



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**Assessment on the practices Project Governance
Framework by Selected Mega Projects
implementing offices in Addis Ababa**

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This is to certify that the thesis prepared by **Samuel Wondifer** entitled: **Assessment on the practices Project Governance Framework by Selected Mega Projects implementing offices in Addis Ababa:** in partial fulfillment of the requirements for the award of Master's Degree in PROJECT MANAGEMENT with the regulations of the college and meets the accepted standards with respect to originality and quality.

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STATEMENT OF DECLARATION

I, Samuel Wondifer, hereby declare that this Master Thesis titled “ASSESSMENT OF PROJECT GOVERNANCE FRAMEWORK PRACTICES IN SELECTED MEGA PROJECTS OF ADDIS ABABA: is my professional work and this study has not been submitted for the award of any program or any other institution. I have carried out the present study independently with the guidance and support of the research advisor.

Accordingly, any other research or academic sources used here in this study have been duly acknowledged.

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This is to confirm that the work embodied in the accompanying thesis entitled **ASSESSMENT OF PROJECT GOVERNANCE FRAMEWORK PRACTICES IN SELECTED MEGA PROJECTS OF ADDIS ABABA**: has been carried out by the candidate under my supervision and guidance and that the candidate can fulfill the requirements of the regulations laid down for the partial fulfillment of the requirement of the Degree of Masters on Project Management from the College.

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LIST OF ACRONYMS AND ABBRIVATION

AACRA	Addis Ababa City Road Authority,
AAMPO	Addis Ababa Mega Project Management Office
ECDS	Ethiopian Construction Design and Supervision Corporation
PGF	Project Governance Framework
PM	Project Management
SD	Standard Deviation
TC	Treasury Circular Letter
TI	Treasury Instructions
PMI	Project Management Institution

ABSTRACT

This paper assesses the project governance framework practices in selected mega projects. The study aims to identify the practices of project governance frameworks in these projects. The research has followed descriptive design and a non probability sampling which is judgmental or purposive sampling technique. For conducting the study both quantitative and qualitative data are used. Involved a comprehensive literature review and case study analysis of mega projects from different industries and regions. Both primary and secondary sources of data are used. for collecting self administered survey questionnaire employed stakeholder management case study. for secondary data annual report from both published and unpublished sources are used. by using a computer software tools spss version 20 the quantitative data were statistically examined. The study found that project governance frameworks are essential for the success of mega projects and that their implementation can lead to improved project outcomes, including increased efficiency, better risk management, and improved stakeholder engagement. However, the study also identified several challenges in the implementation of project governance frameworks, including lack of clarity in roles and responsibilities, inadequate communication, and resistance to change. The study proposes several recommendations to address these challenges, including the need for effective leadership, stakeholder engagement, and continuous monitoring and evaluation. the assessment found that having a clearly defined board structure and process for improving individual trustee effectiveness is important for project governance. Additionally, the assessment highlighted the importance of effective community engagement and communication to ensure successful project delivery

Keywords: *project governance framework, risk management, mega projects*

CHAPTER ONE

INTRODUCTION

1.1 . Background of the study

Project is defined as sequence of task must be completed to attain certain outcome according to the definition PMI (2017) project is defined as “a temporary endeavor with definite beginning and end” depending on its complexity it can be managed by a single person to a hundred. Darakhshan (2022) defined the relationship and instruction mechanism between project and their multiple stakeholders that encompass as a parent organization of governance. Project governance framework (PGF) has been designed and implemented to promote the project objective effectively and efficiently. This is more than creating and delivering a project, so as to serve the needs of the society. This concept of governance has been a new issues and increased attention for the past decades Ahola (2014).

The presence of good governance standards gives better access to capital and helps economic growth. Governance also has broader social and institutional dimensions. A well designed project governance framework must have its points on accountability, transparency, and responsibility on both shareholders and stakeholders. Effectively and ethically governed businesses project needs good internal governance that includes important internal factors to corporation such as the project sponsors, board of directors, capital providers, stakeholders, and management, but likewise must operate in a sound institutional environment that includes important external factors to the corporation, such as laws and regulations, policy’s, competitive markets, the media, economic condition ,political situation and transparent external auditing measures. Governance failures or weaknesses can reflect aspects of both internal and external environment (Tura, 2012). The project governance (PG) is not an easy task to accomplish and conceptualize .there is an increasing attention of research concept, both in project management literature and in general management literature Christopher (2014). Christopher (2014) discuss that, the most vastly used theories are either economic theories like agency theory ,cost theory ,and resource dependency theory or behavioral theory like stakeholder and stewardship theory .After they systematically reviewed existing research

on project governance. However there is only few inters to assess and understand from the side of project governance practice perspective Petsis (2014).

According to Ethiopian construction design and supervision work corporations of the annual performance report of 2021/22 stated that 529 project milestones has carried out in this specified year and 270 project has been completed as per the plan, 106 project milestones are ongoing as per plan and 153 project milestones are registered delayed as per the performance report of 2021/22. Based on this the annual budget average milestone performance of the year is 87.14 report (2022)

According to Ethiopian road administration summarized annual reports of organizational performance and financial performance of the year 2022 AACRA planned to procure and construct 66 projects and to commence the procurement process of 35 projects totally to have the work construction on 101 projects. But due to the current security issue and political stability the process of procurement was revised to 27 projects.

Also on this specific budget year of 2022 the plan was to perform a 400 km heavy, 785 periodical and to perform a regular maintenance of 12,577km but out of the intended 13,687km ERA can accomplish only 10,363km in this regard the overall achievement of the intended year of 2022 is only 75%. (annual report , 2022)

This research paper is conducted to assess, explore and understand the major governance problem a public selected project from the practice perspective by the context of Ethiopia in order to improve the management of project scope and avoid scope creep, provide clarity and accountability over project, streamline information dissemination and communication and for the effectively management of project issues and risks.

1.2 Statement of the Problem

Several studies and discussions by academician's and researcher have focused on the importance of the framework for project governance and its critical components for the success of the project as a whole Ryan (2008) and Mengistu (2018). Also, research reveals that in the majority of industrialized nations, researchers focused on all project governance aspects, including economic and behavioral theories Christopher (2018). There has been

extensive study on the value of project governance framework implementation that demonstrates its significance and benefits Turner (2010).

Many studies and research projects have been offered from the economic standpoint and behavioral perspective of project governance, but little has been done from the perspective of practitioners when it comes to project governance Brunet (2019). Project governance is a newly emerging concept that is considered as new knowledge of project management to the body of knowledge and an effective tools and techniques of project management that introduce trust and stakeholder engagement Muller (2016).

