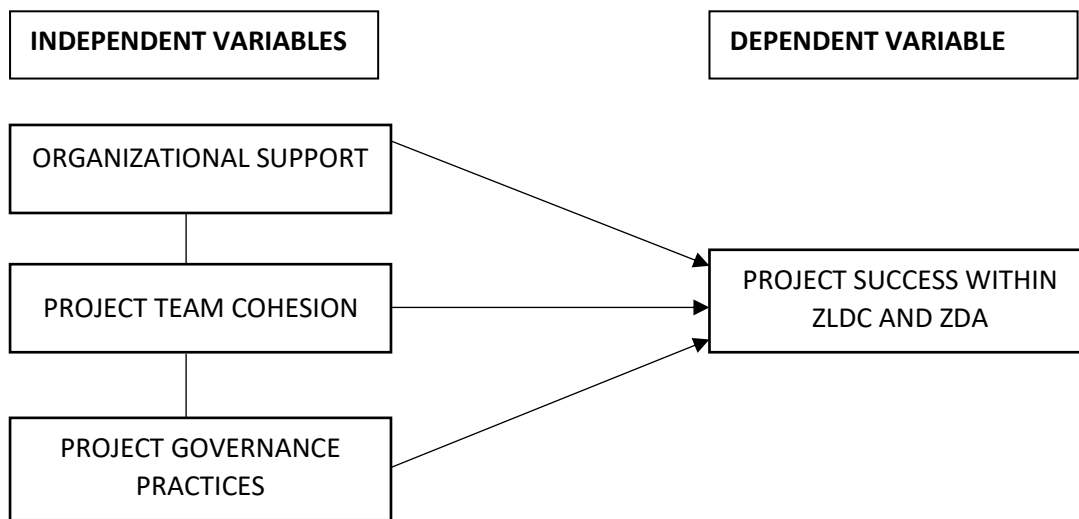
2.6 Conceptual Framework

A conceptual framework illustrates how variables of a research study relate to one another, defines the research's relevant objectives, and shows how they connect to produce logical findings (Swaen and George, 2022).

The conceptual framework for this study is based on the theoretical background of the Agency, Institutional, Contingency, and the Organizational Learning theories. The independent variables are project governance practices; organization support; and project team cohesion, while the dependent variable is project success within ZLDC and ZDA. It illustrates the expected causal relationship between the dependent variable and the independent variables.

Effective project governance practices, together with strong organizational support and project team cohesion, are expected to positively influence project success within ZLDC and ZDA. Based on the literature review and the research questions and objectives, this conceptual framework will be a valuable tool for understanding the relationships between the variables and guiding the investigation into the influence of project governance practices on project success within these organizations.

Figure 2.1: The Conceptual Framework



Source: Research findings, 2023

In the conceptual framework model, the independent and dependent variables are depicted as follows:

Dependent Variable:

Project success within ZLDC and ZDA: represents the overall success of projects within the Zambia Law Development Commission and the Zambia Development Agency.

Independent Variables:

1. Organizational Support: the level of support provided by the organization (ZLDC and ZDA) to project teams.
2. Project Team Cohesion: the degree of unity, cooperation, and collaboration among project team members.
3. Project Governance Practices: policies, processes and structures implemented within project governance frameworks.

In the conceptual framework model, effective project governance practices, organizational support, and project team cohesion are expected to positively influence project success within ZLDC and ZDA.

2.6.1 Operationalization of the Variables

Project Success within ZLDC and ZDA (Dependent Variable): refers to the achievement of specific goals and objectives within these organizations. The measurement indicators for this variable are:

1. Completion Of Project Deliverables: the successful fulfillment of project objectives and milestones aligned with the mandates of ZLDC and ZDA.
2. Adherence to Project Schedules: the timely execution of project activities according to predetermined timelines and deadlines set by the organizations.
3. Quality Standards: the degree to which project outcomes meet predetermined quality benchmarks and standards established by ZDLC and ZDA.

Organizational Support (Independent Variable): this refers to the level of assistance, resources, and backing provided by the ZLDC and the ZDA to project teams. The measurement indicators for this variable are:

1. Budget Allocation: the amount of financial resources allocated by ZLDC and ZDA to support project activities.
2. Resource Provision: the availability of human, technological, and infrastructural resources offered by the organizations to facilitate project implementation.
3. Leadership Engagement: the extent of involvement and advocacy demonstrated by organizational leaders in supporting project initiatives.

Project Team Cohesion (Independent Variable): this represents the degree of unity, collaboration, and mutual support among team members involved in project execution. The measurement indicators for this variable are:

1. Team Communication: the frequency and effectiveness of communication channels utilized within project teams.
2. Interpersonal Relationships: the quality of relationships and interactions among team members, including trust and mutual respect.
3. Goal Alignment: the extent to which individual team members align their efforts and objectives with the overarching goals of the project.

Project Governance Practices (Independent Variable): encompasses the policies, processes, and structures established to guide decision-making, accountability, and

control throughout the project lifecycle. The measurement indicators for this variable are:

1. Adherence to Procedures: the extent to which project teams follow established governance procedures and protocols.
2. Stakeholder Engagement: the involvement and consultation of relevant stakeholders in project planning, execution, and monitoring.
3. Risk Management: the effectiveness of risk identification, assessment, and mitigation strategies employed within project governance frameworks.

By operationalizing these variables with clear definitions and measurements, this conceptual framework facilitates the systematic evaluation of their impact on project success within the ZLDC and ZDA contexts.

Chapter 2 provides a detailed exploration of the literature and theories guiding the investigation into the influence of project governance practices on project success within the Zambia Law Development Commission and the Zambia Development Agency. It highlights empirical studies, and real-world examples, emphasizing the critical role of effective governance structures in aligning project governance practices with strategic goals and ensuring successful outcomes. Case studies in infrastructure, finance, and technology, including agency, institutional, contingency, and organizational learning theories, are explored for their relevance to the study's objectives. Finally, a conceptual framework is presented, illustrating the relationships between the independent and the dependent variables, framing the subsequent empirical investigation.

3.0 CHAPTER 3: METHODOLOGY

3.1 Introduction

Chapter 3 serves as a comprehensive guide to the methodology used in this study. This chapter outlines the research approach, the research design, data collection tools, sampling techniques, and data analysis procedures utilized to achieve study objectives. By providing a detailed overview of the methodology, this chapter ensures transparency, and thoroughness in the research process, laying the foundation for robust data collection and analysis.

3.2 Research Approach

A parallel convergent mixed methods approach was employed for this study, combining qualitative and quantitative methods to collect and analyze data. The qualitative method provided a thorough analysis of project governance practices and their impact on project success within the ZLDC and ZDA. Concurrently, the quantitative approach was used to gain a better understanding of the prevalent project governance practices and their effectiveness in the organizations of focus.

The mixed-methods approach was deemed appropriate for this study as it facilitated a thorough examination of the research questions and objectives. The quantitative data provided statistical evidence of the relationship between project governance practices and project success, whereas the qualitative data provided rich insights into the specific project governance practices employed by the ZLDC and ZDA and their effectiveness in achieving project success. The use of a mixed-methods approach was beneficial for this study as it aligned with the theoretical framework of the research, encompassing the Agency, Institutional, Contingency, and Organizational Learning theories. These theories emphasized the importance of considering both quantitative and qualitative factors in evaluating the influence of project governance practices on project success within the ZLDC and ZDA.

Overall, the mixed-methods approach allowed for a thorough and in-depth analysis of the research questions and objectives, as well as important insights into project governance practices within these organizations and their impact on project success.

3.3 Research Design

This study employed the Parallel-Convergent design which allowed for data collection of both quantitative and qualitative data at the same time, providing a thorough grasp of the study questions and objectives. The simultaneous gathering of data from both approaches enables a more in-depth analysis and interpretation of the findings, increasing the study's reliability and validity (Creswell, 2009).

Table 3.1: Framework of the Study

RESEARCH PHASE	ACTION
Description of the Study	Literature Review
Model Development	Literature Review
Research Instrument Design	A semi-structured questionnaire was designed to collect quantitative and qualitative data.
	The questionnaire was pilot tested to detect and address any ambiguities or issues.
	Content validity testing was carried out to ensure that the questionnaire effectively measured the intended constructs.
Data Collection	Administered the questionnaire to project managers, project team members, and key stakeholders.
Data Analysis	Thematic analysis was used to analyze qualitative data collected through the questionnaire.
	A dual technique was used to obtain quantitative data from questionnaires.
	Descriptive statistics was employed to provide a comprehensive summary of key variables.

Source: Research Findings, 2023.

3.4 Study Population

The population for this study consisted of 50 professionals within the Zambia Law Development Commission and the Zambia Development Agency in Lusaka. However, the study had 42 respondents. These include individuals who are actively involved in project management activities within the organizations, such as project managers, team members, executives, and other professionals. The ZLDC and the ZDA were chosen because of their importance in the Zambian context and their roles in project governance. These organizations serve as case studies for further investigation, revealing the distinctive dynamics of project governance methods in the legal development and economic promotion sectors.

3.5 Sample Size

The sample size of 50 was determined using the Yamane formula to ensure adequate representation from the population. The target population was 85 and a margin of error of 9% was used to arrive at the sample size. With a smaller sample size, the margin of error increases (Faster Capital, 2024), therefore, this study opted for a margin of error of 9% to balance precision and practicality. The sample size was calculated as $n=N/(1+N(e))^2$

$$n=85/1+85(0.09)^2$$

$$n=85/1+85(0.0081)$$

$$n=85/1+0.6885$$

$$n=85/1.6885$$

$$n=50.3$$

Therefore, the sample size was approximately 50. However, during the administration of the questionnaire, only 42 responses were received. Despite the slightly smaller sample size, the collected responses still provide valuable insights into project governance practices and their impact on project success within the organizations.

Stakeholders and other individuals closely affiliated with the ZDA and ZLDC were also incorporated in the study, to ensure that a wider network of feedback was obtained, and the study had a comprehensive analysis of project governance practices. The inclusivity of project managers, project team members, and stakeholders in this study ensured that a wide range of experiences, viewpoints, and challenges concerned with project governance are representative of the broader project landscape, key stakeholders as well as the organizations that are the focus of the analysis.