It's obvious that for the past 20 years, much of the area has been researched and discussed regarding the recently emerging concept of project governance, especially in the implementation of the practice of project governance (PG) on public mega project investments. However, when we look at developing countries like Ethiopia, there haven't been as many studies and research conducted regarding project governance, especially in the area of MEGA projects. Therefore, there is a need to evaluate, identify, and explore the opportunities and challenges faced by developing nations like Ethiopia from the perspective of the recently appraised MEGA project of Addis Ababa and the responding mechanisms they are using to reduce risk and project issues, when evaluating the project and making the best decisions that had a positive impact on the project.

According to Volden (2017) and Mengistu (2018) most of the governance issues arise from the stakeholders that have a hidden agenda, an effective planner, underestimating project cost and overestimating benefits, unrealistic and inconsistent assumption's and adequate contract regimes are some of the challenges for project Implementers that usually faced in mega project investment in developing countries.

1.3 Objectives

1.3.1. General Objective of Study

This research has general objectives of assessing the overall project governance framework practice of selected mega project in Addis Ababa.

1.3.2. Specific objective

The specific objectives of this research are presented as follow.

- ✓ To assess the major cause of project governance related factor like financial leadership, organizational ethics and leadership responsibility (strategic focus).
- ✓ To identify project governance structure and governance process.
- ✓ To assess the practice of board relationship, community roles and communication element of selected mega project planning framework.

1.4 Research Question

More importantly, the study's objective is to address the bellow research question.

1. How is the governance related factor like financial leadership, organizational ethics and leadership responsibility (strategic focus)?
2. What are the governance structure and governance process ?
3. What is the practice board relationship, community roles and communication element of selected mega project planning framework?

1.5 Significance of the Study

The finding of this research paper offerd a concrete information about the implementation of project governance framework in Ethiopian context from the perspective of practice in different mega public projects.

By defining the major problem or gaps and major variables that help for the implementing of project and help them explore the critical factors and operate the project effectively and efficiently.

Also this research paper will help for the policy makers in the governmental office, field level implementer who are engaged in the practicing of governance system, developmental partners, and academicians in the area of project management especially in developing countries like Ethiopia. And understand the importance of project governance framework in the national level. It helps to the researcher as a secondary source of date while conducting their research paper in this area.

From the perspective of practitioner in the area of project management it helps for the stakeholder to identify the critical variable or the component factor in mega public project to make improvement, recommendation and finally make the appropriate optimal decision.

From the perspective of theoretical or scientific it helps to add knowledge to the body of knowledge to enhance the process of the project from the side of project constraints

1.6 .Scope and Limitation of the Study

1.6.1 Scope of the study

This research paper delimited in only public mega projects of Addis Ababa that include Addis Ababa city Road Authority , Ethiopian construction design and supervision corporation , Addis Ababa mega project management office, industry project service .therefore the result of the research paper may only considered valid in this context.

The scope of this study is to assess only the project governance framework from only the perspective of practice on the mega public investment project.

This research paper is conducted only in Addis Ababa mega public projects, thus the reader also may consider from the project that are invested by government.

This research conducted by self-report uses an interview question and questioner thus this kind of respondents are usually affected participant's biases therefore the possibility of bias in the participant may be high so the assessment do not or cannot always be accurate.

This paper is conducted only in each group of respondents in those different governmental offices as an interview and questionnaire.

1.6.2 Limitation of the study

The study has a limitation of the area covered and population due to different constraints like cost, resource and time for this matter the study may not represent the all aspect project stakeholders.

The objective of this research paper is only addressing the governance side of the project management, while there are many factors affect the given project even in the specified factor there maybe untouched area by the researcher therefore the researcher are advised for further research in this regards. This study is limited to the context of the ACCRA ,IPS,ECDSWC and AAMPO be considered valid in this particular context.

- The research was focused on public MEGA projects and their governance framework practice planning.
- This study was based on self-report responses to the interview questions and such responses are often known to be affected by participants' biases.It is possible that bias may be introduced as participants in their retrospective assessments cannot or do not always accurately recall past situation's attributes;
- The study was dependent on only group of respondents at each implementing offices, for the data to be collected (in-depth interviews). Thus, the study was limited to interview of the management at respective offices, the project management for team and their project only. Data was not collected from the customers or external stakeholders.

1.7 . Definition Key Terms

Project: is a “temporary endeavor undertaken to create a unique product, service or result” PMI (2017)

Governance: according to PMI (2017) discuss as governance is arrangement of an organizational or structural design to determine in all level of the organization and influence all the member of the organization. A multidimensional concept that include consideration of people, role, structure and policy.

Project governance: is the set of procedures and systems that specify who is in charge of what during a project and how decisions are made. The ability of teams to have the clarity and confidence to make the appropriate decision is a crucial element for project success. And a subset of governance practices known as "project governance" concentrates on issues linked to project activities, such as portfolio management, project endorsement, project and program

management and effectiveness, as well as reporting and disclosure. To achieve the intended commercial or strategic motivation, project development and implementation decisions are made within the context of a set of management systems, rules, protocols, relationships, and structures known as project governance Bekker (2009).

Project governance framework: the way organization exercise their authority is within the framework of governance that include but not only role, structure, process, system, procedure, norm and relationship, and this framework is influenced by how the objectives of the organizations are set ,how the risk are monitored and how the performance is optimized PMI (2017).

1.8 Organization of the Study

In Chapter 1 the research briefly discussed background of the study followed by the introduction by specifying the problem statement followed by the objective of the study and research objective the it continues to significance of the study and scope and limitation of the study in subsequent action the paper discuss the research discuss the resources and method and cloth the chapter by defining the key terms.

Chapter 2 the research covers the literature review on focusing on project, project governance and project governance planning that challenge in achieving project objective and project success. The researcher tries to address on how project governance defined by different research and academicians from theoretical and empirical literature.

Chapter 3 covers the research design and methodology used under this chapter it includes the description of inquiry strategy and broad research design for this research is discussed. Sampling techniques and sizes suitable to this qualitative research and unit of analysis are also discussed. Furthermore, data collection and analysis method is addressed. Reliability, validity and ethical considerations are also discussed at the end of the chapter.

Chapter 4 discusses in detail the research findings and Chapter 5 covers conclusions and areas for future research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Project governance is a significant component, notably in the areas of building projects and project management that positively influences the success of project delivery. According to (PMI, 2013) in the area of project management literature the definition of governance defined as “an oversight function that is aligned with the organization’s governance model and provide the project manager and the team with structure, process and diction- making model ad tools for managing the project “it also a means of attaining, setting and monitoring of project objectives. (Turner, 2009) Researcher, scholars and practitioner has been doing an investigation on project governance from different perspective.

Project management organization went further to strive and seek for better operation rather wasting time and resource in innovation on their management of project to undermine the value of strategic project however this shows the stragglng rate of 50% failure (PMI, 2018)

According Volden & Samset (2017) they Determines how project governance framework should be implem ented in public investment project and Bekker (2014) identify the three governance school of his thought from the perspective of project governance which are institutional, strategic and technical. However the concept of mega or big project timely and relevant when it comes to showing the project governance work in practice due to its excessive and un simplistic nature of mega project for this reason it’s better to classify single firm governance ,multi firm governance and large capital governance.

The first objective includes a review and discussion of the history of governance, as well as its justification, purpose, and construct, with a focus on principle-agent theory and development theory. The divergent national approach to the definition, framing and application of governance principle determine how governance evolves in to corporate governance. It was noted that national approaches to corporate governance vary, ranging from a focus on social responsibility to strict financial controls in the form of legislation.it was made known from the country evolution of corporate governance practices. Bekker.C,(2014) Discuss these initiatives may involve a wide range of individuals, many of whom have rival agendas and interests concerning the project's management and results. Morris (2011)

Suggested a second project categorization, which separated project management within an institutional setting into three functional levels.

These settings and levels are as follows:

Level 1: Technical-operational and delivery-oriented, with an emphasis on the techniques to be deployed, the management of project activities, and the instruments to be used.

Level 2: Strategic - managing projects as holistic, organizational entities, broadening the domain to cover their definition and front-end development.

At this level, objectives, leadership, contracting strategy, and stakeholder engagement are all in line with those of the sponsor.

Level 3: institutional –managing the institutional context in a global, outside world.

The three project governance "schools of thought" are based on how these commonalities are categorized.

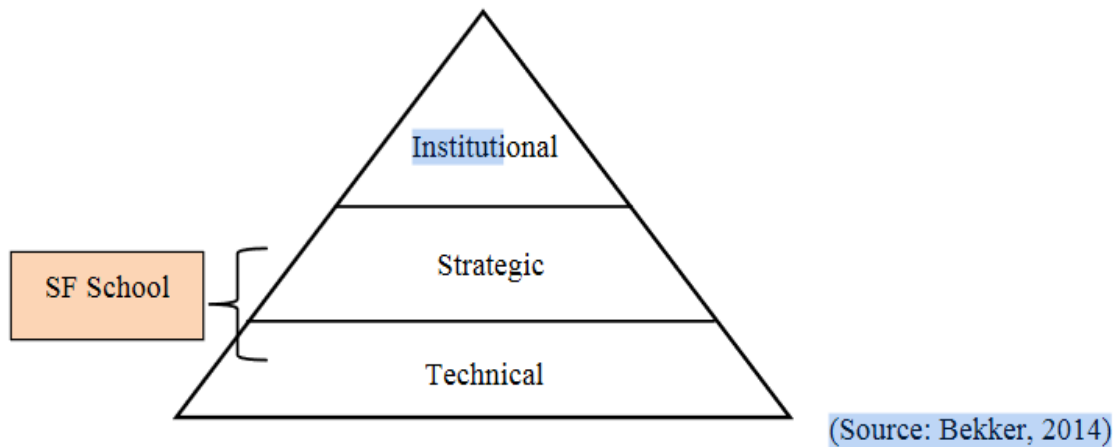
2.1. Categories of project governance

2.1.1. Single firm governance

The single firm governance is having the full authority over the project life and able to make an ultimate decision and the full power to control policies, procedure and process in the overall activity of the project. This firm is usually driven by project within a single autonomous company. The focus of this kind of firm is internal or some level of external customer engagement. Due to the nature of its top down structure sees the project governance from the perspective of strategic and technical. Most of the time this firm is executed in the IT project governance and the first priority is selecting the right internal project as per methodology and standards of the implementing company.

According to the APM Guide of the project governance of project management (APM, 2004) the focus is on” looking over the shoulder” of the project manager to provide a good project management practice.

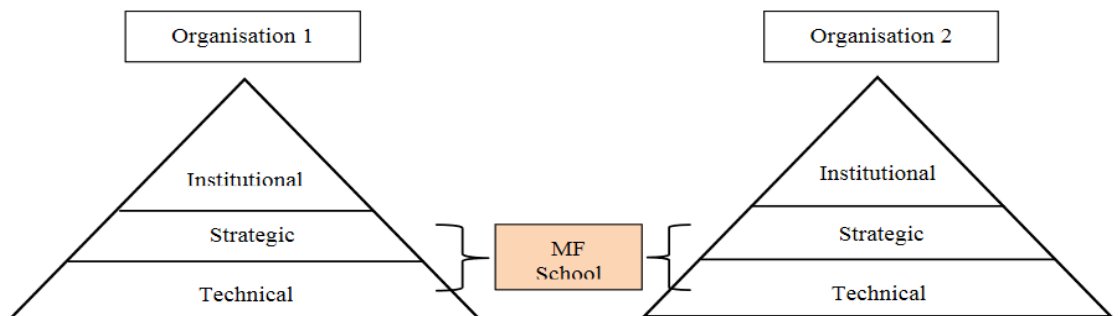
Figure2. 1: single firm governance



2.1.2. The multi-firm governance

The multi firm governance where a various project and various companies agreed on contractual agreement.in this category each firm has its own vested interest over the project .the aim of this project governance framework category is to control intellectual property of individuals who participate in the project .according to (Bekker M. , 2014)argued the existence of there are three contradictory perspective in project management, which are socio –technical ,organization and environment beside project management practice. They use no framework for analyzing and margining individual deference in interest between participating firms. Many researcher discussed project governance factor that helps to analyze the transformation of knowledge in to inter organization development project with many interdependent participant project (Bekker M. C., 2014).

Figure2. 2: multi - firm governance

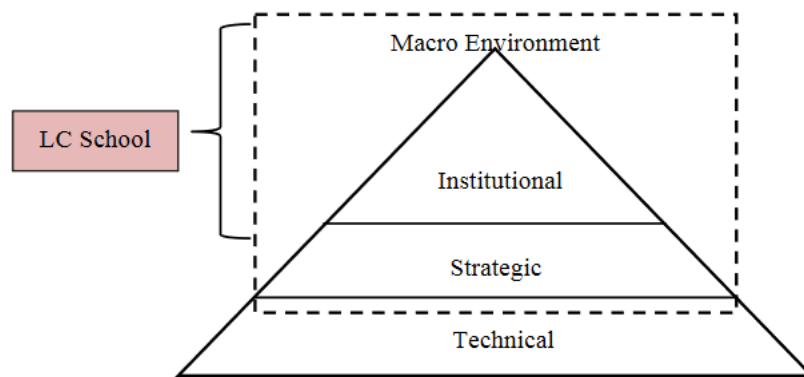


source:bekker.2014

2.1.3. Large capital governance

The third category is considered a project as network that involves several interconnected strings governed by one higher hierarchical authority. Large capital governance see project as a temporary institution which has a defined project governance framework with the circumstance that the project dictions could be made (Bekker M. , 2014).various large project weather public, private or public –private partnership their complexity depends on their cross country boundary of contracting organization and maybe a hosting nation.