3.6 Sampling Techniques

For qualitative data, a purposive sampling technique was employed to select participants with the necessary expertise and experience in project governance within the ZLDC and ZDA. This sampling strategy enabled the deliberate selection of individuals capable of offering insightful information about the research topic. It also allowed the researcher to select participants according to predetermined standards that are pertinent to the goals of the study. As a result, the researcher selected participants who have prior project management experience and offered insightful commentary on the project governance practices used in their organizations (Palinkas et al., 2015).

Convenient sampling was used for quantitative data due to time constraints and limited access to the target population within the ZLDC and ZDA. This approach involved selecting participants based on their availability and accessibility rather than random selection. Despite potential biases, convenient sampling was justified in this study to ensure timely data collection and to include insights from individuals with relevant expertise and experience in project governance within the specified organizations.

3.7 Data Collection/Instruments

A semi-structured questionnaire served as the primary data collection tool. The questionnaire was administered to the professionals included in the sample size. It provided valuable insights into project governance practices and project success indicators. The theoretical framework guided the design of the semi-structured

questionnaire, ensuring that the questions were in line with the research questions and propositions.

3.8 Data Analysis

Thematic analysis was used to analyze the qualitative data from the questionnaire. This involved identifying and interpreting themes and patterns related to project governance methods and stakeholder perspectives in the ZLDC and ZDA. Participant responses were carefully reviewed, identifying key concepts and organizing them into broader themes. This process provided valuable insights into how stakeholders perceive and experience project governance practices within the organizations. Through thematic analysis, the researcher gained a deeper understanding of the complexities surrounding project governance in the ZLDC and ZDA.

Descriptive statistics were employed to provide a comprehensive summary of the quantitative data derived from the questionnaire administered. The approach encompassed various measures including frequencies, percentages, and means to describe the distribution of the dataset. Through descriptive statistics, a comprehensive overview of key variables pertaining to project governance practices and project success indicators was attained. These statistical summaries served as a basis for identifying discernible trends, patterns, and relationships within the quantitative data, thereby enhancing the depth of understanding of the research findings.

3.9 Study Variables

The study sought to investigate the factors that lead to project success in within the ZLDC and ZDA. To accomplish this, the study identified several variables that could potentially influence project success. These variables have been divided into two categories: dependent variables, which are related to the project's outcome, and independent variables, which include critical factors such as project governance practices, organizational support, and project team cohesion. Each of these variables is vital in determining the success of a project, and it is important to understand how

they are interconnected to gain a comprehensive understanding of project success in Zambia.

The dependent variable for this research study is “**project success in Zambia.**” The criteria used for measuring project success include achieving project objectives, on time delivery of projects, adherence to quality standards, and stakeholder satisfaction.

The independent variables are the following:

1. **Project Governance Practices:** This foundational variable encompasses clarity of governance structures, the capacity to allocate resources effectively, attention to risk management, alignment of practices with strategic objectives, and adapting to changing environments.
2. **Organizational Support:** This variable is essential to understanding the organization’s general support and commitment to projects. It includes the provision of resources required for the project’s success, as well as financial and leadership support.
3. **Project Team Cohesion:** This variable addresses elements like team communication, cooperation, and the capacity to work well together toward shared project objectives. It also addresses cohesion and collaboration within the project team.

Each of the independent variables represent a unique element that is necessary for the evaluation of project success within the ZLDC and ZDA. Project governance forms the institutional basis for project management while organizational support ensures the availability of resources and support at organizational level. Project team cohesion addresses internal dynamics within the team.

This chapter outlines the methodology used in this study to explore how project governance practices impact project success at the ZLDC and ZDA. By explaining the research design, data collection methods, sampling techniques, and data analysis procedures, this chapter ensures the reliability and accuracy of the study findings. Through careful adherence to methodological standards, this research aimed to offer valuable insights into project governance dynamics and their effects on project outcomes in the organizations of focus.

4.0 CHAPTER 4: PRESENTATION AND ANALYSIS OF RESULTS

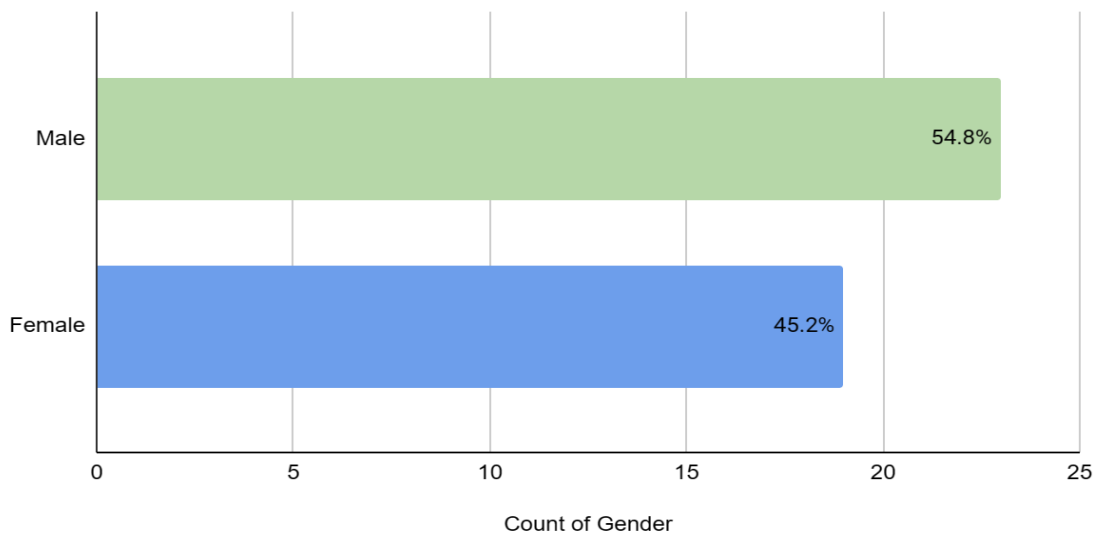
4.1 Introduction

The presentation of findings in this chapter is aimed at understanding the impact of project governance practices on project success, with a specific focus on the Zambia Law Development Commission (ZLDC) and the Zambia Development Agency (ZDA) in Lusaka. The analysis presented herein is based on the responses obtained from a semi-structured questionnaire designed to understand the complexities of project governance within Zambia. The diverse perspectives shared by professionals from various sectors, roles, and experiences contribute to a comprehensive understanding of the current state of project governance practices in Zambia.

4.2 Demographic Information

In this study, a total of 42 respondents participated. The demographic information provides a context for understanding responses, ensuring that findings represent a diverse participant group.

Figure 4.1: Gender Distribution



Source: Research Findings, 2023.

Figure 4.1 shows a slightly higher percentage of male participants. However, the gender distribution was reasonably balanced. 23 participants (54.8%) were identified as male, while 19 (45.2%) were identified as female. This distribution suggests that

both genders were adequately represented in the study sample, which enhanced the diversity and inclusivity of perspectives captured in the research. This background information of gender is particularly important as it allowed for an understanding of how project governance practices and their impact on project success may vary between genders. It is also helps in assessing the inclusivity of project governance practices and their potential impact on project success across diverse demographic groups.

Table 4.1: Demographic Profile of Participants by Gender, Age Groups, and Education Level

Gender	Age Group	Education Level			Total
		Bachelor’s Degree	Master’s Degree	Ph.D./advanced degree	
Male	25 - 34	6	0	0	6
	35 - 44	8	6	1	15
	45 - 54	0	1	1	2
	Subtotal	14	7	2	23
Female	25 - 34	10	3	0	13
	35 - 44	1	3	0	4
	45 - 54	0	1	1	2
	Subtotal	11	7	1	19

Source: Research Findings, 2023.

Table 4.1 provides a comprehensive breakdown of respondents based on their gender, age groups, and education levels. The respondents were categorized into two main groups: Male and Female. For Male respondents, the majority fell within the age groups of 25-34 and 35-44, with 14 and 15 respondents, respectively. In terms of education, the majority hold a bachelor’s degree, followed by those with a master's degree. Additionally, there were a few respondents with a Ph.D. or other advanced degrees. The total number of male respondents was 23.

On the Female side, the largest number of respondents were in the 25-34 age group, with 13 participants. The 35-44 age group followed with 4 respondents. In terms of education, a significant number of female respondents also hold a bachelor's degree, with fewer having a master's degree or Ph.D. The total number of female respondents was 19.

Overall, the table highlights the distribution of respondents across different demographic factors, offering insights into the diversity of the sample. It provides a basis for understanding how these demographic variables may influence the perspectives and experiences of respondents in the context of project management and governance practices.

Understanding the demographic profile of participants, particularly in terms of gender, age groups, and education level, ensures that the study findings reflect a diverse range of perspectives, crucial for comprehensive insights into project governance practices and project success. Demographic characteristics like age and education can influence individuals' perceptions and attitudes, providing context for interpreting the study's results. Additionally, demographic characteristics such as these may influence individuals' roles and responsibilities within project teams, which can in turn impact project timelines. This information served as a foundational framework for examining the relationship between project governance practices and project success.

4.3 Distribution of Project Management Roles and Experience

The distribution of roles and experiences among the respondents in project management within their respective organizations reveals a diverse and dynamic landscape. Among the participants, a significant 8 individuals (19%) identified as Project Team Members, highlighting the importance of collaborative team efforts in project execution. Notably, Project Managers, with a range of experiences from 3 to over 10 years, constitute a substantial portion, representing 16 individuals (38%).

Stakeholders, with a collective experience of 5 years, contribute significantly to the project management landscape, comprising 5 individuals (12%). Program Officers, bringing 5 years of experience, play a crucial role, constituting 1 individual (2%) in the study.

The mean of the data was calculated using the formula:

$$\text{Mean} = \frac{\text{Sum of all values}}{\text{Number of values}}$$

The dataset had a total of 293 years of experience of 42 participants. The mean was therefore determined as $\frac{293}{42} = 7$ years

The mean was chosen to represent the central tendency of years of experience in project management activities among participants, considering all individual years of experience, providing a balanced representation. Since years of experience is a continuous variable, the mean is an appropriate measure and allows for clearer communication of the average level of experience. On average, participants had almost 7 years of experience in project management activities.