Figure2.3: large capital governance



LC school of thought

(Source: Bekker, 2014)

In addition to this Volden (2017) Discussed project governance as a set of rule and regulation, process and system that a project sponsor or funder must take in into account to ensure project are delivered in success. This would invite typically regulatory framework to attain the adequate quality as per the standard, project at its budget, compliance with agreed objective, problem resolution mechanism that arise at the time of project implementation, and project deliverable time

According to Ahola (2017) find out two research streams that are essential for understanding for any specific project that goals to standardize the objectives one is the internal approach that deals with internal organizational challenges and the second one is the external approach with the aim of setting standardize set of rules and regulation that fits to the organization from external perspective. A good project governance framework must attain optimal balance in

accordance with project sponsor, project funders project management office (PMO) .project support office, project stakeholder and improve the performance of the project Weaver (2014).

2.2. Project governance in mega project

In general mega project are defined as a large scale, complex venture and long lasting future based because of their level of consuming a large amount of budget and time to accomplish the project. In addition to this mega project can be a cross sector projects like; infrastructure technology, energy, transportation and business sector. Very specific examples of mega project are dams, information and communication technology (ICT), offshore oil, gas extraction equipment and high energy particle accelerator Yuan (2021). In other hand mega project are described as “wild beast” of the project world by the reason of their requirement on plenty of funds and the resource to the overall life cycle of the project.

Despite the prosperity several mega project they have been facing a various problem such as like poor quality, poor performance, extreme technical and social complexity, sever in society and construction safety also human condition and environment Callegari (2018).to overcome this challenge project governance is an approach beyond project management that deals with different factors like scoop creep, cost overrun, project delay, and social complexity. It’s been widely implanted in mega project to avoid factors affecting the project success as Muller r(2014) and Petsis (2014) tries to address.

As per Muller (2014) he tried to explain Project governance serves as a tool and techniques or mechanism the help with the defining project objective and also a concrete way to achieve the project objective& means about how mega projects should be evaluate and monitored. Good project governance is mandatory to balance between the natural desires of project sponsor’s to get control over the project and the need of delivering freedom to the project team to permit the risk the lead the project so as the project objectives are meet. It enables effective project management process Ulhaq (2018).

In addition to this Zhai (2017)and Ma (2017) establish a project management framework concept which specially focus on the management framework for mega projects and

developed a mega project framework from the perspective of “business orientation “. Furthermore Aubry (2018) find out the concept of mega governmental project governance and their primary priority of executing governance framework is to acquire the four pillars of project governance namely the first one is accountability in regard to policy strategy, requirement, execution strategy ,benefit realization and risk management strategy. The second is authority in regard to authority type, decision making bodies, delegation decision, making gates, diction making routes and intervention. The third pillar of governance is alignment which is all about corporate governance, target operating model, policy /strategy, legislation, portfolio strategy, stakeholders and funders and the last pillar is disclosure which deals regular reporting ,exception reporting ,conflict of interest, transparency and assurance .

2.3. The project governance framework

According Bekker (2009) The PGF offers a practical guideline and checklist for the governance (including auditing) of capital projects and establishes a generic baseline for country, business, or project particular requirements. To achieve the intended commercial or strategic goal, project development and implementation decisions are made within the context of project governance, which is a collection of management systems, rules, protocols, relationships, and structures.

Project governance frameworks are frequently haphazardly added to an organization's current processes without any thought to their needs, cultures, or pre-existing context. This frequently leads to too complicated and pointless steps that not only annoy project teams but also hinder their ability to create value and make better judgments. Project governance frameworks, on the other hand, might also be insufficient and neglect to take into account the more significant influencing factors, particularly external factors like stakeholders and market forces. As a result, frameworks fail to provide managers with enough precise information to enable them to make wise judgment PMI (2017).

The framework acts as a blueprint and point of reference for project stakeholders as they set up their own governance standards and procedures. The framework integrates views on governance both from the developed and developing world and supports corporate governance concept. A PGF is suggested for use and future development in business. The table below contains the PGF content.

Project governance
A project steering committee

Table 1: project governance framework

<p align="center">1 Composition</p>	<p>1 Core Competencies</p> <ul style="list-style-type: none"> · Project finance and cost management · Project scope development and confirmation · Risk assessment · Project control requirements · Business / project alignment · Upfront phase management · Crisis response · Industry knowledge · International experience · Leadership · Strategic alignment capability · Contract management capabilities · Understanding of social and environmental requirements · Political influence · Local legal requirements <p>2 Steering Committee Size Determined by project type, complexity and magnitude. Sub-committees for cost control, environmental, socio-economic, etc.</p> <p>3 Member Mix Comprise members with direct interest, as well indirect stakeholder representatives i.e. socio-economic and environmental.</p> <p>4 Chairperson Independent</p> <ul style="list-style-type: none"> · For state expenditure - the chairperson should be independent from all project Stakeholders · For own / private capital funding, the chairperson should be from the major shareholder and / or operating company
<p align="center">2 Responsibility</p>	<p>1 Committee Accountability</p> <ul style="list-style-type: none"> · Overall accountability · Bridging gap between project and immediate external and statutory environment · Project promotion and stakeholder enablement · Obtaining finance · Establish levels of authority <p>2 Charter Development and adherence to project charter, including project policies and Philosophies</p>
<p>3 Audit Committee to Board of Directors</p>	<p>1 Levels of Independence</p> <p>The project audit committee should be independent, with the steering committee excluded from the audit committee.</p> <p>2 Project Literacy The audit committee should have extensive project experience.</p> <p>3 Scope of the auditors to be vetted by the steering committee</p>
B. Cost and Benefit Management	
<p>1 Financial Reporting Responsibility</p>	<p>1 Steering Committee Report against approved budget.</p>

Table 2 : Project Governance Framework

2 Financial Disclosure Disclosure	<p>1 Project Finance For any financial activities outside the GAAP requirements, full disclosure will be required.</p> <p>2 Reports Project’s financial status to be reported on a quarterly basis.</p> <p>3 Corrections and Adjustments To be reported quarterly.</p>
3 Internal Controls	<p>1 Risk Management Process Formal risk management processes should be in place.</p> <p>2 Risk Management The steering committee must actively ensure that proper risk identification, quantification and mitigation planning is done on the project and not only on the financial aspects, but covering all aspects of the project.</p> <p>3 Risk Disclosure Disclosures must be made about all the risks on the project during the total project lifecycle.</p> <p>4 Risk Certification Requirement for monthly certification by the chairperson of the steering committee of disclosure controls and procedures</p>
C. Project Reviews and Audits	
1 Independence	<p>1 Objectivity Independence and objectivity of the project auditors and reviewers must be ensured.</p> <p>2 Scope Project reviews and audits should not be confined to adherence to in-house methodologies and practices, but should include items that the review / audit deem necessary to protect stakeholder interests.</p> <p>3 Rotation Auditors should have no direct or indirect interest in the project or in the contractors / suppliers involved with the project.</p>
2 Interaction with Companies	<p>1 Internal Charter The internal charter should include the approach to the auditing of project management, the adherence to project methodologies, processes and agreed practices and the project team’s functioning.</p> <p>2 Communication As with corporate governance, it requires mandatory communication between the external auditor and the audit committee.</p>
3 New Attestation Report	<p>1 Report External auditor must issue an attestation report on the project’s internal control report.</p>
4 Disclosure	<p>1 Non-audit services As with corporate governance, it is required that separate disclosure of the amounts paid to the external auditor for non-audit services is provided, together with a detailed description of the nature of services.</p> <p>2. Fees</p>
Requires disclosure of fees paid to a company’s principal external auditor since project	
1 Code	<p>D. Ethical, responsible conduct and conflict of interes</p> <p>1 Standards A code of ethics should be established and signed by each member of the steering</p>