The inclusion of Research Coordinators, Senior Research Officers, Research Officers, and Research Interns demonstrates a robust research-oriented presence in project management. This group, with experience levels ranging from 2 to 15 years, comprises a notable 14 individuals (33%).

Additionally, the participation of Assistant Research Officers and a Monitoring and Evaluation (M&E) Officer showcases specialized roles dedicated to specific aspects of project management. In this category, 3 individuals (7%) bring their diverse experiences and expertise to the surveyed organizations.

Project team members constitute a significant proportion, highlighting the importance of collaborative efforts in project execution. Notably, Project Managers represent a substantial segment with varying years of experience, indicating a range of expertise within this role. Stakeholders and Program Officers also play crucial roles, contributing significantly to the project management landscape. The calculated mean years of experience, approximately 7 years, served as a central measure reflecting the average level of experience among participants. The inclusion of various research-oriented roles further enriches the project management landscape, providing insights into specialized functions within the surveyed organizations. Overall, the varied experiences, roles, and tenure of the respondents contribute to a comprehensive

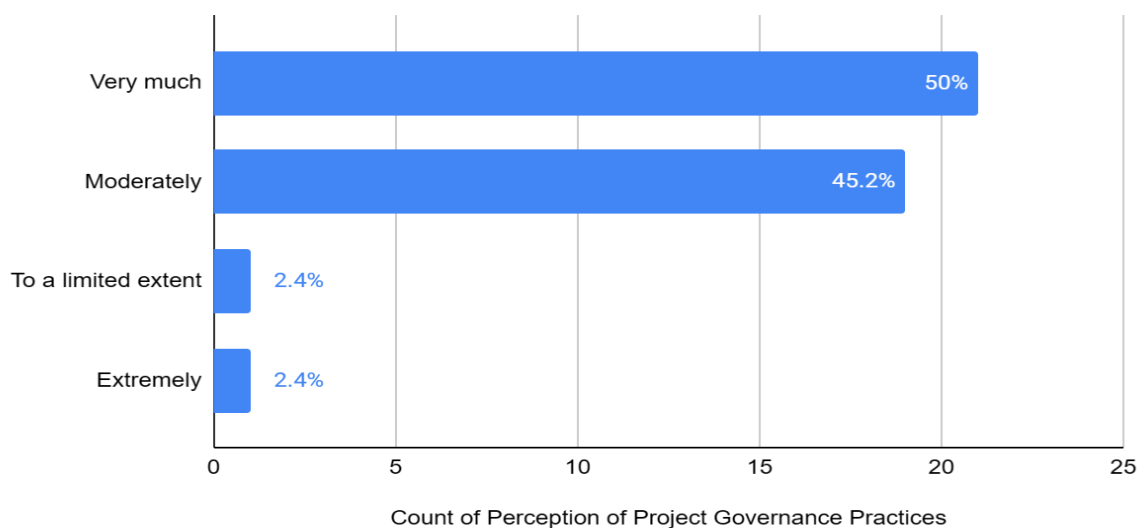
understanding of the project management landscape within the organizations surveyed.

By analysing the roles and experiences of participants, common project governance practices can be inferred based on the responsibilities and expertise required for various roles. The prevalence of Project Managers suggests the importance of leadership and decision making in governance practices. The distribution of roles and experiences also provides insights into the effectiveness of governance practices by assessing the alignment between roles and project outcomes. A higher proportion of Project Managers may indicate more effective governance structures in place.

4.4 Perception of Project Governance Projects

The respondents were asked how well-defined project governance practices were within their organizations. In response to this question, the data presented in Figure 4.2 below, shows that most respondents perceive project governance practices within their organizations as moderately to very well-defined, indicating a positive assessment of the clarity in governance practices. 50% of the respondents responded with “very much”, 45.2% responded with “moderately,” while 2.4% responded with “extremely.”

Figure 4.2: Perception of Project Governance Projects



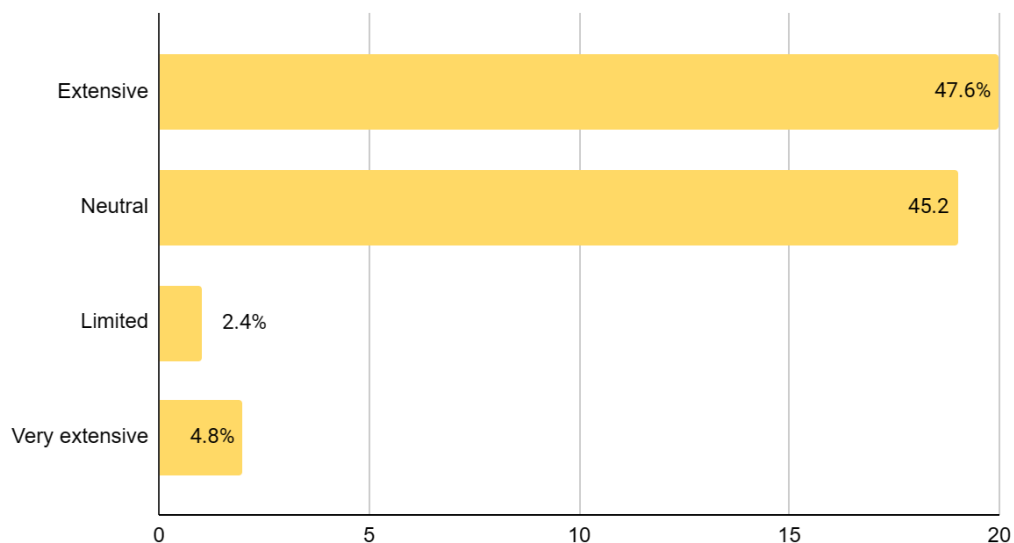
Source: Research Findings, 2023.

The findings in Figure 4.2 suggest that most respondents have a favourable view of the level of clarity in project governance practices within the organizations they work for. By assessing respondents' perceptions of the clarity and definition of project governance practices, the study provides insights into the prevailing approaches utilized by the ZLDC and ZDA. Additionally, it contributes to understanding the effectiveness of these practices in achieving project success.

4.5 Communication and Understanding Among Team Members

Respondents were asked to what extent project governance practices are communicated and understood among project team members. In response, Figure 4.3 illustrates that communication and understanding of project governance practices were reported to be extensive among a significant portion of respondents. 47.6% of respondents responded with "extensive," 4.8% responded with "very extensive," while 2.4% responded with "neutral."

Figure 4.3: Communication and Understanding Among Team Members



Source: Research Findings, 2023.

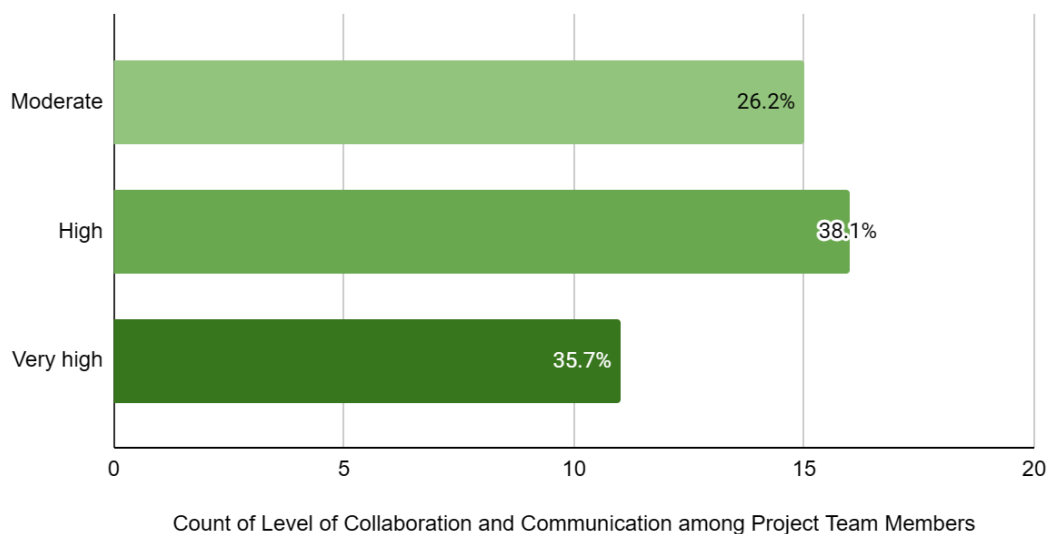
These findings suggest that a considerable proportion of participants perceive a high level of communication and understanding regarding project governance practices among team members. The findings also address the effectiveness of project governance practices employed within the organizations. A high level of communication and understanding among team members indicates that project

governance practices are being effectively communicated and implemented which is essential for project success. Additionally, these findings contribute to understanding the relationship between project governance practices and timely completion of projects. Effective communication and understanding can facilitate smoother project workflows, potentially leading to more timely completion of projects.

4.6 Collaboration and Communication Among Project Team Members

Figure 4.4 below, shows that a substantial percentage of respondent's rate collaboration and communication among project team members as high to very high, indicating positive teamwork. 38.1% of the respondents rated collaboration and communication among project team members as "high," 35.7% of the respondents rated collaboration and communication among project team members as "moderate," and 26.2% rated it as "very high."

Figure 4.4: Collaboration and Communication Among Project Team Members



Source: Research Findings, 2023.

These findings suggest that most participants perceive a satisfactory level of collaboration and communication within project teams, indicating favourable conditions for effective project management and execution. These findings address the effectiveness of project governance practices employed within the organizations. Effective collaboration and communication among team members are also indicative of well-functioning project governance practices, which contribute to project success.

4.7 Challenges Faced in Project Governance Practices

The data presented in Table 4.2 below shows the challenges faced in project governance practices. The challenges are presented below using a Thematic Analysis.

Table 4.2: Challenges Faced in Project Governance Practices

<p>Communication: Lack of communication. Communication issues affecting project delivery. Inadequate communication within the organization. Limited communication channels. Ineffective communication channels. Lack of collaboration. Decisions not communicated in a timely manner affecting programming.</p>	<p>Training: Lack of adequate training for project participants. Limited resources for training. Limited training opportunities. Inadequate training on project governance practices. Not enough training in project governance practices.</p>
<p>Regulatory Compliance: Regulatory compliance challenges Ensuring compliance with regulatory requirements External influences affecting compliance.</p>	<p>Financial and Resource Management: Failure to release planned funds on time. Limited budgetary allocations for project governance training. Limited resources for training.</p>
<p>Project Management Practices: Inadequate project management practices.</p>	<p>Stakeholder Understanding and Alignment: People not understanding their roles properly. Difficulty aligning projects with governmental objectives. Ensuring alignment with the expectations and needs of various stakeholders.</p>
<p>Governance Structure and Standardization: Complexity in adapting to project governance practices.</p>	<p>Project Autonomy and Uniformity: Balancing research projects with uniform governance standards. Limited exposure to comprehensive project governance practices.</p>

Adapting to professional project governance standards. Balancing research autonomy with governance standards. Integrating governance practices with diverse research projects. Complexity in governance structure. Ensuring governance consistency across diverse projects. Adapting to changing governance standards. Maintaining uniform governance in various projects.	Adapting to evolving project governance norms. Limited awareness of project governance practices.
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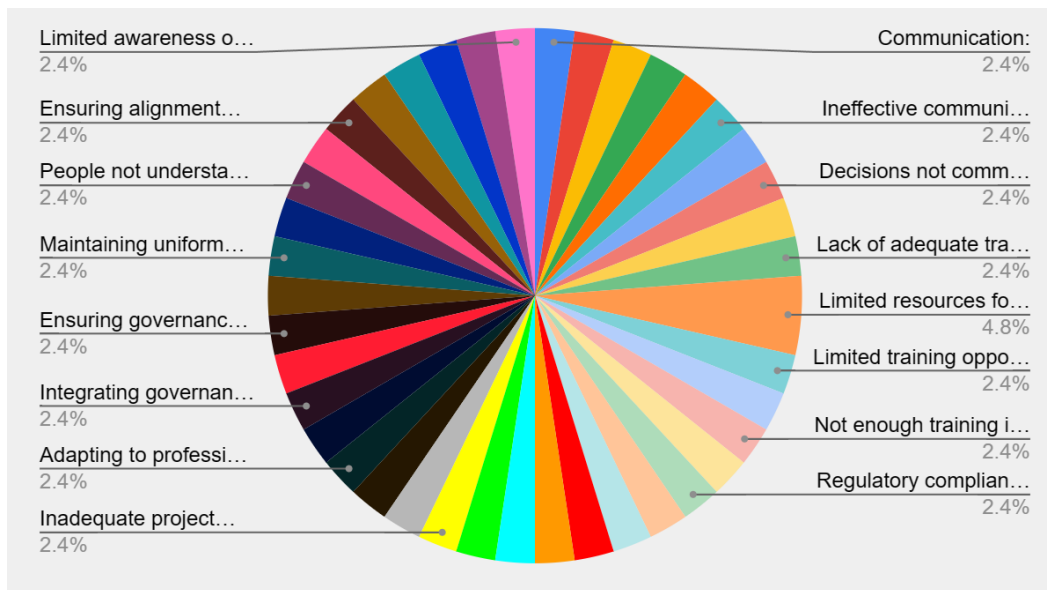
Source: Research Findings, 2023.

Table 4.2 reveals several key challenges faced in project governance practices within the organizations of focus.

Figure 4.5: Challenges Faced in Project Governance Practices

Figure 4.5, represents the data from Table 4.2 presented in a pie chart, providing a structured overview of the major challenge categories. Figure 7 shows the distribution of challenges among respondents as relatively even, with most challenges being reported at a frequency of 2.4%. However, the exception is the challenge of “limited

resources for training,” which is reported at a higher frequency of 4.8%.



Source: Research Findings, 2023.

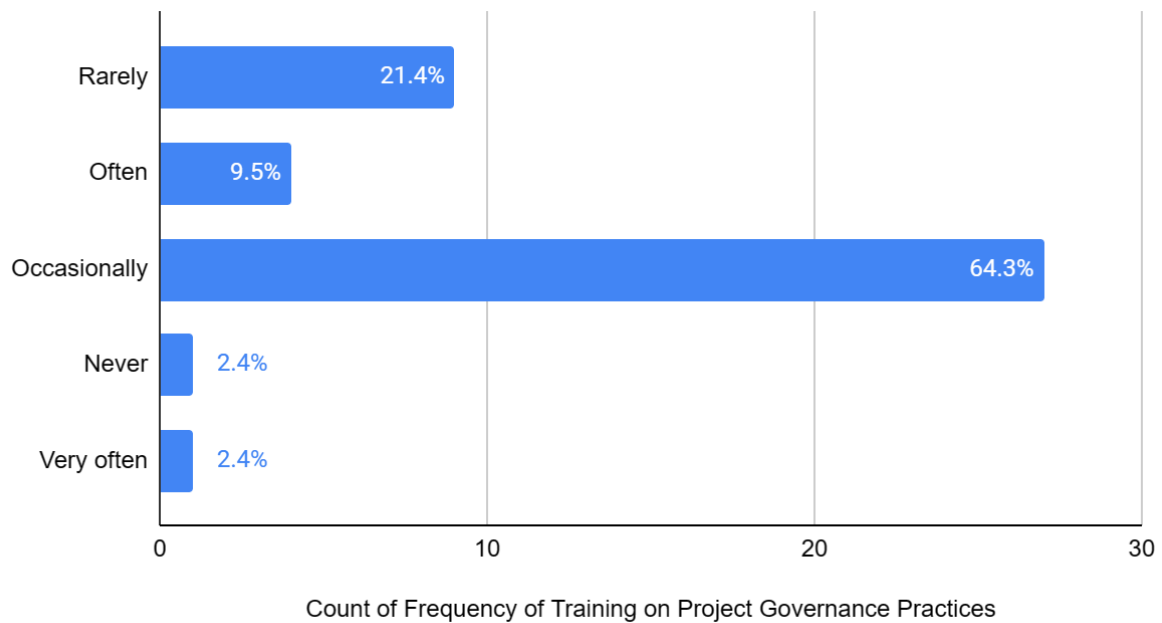
Figure 4.5 shows the distribution of challenges in Table 4.2 among the respondents. The distribution of the challenges appears relatively even with most of the challenges reported at a frequency of 2.4%. However, the challenge of “limited resources for training” has a higher frequency of 4.8%. These findings indicate that the organizations encounter numerous challenges in implementing effective project governance practices with resource constraints being a particularly notable concern.

The identified challenges highlight possible obstacles that could impede the effectiveness of project governance practices, and as a result, influence project success. By highlighting the challenges, the findings provide insights into the effectiveness of the current governance practices and areas for improvement. Further, challenges such as communication, inadequate project management practices, and limited stakeholder alignment may all have an impact on project timelines, indicating a possible relationship between governance practices and project completion.

4.8 Frequency of Training on Project Governance Projects

Figure 4.6 below shows that most respondents receive training on project governance practices occasionally, suggesting a potential area for improvement in training frequency.

Figure 4.6: Frequency of Training on Project Governance Projects



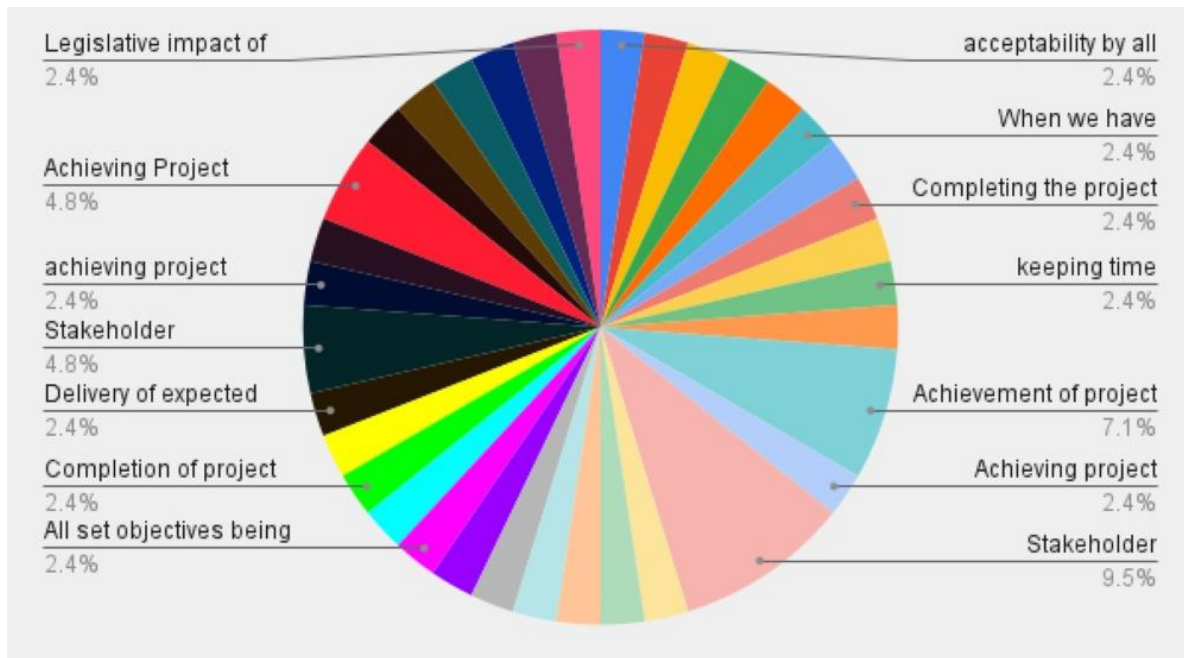
Source: Research Findings, 2023.