	Code should be made publicly available and any changes to the code or waivers from the code must be disclosed
2 Compensation	1 Performance Performance-related elements of compensation should represent a substantial portion of the total compensation package
3 Safety, Health and Environment (SHE)	1 Adherence SHE requirements should be to international standards as minimum and be supplemented by host country requirements
4 Social	1 Adherence Social and socio-economic considerations should be to international standards as a minimum and be supplemented by host country requirements.

Source: from (Bekker M. &, 2009) Volume 6 2009 Pages 214 Framework sourced from (Bekker M. &, 2009) Volume 6 2009 Pages 214

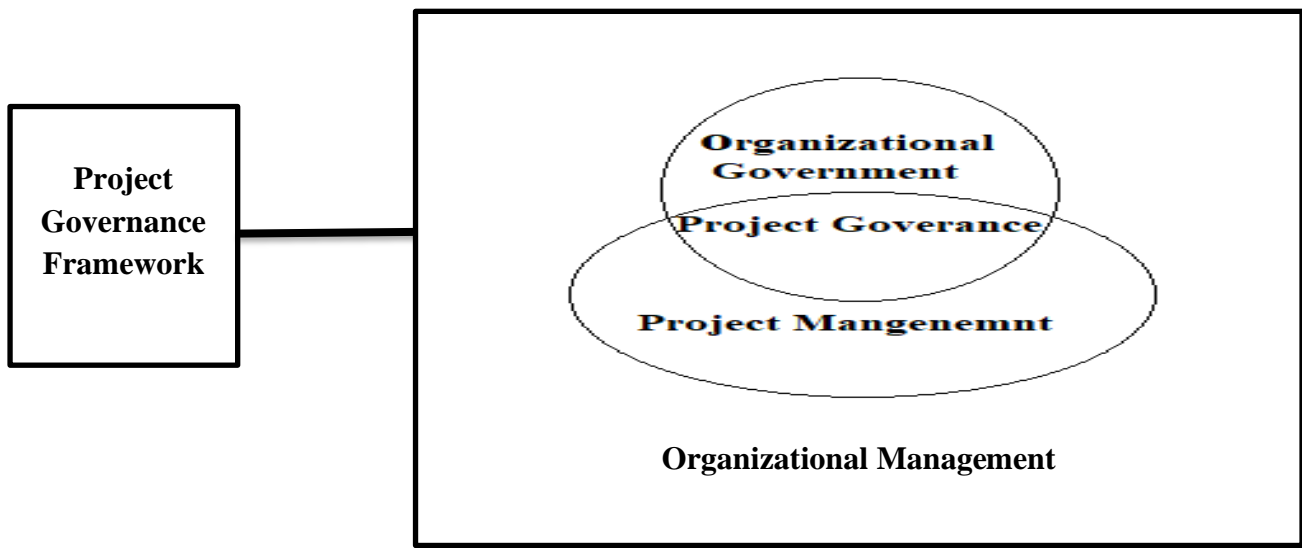
2.4. Project Governance framework approach

The methodical planning, organization, and control of the resources allotted to a project are known as project administration. A project management framework is a collection of common project management procedures, models, and instruments that may be used to the beginning, planning, carrying out, controlling, and wrapping up of a project. Such a structure makes it easier to make judgments, communicate, and work cooperatively across all projects in a portfolio, which improves governance and management rigor. In the end, this leads to a more effective utilization of business assets Bekker (2014).

PMI (2017).A project is defined by a set of requirement, an action or sequence of all activity having a clear beginning and end constitute a project .a project must adhere to set of schedule and resource allocation plan, provide a specified output, achieve precise result and meet the goal of public policy .a project should be managed under the constraint of scoop, time and quality.

This framework's goals are to establish that project roles and duties are clearly defined; ensure coherence between corporate governance and project governance; and provide recommendations for those involved in projects.

. Figure 2.4: project governance framework approach Sourced (otago, 2018)



According to Miller (2005) formulated a new trend in project management: "project governance has only recently gained attention in literature and the community. The last 10 years have seen an increase in concern in project governance in general and large, complex public projects in particular. Project governance is the framework for choosing, prioritizing, and supervising projects to ensure ongoing adherence to organizational goals. When the government sector used this idea to carry out their projects, it may actually help to change the scope of the project based on the project's oversight.

Project governance is the framework for choosing, prioritizing, and supervising projects to ensure ongoing adherence to organizational goals. This idea could genuinely help the public sector change a project scope based on project oversight when applied to the implantation of their project Hassim (2011). According to Garland (2009)the decision-making process that does not directly engage the stakeholders must be made transparent in the project governance structure.

This is done to prevent the decision-making process from taking too lengthy, which can delay the project's implementation. Making decisions should only involve those who have a thorough understanding of the project and have been involved from the beginning to the end. In order to prevent any interference in decision-making between organizational governance and project governance, there must be a defined structure in place. According to Garland's

model as well, when the organizational decision-making process is made explicitly, it is then obvious who is responsible for the entire project. Given that this model does not take organizational decision making into account, this issue definitely needs to be addressed.

The Project Management Institution (PMI) has created an integrated collection of standards concentrating on the procedures necessary to manage projects, programs, and portfolios, working from the opposite end of successful project governance. Best practices, organizational maturity, and individual capabilities as outlined in the Project Manager Competency Development Framework PMI (2004) and the Organizational Project Management Maturity Model (OPM3) of PMI provide support for these minimum standards.

It is clear from the aforementioned traits that public sectors still lack these beneficial aspects of project governance. Eliminating project failure is the main goal of an efficient project governance system; undertaking the appropriate projects and doing them correctly and repeatedly Weaver (2014). Projects provide companies with additional capacity and capabilities that help them generate income or cut costs (or both). As a response, it is obvious that monitoring and predicting the influence of project performance on overall organization performance is a critical secondary concern of efficient project governance in order to fulfill reporting requirements set by the project stakeholders and top management Hassim (2011).