The findings in Figure 4.6 show that most respondents receive training on project governance practices occasionally, suggesting a potential area for improvement in training frequency. 64.3% of respondents reported that they receive training “occasionally,” 21.4% of respondents responded that they “rarely” receive training, while 2.4% said they “never” receive training on project governance practices. These findings imply that a significant majority of respondents receive project governance practices training only on occasionally, with a smaller proportion reporting rare or no training at all. This shows that there may be a gap in the frequency of project governance training within the surveyed organizations, highlighting a potential area for improvement in professional development initiatives. The comparatively low frequency of training could impact the knowledge and proficiency of project management professionals, thereby affecting the effectiveness of governance practices and project outcomes.

4.9 Critical Indicators of Project Success

Figure 4.7 below reveals the most critical indicators of project success from the study participants.

Figure 4.7: Critical Indicators of Project Success



Source: Research Findings, 2023.

Stakeholder satisfaction emerges as a recurrent theme (9.5%), underscoring the significance of maintaining positive relationships with those directly affected by the projects. Achieving project objectives (7.1%) is another prominent factor, reflecting a consensus on the importance of fulfilling the outlined goals and milestones. Interestingly, several respondents emphasize the dual importance of stakeholder satisfaction and achieving project objectives, emphasizing a holistic approach to success. Meeting quality standards and ensuring on-time delivery are also commonly cited, emphasizing the need for projects to adhere to predetermined timelines and maintain high-quality standards.

The comments regarding positive feedback from customers and the long-term impact of projects, such as beneficiaries returning to contribute to their communities, add a nuanced dimension to the understanding of success. Furthermore, the incorporation of audits, adherence to standards, and legal research impact underscores the multifaceted nature of success evaluation, considering both internal and external benchmarks. In summary, the varied responses highlight the complexity of defining project success and the need for a comprehensive approach that considers diverse perspectives and outcomes. Identifying the critical indicators of project success sheds light on the outcomes influenced by project governance practices. The emphasis on meeting quality standards and achieving project objectives as critical indicators of

success highlights the impact of governance practices on these aspects of project management and outcomes.

4.10 Overall Rating of Recent Projects

Median: 5 4 3 3 3 3 3 3 3 3 3 3 3 3 3 2 = 4

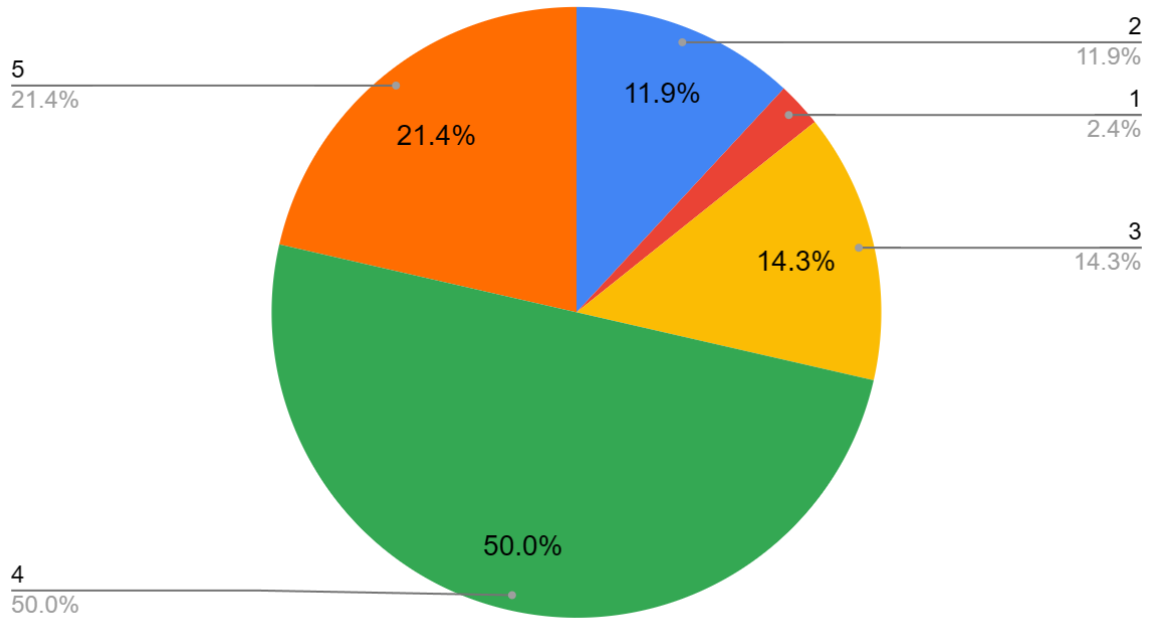
Mode: 4

The measures of central tendency chosen to determine the overall rating of recent projects by the participants are median and mode. The observation in the dataset shows the median as 4, calculated as the average of the middle values. The dataset also shows 4 as the most frequent value. The mode and the median align, indicating that the middle and the most frequent values are 4. This shows that participants rated recent project success as relatively high. The high rating of recent projects shows that project governance practices may have positively influenced project success, resulting in favourable outcomes. The positive overall rating also implies that the project governance practices employed within the organizations may be effective in attaining project success, as evidenced, by the perceptives of the participants.

4.11 Stakeholder Satisfaction and Contribution to Project Success

In Figure 4.8 below, the respondents highlight the importance of stakeholder satisfaction, with a significant percentage attributing a high contribution to project success.

Figure 4.8: Stakeholder Satisfaction and Contribution to Project Success



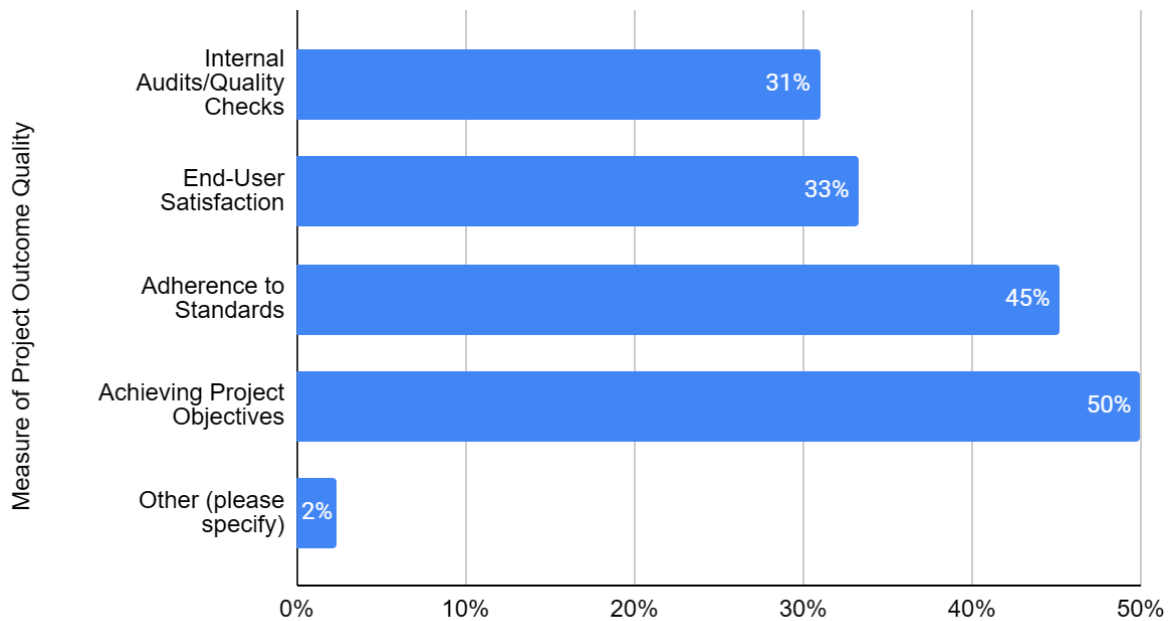
Source: Research Findings, 2023.

50% of the respondent's rate stakeholder satisfaction contribution to project success with 4 out of 5, indicating a substantial impact, while 21.4% of respondents rate stakeholder satisfaction as 5 out of 5, further emphasizing the importance of stakeholder satisfaction in project success. The high ranking of stakeholder satisfaction's contribution to project success implies that effective project governance practices may positively influence stakeholder satisfaction, thereby contributing to overall project success.

4.12 Measure of Project Outcome Quality

Figure 4.9 shows that quality measurement is primarily focused on adherence to standards and achieving project objectives, indicating a commitment to predefined quality standards.

Figure 4.9: Measure of Project Outcome Quality



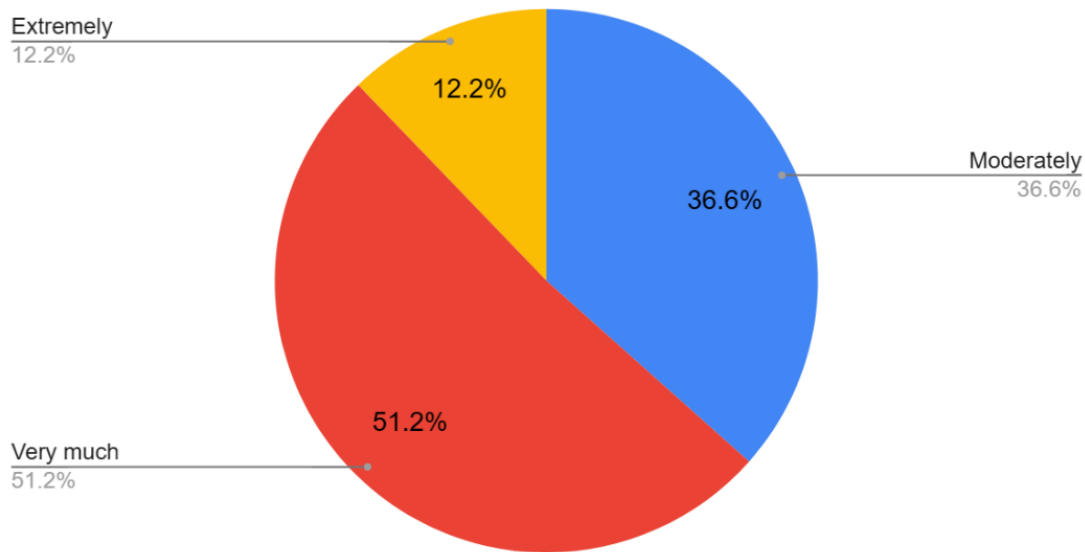
Source: Research Findings, 2023.