The majority of developed nations are aware of how crucial it is to adapt project management techniques for government initiatives. This is essential due to the rise in public inquiries and the need to guarantee that public spending and taxes are being used effectively. The entire government is responsible for carrying out public policy, ensuring efficient service delivery and infrastructure, and fully utilizing public monies. However, this responsibility is subject to media scrutiny, which can have a negative political impact.

Hassim (2011) identified It was decided to create the ICU in order to promote earlier and more efficient planning for the implementation of public policy choices by increasing the use of sound project management principles and practices. The Procurement guidelines Book, the Financial Procedures Act, the Treasury Instructions (TI), and the Treasury Circular Letter (TCL). These regulatory frameworks, however, fall short in assuring the transparency and accountability of the project procurement.

A theoretical model that incorporates internal and external aspects and is a component of the project governance framework for project procurement planning has been developed through analysis and conclusions from the literature study. The project governance framework, which will improve ethical decision-making in plan procurement in the public sector, is the final argument made in this section. It is a conceptual model that combines the factors that contribute to ethical decision-making in plan procurement that have been divided into two categories: internal and external factors.

Also Hassim (2011) has explore the issues with project procurement in the tendering process have been well researched up to this point. However, there is also a requirement to research the pre-award phase, project procurement planning, or plan procurement. A framework is essential for the public sector to use when making decisions on procurement planning.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter discusses about how this research is designed and the methodology employed the research s conceptual framework, the research validity, reliability and ethics.

3.2. Research design

This study's goal is to evaluate how the organization under examination handles project governance planning. The study organization's present project governance planning procedure is described using a descriptive research design. The researcher chose this Design because

the primary goal of descriptive research is to describe the current situation and to report on what has occurred or is occurring. As stated in the above, the primary goal of this study is to assess the project governance framework planning methodology used by the project implementers that is the subject of this investigation. The suggested study design for these kinds of investigations is the descriptive one. The fact as it is described and reported using this technique.

3.3. Research Approach

For conducting the study both quantitative and qualitative data used. Qualitative data's collected from company procedures and manuals were be used to assess the current project governance framework planning practice of the study organization. As a source, both primary and secondary sources of data are used. For collecting the Primary data self-administered survey questionnaire employed for the current project staffs and project management stakeholder of the case study projects, secondary data were collected from annual report from both published and unpublished.

3.4. Target Population and Sampling Technic

This study is focused on the above mentioned mega projects of Addis Ababa like Addis Ababa City Roads Authority, Ethiopian construction design and supervision work corporations, project industry service and Addis Ababa mega project office which operates there, was the subject of this investigation. The investigation's target population is a clearly defined group of the individuals, occasions, collections of items, and house. the target pupollation was human resource team, procurement team, finance team, and other knowledge area of project management. The sample to which the researcher wishes to extrapolate the findings is another way to explain it.in general 60 employees of the above mention organization who holds various role and responsibility are considered the target population of the study.

3.5. Sampling Method

It is preferable to choose groups who have actual experience with the subject matter because the target population of the sampling includes various teams (human resource team, procurement team, finance team, and other knowledge area of project management) with varying knowledge on the research topic and their nature of employment. Hence, in order to

reduce any potential representation, the researcher was forced to employ the purposive sampling technique, which may best represent the region's routes. In support of this, certain literatures state that "purposive sampling is a helpful sampling approach that allows a researcher to acquire information from a sample of the population that one thinks knows most about the subject matter" according to Saunders (2009)state if Purposive sampling allows for the selection of the participant with the greatest depth of subject knowledge when the sample size to be chosen is very small and a focus group is the intended audience. According to Saunders (2009), purposeful or judgmental sampling allows you to apply your judgment to choose cases that would help you to achieve your goals and answer your research question(s).

3.6. Data collection tool /Instrument

3.6.1. Questionnaire

The questionnaire was design as straightforward as possible to encourage respondents to contribute actively. The questions were carefully worded and phrased, and they were kept as brief as feasible. The questionnaire was written in the regional tongue because it's possible that they don't understand English as well as they do Amharic. The questionnaire's design and presentation was also gave more consideration because they are essential to any data gathering process in which the responder was required to finish the questionnaire. It lacked counter-biasing statements and ambiguity.

The formulation of the questionnaire's questions has followed the guidelines provided by the study's literature. Five-point liker scale questions are the type of questions that has been utilized in the questionnaire. Continuous scales are the type of scales that are used to measure the objects on the instrument (strongly agree to strongly disagree). Several categorical variables are taken into consideration, including nominal, ordinal, interval, and ratio. When distributing and collecting the questionnaire, the respondents were contacted face-to-face, and the questionnaire's aim is make abundantly plain to them.

3.6.2.Interview

Face-to-face interviews with the all mega project employees and the pertinent stakeholder and managers that run the business in the sectors have been done. It provides a chance for interaction and information gathering between the interviewer (the researcher) and

interviewee (the respondent). Interviews make it simple to clarify problems, which ensures that respondents' data is accurate.

3.7. Source of Data

3.7.1. Secondary sources

The material were supplemented as necessary with secondary data have been taken from files, brochures, office manuals, circulars, and policy papers. In order to make the research more fruitful, a wide range of books, published and unpublished government documents, websites, reports, and newsletters were also investigated.

3.8. Data Analysis

After pertinent data is gathered, the data is examined and interpreted using both qualitative and quantitative methods. Typically, interview questions and answers were verbatim taped, transcribed, and then analyzed thereafter. Using computer software tools like the Statistical Package for Social Sciences (SPSS) version 20, quantitative data were statistically analysed . The SPSS database contains the inter responders matrix (strongly disagree, disagree, neutral, agree, and strongly agree). In particular, the tool's descriptive statistics (mean and standard deviation) have been used. The data tabulated (organized in a table format) and the measure of central tendency have used to condense the data in to a summery manner using a descriptive analysis (mean and standard deviation)

3.9. Reliability and Validity

Respondent validation have been used as an important method of discovering the researcher's own biases and misinterpretation of what has been observed, as well as to rule out the possibility of misinterpreting the significance of what participants say and do and the perspective they have regarding what's happening. In order to continue with the following questions, the interview was summarized and given to respondents for their approval.

All measures used to construct the instruments have shown acceptable level of construct and content validity in previous studies and are used in this study with slight modification. To check the internal reliability of the instrument, Cronbach's Alpha (CA) was run and tested. The overall value of Cronbach's Alpha of each measurement comes to 0.818, which is above the standard value proposed by Nunnally (1978) that is 0.70. This shows that the instrument

used to assessment of project governance is reliable. It implies we can apply different statistical tests and interpret the results with confidence. Therefore, for this study the internal reliability of the assessment of the study was checked using the Cronbach's Alpha (CA) and the value of CA of all component of questionnaires were greater than 0.70 which confirm as the internal reliability of measurements.

Reliability Statistics

Cronbach's Alpha	N of Items
0.818	54

For this study the cronbach's Alpha coefficient was 0.818 which considered acceptable realibility.

3.8 Ethical Consideration

Before the distribution of questionnaires and interview questions began, all research participants who took part in this study was fully informed about the objective of the investigation and their willingness and consent will gained. The study unquestionably upheld the anonymity of each participant's identity in regard to their right to privacy. In all instances, individuals will keep private; hence, collective terms like "respondents" will be utilized.

CHAPTER FOUR

Data Presentation ,Analysis And Interpretation

4.1. Introduction

Chapter four described data analysis, result and interpretation part. The results from the analysis of data obtained from the survey are presented in this chapter. The data collected through survey questionnaire and interview was analyzed using descriptive statistics. Thus, percentage, mean and standard deviation are used in the analysis by SPSS v20.

Accordingly, the percentages show the frequency distribution of the variables, the composite mean value shows the average of all respondents' perceptions on a certain questions. While, standard deviation shows how diverse are the perceptions of respondents for a given questions. It means that the data are wide spread implies respondents give variety of opinion whereas; low SD implies respondent's close opinion whether positively or negatively. Based on these, the result mean value and standard deviation of the study determined using rule of thumb that pertaining to the intervals for breaking the range in measuring variables that are captured with five point scale (that ranges from strongly disagree to strongly agree) is 1.14, which is actually found by dividing the difference between the maximum and minimum scores to the maximum score Thumb,(2012).Therefore, a calculated composite mean value that ranges from 1 to 4.12 implies agreement level of respondent's options, a discussion regarding the research objectives was also presented.

Categories of the response rates were extremely very high and sufficient to conduct the data analysis. In this study, collected interviews from top project manager. And we distributed 58 copies of questionnaires for stop management and directorate level employees of Ethiopian construction design and supervision works corporation (ECDSC) Addis Ababa City Road Authority, industry project service and Addis Ababa mega project office, Ethiopia but 54 of them are returned.

We analyzed and interpreted through descriptive research. The questionnaire used to know assessment of project governance framework the population comprises Ethiopian construction design and supervision works corporation ECDSC (20) Addis Ababa City Road Authority

.(18) industry project service(12)and Addis Ababa mega project office (8) summing up to a total of 58 respondents as represented by the Table 4 below.

Table 3:Response rate(%)

SN	Project office	Sample size	Response received	Response rate (%)
1	ECDSC	20	18	90%
2	ACCRA	18	17	90%
3	IPS	12	11	90%
4	AAMPO	8	8	100%
Total		58	54	92.5%

Source: primary data analysis, 2023

From table 4, Ethiopian construction design and supervision works corporation (ECDSC) employee questionnaires were 20 but 18 questionnaires were received given a response rate of 90 %, in the case of the Addis Ababa City Roads Authority 18 questionnaires were given out and 17 were received representing 90 % response rate industry project service were 12 of which 11 responses were received indicating a response rate of 90 %,in case of Addis Ababa mega project office 8 questionnaires were given and 8 with response rate of 100% were received and demographic profile of respondent.

4.2. Demographic Characteristics of Data

On the below table the demographic characteristics of the respondents' (employees') is clearly presented. From the total of 54 sample data included in the final analysis the individual socio demographic information of the study participant were summarized by Gender, Age, year of experience, sex, and level of education can also play a role in the implementation of a program/project. , and year of their experience and summarized as follow.

Table 4: Demographic characteristics of the respondents

Sex		Level of education		
	Frequency	Education	Frequency	Percent
Male	42	Master's Degree	14	25.93
Female	12	First degree	40	74.07
Total	54	Total	54	100.00

. According to the survey, 22.2% (12) of the respondents were female and 77.7 % (44) of the respondent were males. This figure signifies that most of the respondent's men.

According to the survey result the respondent's educational levels shows; they were degree level of education holder, 40 (74.07 %) respondents were degree level completed, 14(25.93%) and are master's degree holders .The above descriptive summary result indicates that majority of the project office employee had education background.

Table 5:Service Year and Role in the implementation of program

Service Year	Frequency	Percent	Role in the implementation of program	Frequency	Percent
1- 5 years	17	31.48	Program/project Coordinator	30	55.56
6-10 years	24	44.44	Technical project expert (monitoring and evaluation, IT etc.).	20	37.04
11-15 years	6	11.11	Head of coordination unit in the program/project	4	7.407
16- 20 years	7	12.96	Total	54	100
Total	54	100			

Source: SPSSv20 output from survey data (2023)

Age and years of experience: Individuals with more experience may have a better understanding of the project's complexities and be better equipped to deal with unexpected challenges. However, younger individuals may bring fresh perspectives and new ideas to the project.

-Sex: Gender diversity can bring a variety of perspectives, experiences, and skills to the project team, which can lead to better decision-making and problem-solving.

Level of education: Individuals with higher levels of education may have a better understanding of the technical aspects of the project and may be better equipped to handle complex tasks. However, individuals with less formal education may have practical, hands-on experience that can be valuable in implementing the project

The role of an individual in the implementation of a program/project can have a significant impact on the success of the project. The following are some of the roles that individuals can play in a project:

- Project Manager: The project manager is responsible for planning, executing, monitoring, and controlling the project. They are accountable for the overall success of the project and

work closely with the project team to ensure that the project is delivered on time, within budget, and to the satisfaction of stakeholders.

- Project Team Member: Project team members are responsible for carrying out specific tasks and activities as assigned by the project manager. They work collaboratively with other team members to achieve project objectives.

- Stakeholder: Stakeholders are individuals or groups who have an interest or are affected by the project. They may include customers, suppliers, employees, shareholders, and the community.

In the context of implementing Project Governance Framework Practices in Selected Mega Projects, individuals with experience in project management, governance, and risk management may be particularly valuable. They may have a better understanding of the importance of governance practices and how they can impact the success of the project. Additionally, individuals with experience in the specific industry or sector may have valuable insights and knowledge that can help to ensure the success of the project.

4.2.1. Validity and Reliability of the Instrument

Involves the degree to which the study is measuring what it is supposed to measure. More simply, it focuses on the accuracy of the measurement (John et.al, 2007). All measures used to construct the instruments have shown acceptable level of construct and content validity in previous studies and are used in this study with slight modification. To check the internal reliability of the instrument, Cronbach's Alpha (CA) was run and tested. The overall value of Cronbach's Alpha of each measurement comes to 0.818, which is above the standard value proposed by Nunnally (1978) that is 0.70. This shows that the instrument used to assessment of project governance is reliable. It implies we can apply different statistical tests and interpret the results with confidence. Therefore, for this study the internal reliability of the assessment of the study was checked using the Cronbach's Alpha (CA) and the value of CA of all component of questionnaires were greater than 0.70 which confirm as the internal reliability of measurements. Based on the reliability test, the internal consistency of variables score filed from 0.712 to 0.818. According to Sekaran (2003) 0.7 is considered acceptable. Among the variables of this study has moderate internal consistency

Reliability Statistics

Cronbach's Alpha	N of Items
0.818	54

For this study the cronbach's Alpha coefficient was 0.818 which considered acceptable reliability.