50% of the respondents indicate that “achieving project objectives” is a measure of the quality of project outcomes, while 45% of the respondents indicate “adherence to standards” as a measure of the quality of project outcomes. This shows a strong emphasis on meeting pre-defined objectives and maintaining compliance with established standards as indicators of project outcome quality. Additionally, “end-user satisfaction” was also indicated at 33%, and Internal Audits/Quality Checks at 31%, implying that meeting end-user expectations and satisfaction is also considered important in assessing project quality. The findings, therefore, underscore the importance of project governance practices in maintaining and achieving quality standards, and aligning project objectives with organizational goals and stakeholder expectations, thereby influencing overall project success.

4.13 Contribution of Effective Project Governance Practices to Project Success

Figure 4.10 below, shows that a significant percentage of the respondents believe that effective project governance practices contribute very much to project success, emphasizing the perceived importance of governance.

Figure 4.10: Contribution of Effective Project Governance Practices to Project Success



Source: Research Findings, 2023.

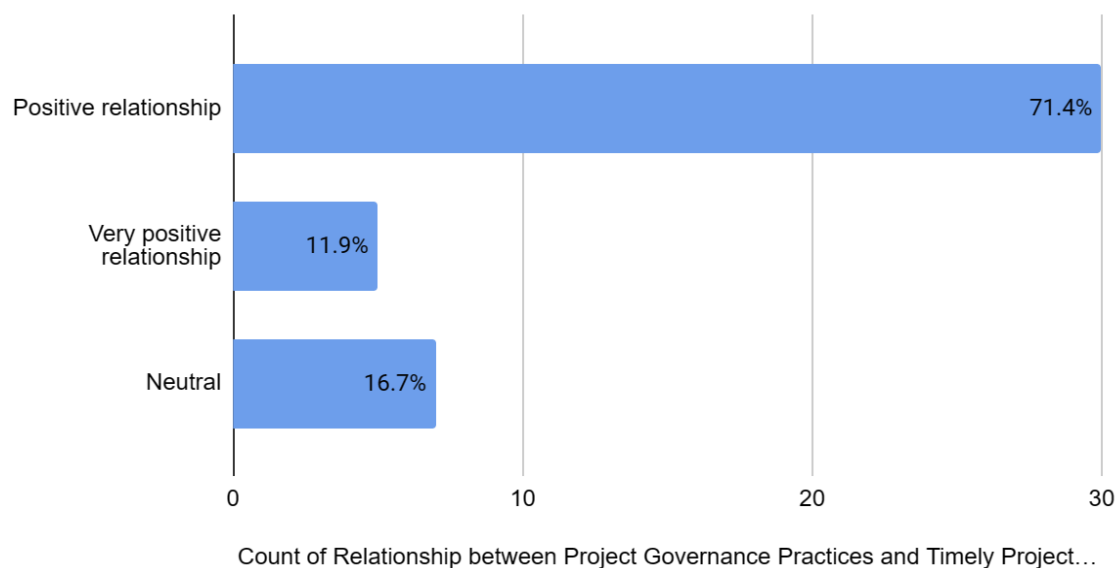
51.2% of the respondents indicated “very much,” when asked if they believe that effective project governance practices contribute to project success in their organization, emphasizing the perceived importance of governance in achieving project outcomes. 36.3% responded with “moderately,” indicating a substantial proportion of respondents who still recognize the positive influence of governance practices. Furthermore, 12.2% responded with “extremely”, showing a modest but notable portion of respondents who attribute an exceptionally high level of importance to effective project governance practices in attaining project success. Figure 4.10 indicates that a large majority of respondents believe that effective project governance practices contribute considerably to project success within their organizations.

These findings imply that respondents perceive that effective project governance practices plays a crucial role in contributing to project success within their organizations, indicating a direct influence of governance practices on project outcomes. Additionally, the high percentage of respondents attributing significant importance to effective project governance practices suggests that the practices employed success within the organizations may be effective in achieving project success, as perceived by respondents.

4.14 Relationship Between Project Governance Practices and Timely Completion of Projects

Figure 4.11 below, shows that a substantial majority of the respondents see a positive relationship between project governance practices and the timely completion of projects, suggesting the perceived effectiveness of governance in project timelines.

Figure 4.11: Relationship Between Project Governance Practices and Timely Completion of Projects



Source: Research Findings, 2023.

71.4% of the respondents indicated a “positive relationship” between project governance practices and the timely completion of projects, demonstrating that effective governance contributes to completing projects on time. 16.7% indicated a “neutral” relationship between project governance practices and the timely completion of projects, indicating some uncertainty or variability in their perceptions. Additionally, 11.9% indicated that they see a “very positive relationship” between project governance practices and the timely completion of projects, suggesting an even greater belief in the effectiveness of governance in ensuring project completion on schedule. The results highlight the significance of governance in guaranteeing that projects are completed within the allotted timeframes.

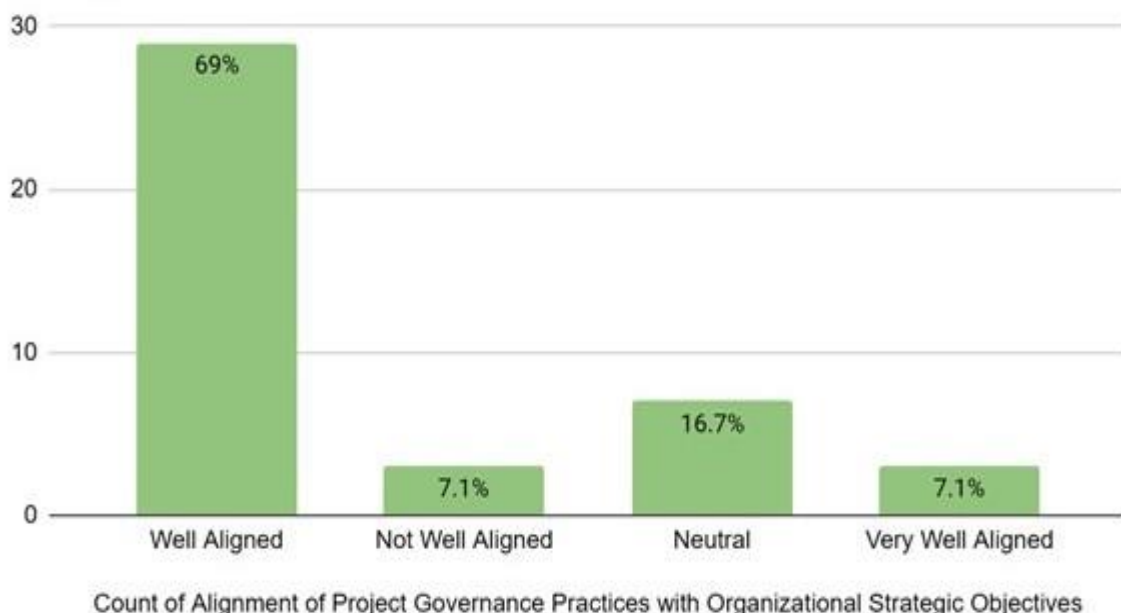
4.15 Investing in Project Governance Practices

When asked if investing in improving project governance practices can positively impact project success indicators, all respondents answered “yes,” indicating a recognition of the value of such investments. The unanimous agreement that investing in project governance practices can positively affect project success indicators indicates a strong consensus among respondents regarding the perceived value and importance of such investments. This shows that respondents believe that enhancing project governance practices can lead to improved project outcomes and success metrics. This also implies that respondents believe that the current governance practices can be further improved to enhance project outcomes.

4.16 Alignment of Project Governance Practices with Organizational Strategic Objectives

Figure 4.12 shows that a high percentage of the respondents perceive that project governance practices align well with the strategic objectives of their organizations, indicating a perceived alignment between governance and organizational strategy.

Figure 4.12: Alignment of Project Governance Practices with Organizational Strategic Objectives



Source: Research Findings, 2023.

69% of the respondents indicated that the project governance practices were aligned with their strategic organizational objectives. This shows that governance practices are perceived to be well aligned with the strategic objectives of the organizations. 16.7% of the respondents indicated “neutral,” while 7.1 indicated “very well aligned,” and another 7.1% indicated “not well aligned.” The indication of neutral or not well aligned implies some variability in the perceived alignment. These findings offer insights into the common governance practices by indicating their alignment with organizational strategic objectives. This shows that organizations prioritize governance practices that are in line with their strategic objectives, contributing to a better understanding of prevalent practices.

The empirical evidence and analysis presented in this chapter serve as a foundation for the subsequent discussions and recommendations, aimed at informing best practices in project governance and enhancing project success in Zambia.

5.0 CHAPTER 5: DISCUSSION OF FINDINGS

5.1 Introduction

The analysis presented in Chapter 4 gives insight into how project governance practices influence project success in the ZLDC and ZDA. This chapter thoroughly analyzes the findings of the study and contrasts and compares them with the reviewed literature. This allows the study to further comprehend the relevance of the findings and support the validity of the research.

The chapter will illustrate that the study findings are consistent with the literature reviewed, which underscores the significance of effective project governance practices in ensuring project success. The study also found that project governance practices in Zambia are moderately well-defined, with extensive communication and collaboration among project team members. This aligns with the reviewed literature which emphasizes the importance of decision-making and alignment with organizational objectives in project governance practices. The study also highlights that project governance practices face several challenges including inadequate training, limited resources, and ineffective communication channels in various organizations. This is consistent with the literature reviewed which highlights the significance of comprehensive governance and infrastructure projects.

Further, the study also revealed that stakeholder satisfaction, meeting project objectives, adhering to quality standards, and on time delivery, are all effective project success indicators. This is in line with reviewed literature which emphasizes the importance of enhancing project performance through governance practices. The study also found that project governance practices have a positive impact on stakeholder satisfaction, project completion time, and the overall success of projects. This aligns with the literature reviewed, which highlights the relevance of effective project governance practices to ensure successful project outcomes.

5.2 Prevalent Project Governance Practices in Zambia

The findings of the study revealed common project governance practices within the organizations of study. These include effective communication and collaboration; alignment with organizational goals; stakeholder satisfaction; and quality standards.

The study sought to gather views on project governance practices and demographic data from the study participants. The questions focused on the current project governance practices with the aim of identifying similarities and differences. A thorough understanding of the common practices employed at the ZLDC and ZDA was attained through the evaluation of the roles, years of experience, and views of the respondents regarding transparency and communication of the governance practices within their organizations.

The findings also underscored the importance of the prevalent project governance practices in these organizations. For Effective Communication and Collaboration, clear and open communication channels were highlighted as crucial for successful project execution. Collaboration among team members was emphasized to ensure alignment and synergy towards project objectives. Regarding Alignment with Organizational Goals, a high percentage of respondents perceived that project governance practices align well with the strategic objectives of their organizations. This suggests a common practice of aligning governance structures and processes with broader organizational goals.

Ensuring Stakeholder Satisfaction, emerged as a priority, indicating the recognition of stakeholder's role in project success. A significant proportion of respondents attributed high importance to stakeholder satisfaction in contributing to project success. This indicates a shared emphasis on maintaining positive relationships with stakeholders and meeting their expectations. Adherence to Quality Standards was emphasized to foster positive relationships and support for projects. A considerable proportion of respondents emphasized the importance of maintain high-quality standards in project deliverables. Additionally, the data may indicate that adherence to quality standards serves as a form of risk mitigation. The emphasis on adherence to quality standards, as evidenced by the data, reflects a strategic commitment within the ZLDC and ZDA to uphold excellence in project execution.

These prevalent project governance practices underscore the organizational commitment to effective project management and delivery. In essence, the identification of prevalent project governance practices provides valuable insights into the operational frameworks of the ZLDC and ZDA. By understanding these practices,

organizations can leverage their strengths, address weaknesses, and drive continuous improvement in project management processes.

The literature reviewed examined the various empirical studies and real-world examples that illustrated the significance of project governance practices (Badewi, 2015; Zaman et al., 2022). It provided a theoretical framework for understanding the importance of successful governance practices. Furthermore, the literature study found that organizations with strong project governance practices are more likely to meet project objectives and deliver positive results. This underscores the importance for organizations to prioritize the implementation of effective governance structures in their project management frameworks.

5.3 Evaluating the Effectiveness of Project Governance Practices

The study examined the responses in the questionnaires to determine if project governance practices were effective. The allocation of project management roles and experience levels, as well as the perspective of project governance, are among the facts provided in Chapter 4. A foundation for assessing the effectiveness of project governance practices in the ZLDC and ZDA was provided, as well as the challenges faced in project governance practices, the frequency of training on project governance practices, the critical project success indicators, the overall rating of recent projects, and stakeholder satisfaction and contribution to project success. By examining the barriers and challenges associated with project governance, such as inadequate training and limited resources, the study also evaluated efficiency. Additionally, the feedback on the perceived benefits of investing in project governance practices and alignment with organizational strategic goals was obtained for the study.

The literature stressed the importance of customized governance techniques and their effect on project success (Guo et al., 2013; Silva et al., 2016). It emphasized that monitoring techniques, stakeholder involvement, and risk management are crucial elements. The literature also underscored the importance of continuous governance evaluation and improvement to adjust to the changing project requirements and mitigation of potential risks.

The questionnaire asked questions about the level of collaboration, communication effectiveness, challenges faced, and clearly defined project governance practices. The participants' perceptions of the effectiveness of governance practices in their sectors were revealed through their responses. The evaluation of the overall effectiveness of these practices was also influenced by the frequency of training and its perceived alignment with strategic objectives. The study has provided a comprehensive evaluation of the effectiveness of project governance practices. These insights not only offer pragmatic guidance for practitioners but also contribute to the scholarly discourse on project governance efficacy. By delineating the challenges encountered and the perceived benefits of investing in governance practices, this research augments the understanding of the intricate dynamics at play in project management.

5.4 The Relationship Between Timely Project Completion and Project Governance Practices

By examining the responses pertaining to the relationship between project governance practices and the timely completion of projects, the study illustrated the association between project governance practices and timely project completion in the ZLDC and ZDA. The study aimed to understand the ways in which governance systems affected the capacity to follow project timelines. The study findings indicate that there is a positive correlation between timely project completion and effective project governance practices, according to the data presented in Chapter 4 that includes the assessments of respondents of this relationship.

The questionnaire aimed to provide insights into the relationship between timely completion of project schedules and governance practices in the organizations of focus by asking specific questions about the relationship between project governance practices and timely project completion. The responses provided insight into the relationship between effective governance practices and timely projects completion.

The literature reviewed links effective project governance to successful project outcomes, such as on-time completion (Zaman et al., 2022; Irfan and Hassan, 2019). The focus was on governance as a framework for identifying and mitigating risks, which enhances project resilience. The positive correlation between project governance practices and the timely completion of projects not only corroborates with

existing literature but also underscores the pivotal role of governance structures in driving project outcomes. By elucidating this relationship, the research advances the comprehension of the mechanisms underpinning project success and underscores the imperative of robust governance frameworks.

5.5 Influence of Project Governance Practices on Quality Standards and Project Objectives

By examining the responses of respondents to questions about the critical success indicators for projects, the quality indicator for project outcomes, and the role that effective project governance practices play in promoting project success, this study illustrated how project governance practices impacts the achievement of quality standards and projects objectives in the ZLDC and ZDA. Through an analysis of stakeholder satisfaction responses, the study evaluated the impact of projects governance practices on quality standards and projects objectives. The study questionnaire sought to illustrate the perceived impact of governance practices on the achievement of quality standards and project objectives in the organizations by probing beliefs about how these practices contribute to project success and how they align with strategic objectives. According to Joslin and Muller (2015) and Eby (2022), the literature reviewed emphasized the significance of project governance in ensuring compliance with quality standards and accomplishments or project objectives. It emphasized how important governance is to risk mitigation and fostering positive results.

5.6 Clearly Defined Project Governance Practices

according to the literature reviewed, effective project governance practices are critical to project success (Badewi, 2015; Young et al., 2019). These findings of the study based on relatively clear project governance practices are consistent with the importance emphasized in the literature review. The study's recognition of significant communication and collaboration among project team members is consistent with previous research studies, highlighting the guiding framework for effective project management. Furthermore, the study emphasizes the importance of clear roles and responsibilities in project governance, which is consistent with the literature review.

This shows that a well-defined project governance structure not only allows for successful communication and collaboration but also provides accountability and clarity throughout the life cycle of a project.

The study's revelation of relatively clear project governance practices underscores the foundational role of governance structures in project management. These insights resonate with established literature, elucidating the pivotal role of clarity and accountability in governance frameworks. By reaffirming these principles, the research contributes to a more nuanced understanding of project governance's indispensability in fostering effective project execution.

5.7 Challenges in Project Governance Practices

Various studies in the literature review point out project governance challenges, including risk management issues (Guo et al., 2013) and the complexity of construction projects (Silva et al., 2016). The study's identification of obstacles such as insufficient training, limited resources, and ineffective communication channels is consistent with previous research emphasizing the relevance of overcoming challenges for successful projects outcomes.

The study findings on obstacles provides unique insights into the challenges experienced in the ZLDC and ZDA, highlighting the importance of the adapted governance approaches to address these issues. These concerns are not specific to Zambian organizations as similar issues have been observed in research undertaken in other countries as well. As a result, project managers must learn from these findings and implement appropriate approaches to overcome these challenges and ensure the success of projects. Furthermore, the study's emphasis on tailored governance practices emphasizes the need to consider local context and cultural aspects while adopting project governance practices in Zambia. By shedding light on these challenges, the study facilitates informed decision-making and underscores the imperative of tailored governance approaches to surmounting organizational hurdles.

5.8 Indicators of Project Success

As indicators of project success, the literature reviewed highlights the importance of stakeholder satisfaction, project objective attainment, quality standards compliance, and on-time delivery (Joslin and Muller, 2015; Eby, 2022). The findings of the research show a consistent knowledge of project success criteria since they closely correspond with these indicators. The study's identification of important project success indicators is consistent with the existing research. The significance of these metrics to gauge project performance in several industries and situations is reaffirmed by this alignment. The findings from this study also add to the body of information already in existence by offering empirical evidence of the applicability of these markers in determining project success.

The study's delineation of key project success indicators enriches the understanding of the multifaceted nature of project performance evaluation. These findings, which closely align with the existing literature, underscore the pivotal role of stakeholder satisfaction, adherence to quality standards, and timely delivery in gauging project success. By elucidating these indicators, the research offers practical guidance for organizations seeking to enhance their project management practices and underscores the centrality of governance in driving project outcomes.

5.9 Positive Impact of Project Governance Practices

Effective project governance practices and project success are positively correlated, according to the literature review (Zaman et al., 2022; Irfan and Hassan, 2019). The findings of this research, which support the body of literature, indicate a positive correlation between project governance practices and stakeholder satisfaction, project completion time, and overall project success. By affirming these linkages, the study underscores the imperative of prioritizing governance best practices in project management strategies and highlights the transformative potential of effective governance frameworks. These results imply that better project outcomes and stakeholder satisfaction can result from the application of effective project governance practices. Moreover, the alignment of the research findings with the body of existing literature enforces the validity and reliability, underscoring the significance of project governance for effective project outcomes.

5.10 Value Perception in Project Governance Practices

The literature review acknowledges the importance of project governance practices in achieving project success (Attarzadeh and Ow, 2008). The study's findings, which show that investment in project governance practices is valued by many respondents, are consistent with previous research studies. This alignment shows that organizations should prioritize the deployment of strong project governance practices to improve their likelihood of project success. Furthermore, the study's findings provide empirical evidence to support the notion that investing in project governance practices can lead to stakeholder satisfaction and, ultimately, project success. The study's exploration of stakeholders' perceptions regarding investment in project governance practices offers valuable insights into organizational priorities and strategic decision-making. By elucidating these perceptions, the research fosters a deeper understanding of the strategic imperatives underpinning governance investments and underscores their pivotal role in achieving organizational objectives.

5.11 Conformity to Organizational Strategic Objectives

The literature emphasizes how important it is to align organizational strategic objectives (Joslin and Muller, 2015). This is supported by the study's high percentage of respondents who felt that projects governance practices aligned well with their organization's strategic objectives. This alignment implies that organizations acknowledge the significance of incorporating project governance practices into their overall strategic planning and decision-making processes. It also suggests that organizations have a greater possibility of achieving their goals and maximizing stakeholder satisfaction when projects governance practices are in line with strategic objectives. By elucidating this alignment, the study underscores the imperative of integrating governance principles into strategic planning processes and underscores their pivotal role in driving organizational success.

The study contributes to the existing literature by offering empirical evidence on the influence of project governance practices within the ZLDC and ZDA. By systematically examining prevalent governance practices, evaluating their effectiveness, and exploring their impact on project outcomes, the study fills critical gaps in understanding the dynamics of project governance in organizational settings. Specifically, the findings

underscore the importance of tailored governance approaches that address the unique challenges and requirements of public sector originations like the ZLDC and ZDA. Moreover, by elucidating the relationship between project governance practices and key success indicators such as timely project completion and adherence to quality standards, the study enhances the understanding of the multifaceted nature of project management processes. Overall, the insights garnered from this research offer valuable contributions to both theoretical knowledge and practical implications for improving project governance practices in similar organizational contexts.

The findings of this study are generally consistent with previous research, which emphasizes how crucial clearly defined project governance practices are to Zambia's project success. The specific challenges found in this study offer insightful information that can be used to enhance project governance practices. The literature's theoretical viewpoints are further validated by the alignment of successful indicators and the favorable influence of governance practices. All things considered; the findings of this study offer evidence in favour of the theoretical viewpoints discussed in the literature review. These results emphasize how important it is for Zambian organizations to provide clear project governance structures and practices. Organizations may improve their projects success rates and ensure successful project execution by addressing the challenges found in this study. These results also emphasize how crucial it is to include governance practices in project management frameworks to promote successful outcomes and mitigate possible risks.

6.0 CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the conclusions from the data analysis in chapter 5 and provides recommendations for enhancing project governance practices in Zambia. By revisiting the research questions and objectives, the chapter begins by summarizing the key findings of the study and discusses their implications for project governance practices. It then offers recommendations for enhancing project governance practices and project outcomes.

6.2 Conclusions

The study found that project governance processes in Zambia are moderately well-defined, with substantial communication and collaboration among project team members. However, there are several impediments to project governance practices, including insufficient training, limited resources, and ineffective communication channels. Respondents identified stakeholder satisfaction, achievement of project objectives, quality standard compliance, and on-time delivery as key indicators of project success. The study also found that project governance practices had a positive impact on project completion time, stakeholder satisfaction, and project success.

The analysis of the data collected from the semi-structured questionnaire revealed the following key findings:

1. Effective communication and collaboration; alignment with strategic organizational objectives; stakeholder satisfaction; and adherence to quality standards emerged as prevalent project governance practices within the ZLDC and ZDA, reflecting a strong organizational commitment to ensuring successful project management and delivery.
2. There is a clear correlation between project governance practices and project completion time within the ZLDC and ZDA. This demonstrates that projects with well-established governance practices tend to be completed on time.
3. Effective project governance practices positively impact the achievement of quality standards within the ZLDC and ZDA.

4. Project governance practices are moderately well-defined in the ZLDC and ZDA, with substantial communication and collaboration among project team members.
5. Various obstacles exist in project governance procedures, such as insufficient training, limited resources, and ineffective communication channels.
6. Stakeholder satisfaction, achievement of project objectives, compliance with quality standards, and on-time delivery are significant indicators of project success.
7. Project governance practices have a favourable relationship with project completion time, stakeholder satisfaction, and project success.
8. Investing in project governance practices is recognized as valuable, and a high percentage of respondents believe that effective project governance practices contribute very much to project success.
9. A high percentage of respondents perceive that project governance practices align well with the strategic objectives of their organizations.

These findings suggest that while there are areas for improvement, the current project governance practices in Zambia are generally well-defined and contribute to project success. The study highlights the importance of communication, collaboration, and alignment with organizational strategic objectives in enhancing project governance practices and outcomes.

6.3 Recommendations

Based on the findings, the following recommendations are proposed to enhance project governance practices in Zambia:

1. **Improve communication channels:** Establish effective communication channels among project team members, stakeholders, and other relevant parties to ensure smooth collaboration and timely project completion.
2. **Enhance collaboration:** Collaboration was identified as a critical factor in project success. Therefore, it is recommended that organizations invest in

enhancing collaboration among project team members to improve project outcomes.

3. **Promote stakeholder satisfaction:** Encourage stakeholder involvement and maintain positive relationships with those directly affected by the projects, as this contributes to project success.
4. **Enhance quality standards and on-time delivery:** Focus on adhering to predefined quality standards and meeting project deadlines to ensure successful project outcomes.
5. **Increase investment in project governance practices:** Allocate more resources and funding for training, resources, and communication channels to improve project governance practices.
6. **Align project governance practices with organizational strategic objectives:** Ensure that project governance practices are well-aligned with the strategic objectives of the organization, promoting a holistic approach to project success.
7. **Encourage continuous improvement:** Adopt agile project management methodologies and promote a culture of continuous improvement to remain flexible, responsive, and competitive in an unpredictable business climate.

By implementing these recommendations, organizations in Zambia can enhance their project governance practices, leading to more successful projects and better outcomes for all stakeholders involved.

6.4 Limitations and Areas for Future Research

This section evaluates the current study's limitations, acknowledging potential biases, constraints, or unexplored areas. The study acknowledges that, while the sample size is diverse, it might not adequately represent the entire spectrum of project governance practices in Zambia. This limitation stems from time constraints and the need for a larger sample size to improve the generalizability of the results.

In addition, while the study is mostly based on quantitative data, future research may benefit from a mixed-methods approach. Integrating qualitative insights could lead to a more comprehensive knowledge of the nuances and contextual factors that influence project governance practices in Zambia.

The study faced limitations in terms of time constraints, which may have impacted the depth of data collection, analysis, and interpretation. Additional time would have allowed for a more thorough exploration of project governance practices and their implications. Future studies should strive to overcome these constraints and delve deeper into the intricacies of project governance in Zambia. This includes expanding the study to include a more diverse and representative sample of organizations, using a longitudinal design to determine causation, and using a mixed-methods approach to conduct a more in-depth investigation of project governance practices.

This study has provided valuable findings on project governance practices in the Zambia Law Development Commission and Zambia Development Agency in Zambia. It sheds lights on both the effectiveness of these governance practices and areas for improvement. Through a comprehensive evaluation, the study identified prevalent governance practices, underscored their impact on project success, and acknowledged the challenges faced in their implementation. While the study provides valuable insights, it recognizes the need for additional research to enhance and expand on these findings. The guidelines in this chapter serve as a basis for future endeavours, guiding Zambian organizations toward better project governance practices and project outcomes.

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APPENDICES

Questionnaire

THE EFFECT OF PROJECT GOVERNANCE PRACTICES ON PROJECT SUCCESS IN ZAMBIA.

Dear Participant,

I am Chanda Mulaye, pursuing a Master of Science in Project Management. I am conducting a study on "The Effect of Project Governance Practices on Project Success in Zambia."

Your insights are crucial for understanding how project governance practices influence project success in Zambia. I assure you that all shared information will be kept confidential and anonymous, solely used for academic purposes to fulfill my master's degree requirements. Thank you sincerely for your participation.

Section 1: Demographic Information

1. Gender

- Male
- Female
- Prefer not to say

2. Age

- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 and above

3. Education Level

- High School or equivalent
- Bachelor's degree
- Master's degree
- Ph.D. or other advanced degree

4. What is your role in project management within your organization?

- Project Manager
- Project Team Member
- Stakeholder
- Other (please specify)

2 How many years of experience do you have in project management activities?

Section 2: Project Governance Practices

6. How well-defined do you believe project governance practices are within your organization?

- Not at all
- To a limited extent
- Moderately
- Very much
- Extremely

7. To what extent are project governance practices communicated and understood among project team members?

- Very extensive
- Extensive
- Neutral
- Limited
- Very limited

8. How would you rate the level of collaboration and communication among project team members?

- Very high
- High
- Moderate
- Low
- Very low

9. Can you share any challenges you've faced related to project governance practices in your organization?

10. How often does your organization provide training on project governance practices?

- Very often
- Often
- Occasionally
- Rarely
- Never

Section 3: Project Success Indicators

11. What, in your opinion, are the most critical indicators of project success?

12. On a scale of 1 to 5, how would you rate the overall success of recent projects you've been involved in?

1 2 3 4 5

13. To what extent do you believe stakeholder satisfaction contributes to project success?

1 2 3 4 5

14. How does your organization measure the quality of project outcomes?

- Internal Audits/Quality Checks
- End-User Satisfaction
- Adherence to Standards
- Achieving Project Objectives
- Other (please specify)

Section 4: Factors Influencing Project Success Indicators

15. To what extent do you believe that effective project governance practices contribute to project success in your organization?

- Not at all
- To a limited extent
- Moderately
- Very much
- Extremely

16. How would you describe the relationship between project governance practices and the timely completion of projects?

- Very positive relationship
- Positive relationship
- Neutral
- Negative relationship
- Very negative relationship

17. Do you believe that investing in improving project governance practices can positively impact project success indicators?

18. How well do you think project governance practices align with the strategic objectives of your organization?

- Very Well Aligned
- Well Aligned
- Neutral
- Not Well Aligned
- Not Aligned at All

Thank you for your valuable time and cooperation.

THE EFFECT OF PROJECT GOVERNANCE PRACTICES ON PROJECT SUCCESS IN ZAMBIA

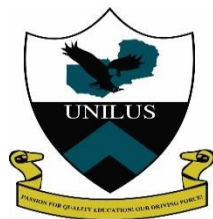
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I recommend/ do not recommend this dissertation for submission for examination (If you do not recommend, kindly provide a written report and attach hereto).

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