4.3. Descriptive Statistics Analysis

To answer the research questions several statistical techniques were used. Descriptive statistics is the quantification of data in a way that helps patterns to emerge. The shortcoming of descriptive statistics is that the data may not be useful in making conclusions. It's simply a way to describe our data Salmiah & Nor (2015). Similarly, Kassim (2001) descriptive analysis refers to the transformation of raw data into a form that would provide information to describe a set of factors in a situation that will make them easy to understand and interpret Kassim (2001) and Sekaran (2000). This analysis gives a meaning to data through frequency, percentage mean and standard deviation.

4.4 Overall Assessment of Project Governance Framework Practices in Mega Project

Assessing project governance framework practices in selected mega projects in the construction industry involves evaluating the effectiveness of the project governance framework in ensuring successful project delivery. The practice of this assessment involves cause of project governance related factor like financial leadership, organizational ethics and leadership responsibility (strategic focus, causes that affect the project performance and causes that affect the project performance.

4.2.2. Cause of Project Governance Related Factor

To analyzed respondents view on the Cause of Project Governance Related Factor questions using five types of likert scale the scale indicated 1 for strong disagreement, and 5 for strong agreement) the rest 2, 3, and 4 at the middle, agreement, moderately and disagreement the responses are summarized in the following table.

Table 6: Cause of Project Governance Related Factor in A.A. mega project

Questions	Strongly disagree		Disagree		Moderate		Agree		Strongly	
	1		2		3		4		5	
	No	%	No	%	No	%	No	%	No	%
The project has a clear, focused and relevant written mission		0.00		0.00	8	14.81	12	22.22	34	62.96
The project has a clear, focused and relevant written vision	0	0.00	0	0.00	0	0.00	20	37.04	34	62.96
The project has clear, focused and relevant written values	13	24.07		0.00	17	31.48	17	31.48	7	12.96
The mission, values and vision drive decision making at all board meetings	0	0.00	1	1.85	12	22.22	21	38.89	20	37.04
The mission, values and vision drive the project strategies, objectives and action plans	0	0.00	0	0.00	12	22.22	18	33.33	24	44.44
Trustees fulfill their leadership role in ensuring achievement of the mission, values and vision	0	0.00	0	0.00	21	38.89	18	33.33	15	27.78
The board has adopted a statement of values and ethical principles	0	0.00	9	16.67	6	11.11	29	53.70	2	3.70
The board ensures compliance with applicable state, federal and local regulatory and statutory requirements	4	7.41	4	7.41	22	40.74	21	38.89	3	5.56
The board's workforce development policy ensures that compliance with our ethical values and principles is a component of employee evaluations	0	0.00	9	16.67	14	25.93	14	25.93	6	11.11
The board ensures that there are applicable sanctions for employees, volunteers and others affiliated with the project member who violate our ethical principles and values	0	0.00	7	12.96	4	7.41	34	62.96	1	1.85
The board ensures that our ethical principles and values are provided to users and their families	4	7.41	7	12.96	18	33.33	6	11.11	15	27.78
The board ensures a process to allow individuals to confidentially bring concerns about ethical issues to the attention of management	0	0.00	15	27.78	4	7.41	12	22.22	15	27.78
The board successfully carries out its fiduciary responsibility for the oversight of financial resources and direction	0	0.00	0	0.00	19	35.19	22	40.74	5	9.26
The board leads the development of long-range and short-range financial planning	6	11.11	0	0.00	16	29.63	5	9.26	19	35.19
The board directs the conduct of an annual audit	0	0.00	0	0.00	22	40.74	18	33.33	1	1.85
Board members are comfortable asking questions about financial issues during board meeting	7	12.96	2	3.70	7	12.96	16	29.63	18	33.33

Source: From the survey conducted for project governance, 2023.Using SPSS V20

Respondents were asked whether they 'Strongly disagreed, disagreed, Neutral, agreed or strongly agreed' based on the five questions shown in the table 8 above to confirm the Cause of Project Governance Related Factor in A.A. mega project.

From those respondents 85.61% (41) respond that The project has a clear, focused and relevant written mission ;63.23%(35) of them said it has an The project has a clear, focused and relevant written vision;74.45%(38) of them said the mission, values and vision drive the project strategies, objectives and action plans; 70.31%(37) The board ensures that there are applicable sanctions for employees, volunteers and others affiliated with the project member who violate our ethical principles and values; 88.75%(45) of them said it,The board successfully carries out its fiduciary responsibility for the oversight of financial resources and direction; 66.36% (36) The board ensures a process to allow individuals to confidentially bring concerns about ethical issues to the attention of management; 56.12% (30) The board directs the conduct of an annual audit; 63.99% (35) respond that Board members are comfortable asking questions about financial issues during board meeting.as per the interview result shows The major cause of project governance related factor that affects project success in our organization is inadequate financial management. This includes poor budgeting, cost estimation, and financial control, which can lead to delays, cost overruns, and other project failures.as the interview result shows the Factors that affect project governance planning in our organization include changes in project scope, budget constraints, and political interference. These factors can impact the governance framework and require adjustments to be made to ensure that the project remains on track and aligned with the organization's mission and vision.

4.2.3. Project governance structure and process related to causes of performance

To analyzed respondents view on the project governance structure and governance process of selected mega project of Addis Ababa question using five types of likert scale indicated 1 for strongly disagreement and 5 for strong agreement the rest 2,3,and 4 at the middle ,disagreement ,neutrality and agreement ,the response are summarized in the following table.

Table7: project governance structure and process related causes to project performance

Respondent’s opinion about project governance structure and process its causes to project performance	N	Mean	Std. Deviation
The board’s roles and responsibilities are clearly defined in a written document	54	4.06	0.696
The board's role and responsibilities are consistently adhered to	54	4.15	0.763
The trustee recruitment strategy looks forward at least five years	54	3.69	0.886
The board has a trustee expertise “portfolio” that outlines the experience, expertise and personal characteristics required of trustees	54	3.44	0.664
Highly focused and accountable committees and task forces free the full board for high-level strategic discussion	54	3.83	0.637
The board has a process for improving individual trustee effectiveness when non-performance becomes an issue	54	3.69	0.639
The board has a process for removing a non-performing trustee from the board	54	3.7	0.633
The board adheres to its policy-making function, and does not engage in operational thinking or decision making	54	3.7	0.662
At least 75 percent of the board's meeting time is spent focusing on strategic issues	54	3.7	0.861
The board resolves problems effectively, even when the solutions are uncomfortable to implement	54	3.76	0.845
Each trustee is provided with background information and resources required for active participation in board dialogue	54	3.74	0.678
Board members receive agendas and meeting materials at least one week in advance of meetings	54	3	1.13
Trustees receive well thought-out strategic options and alternatives from management prior to defining a strategic course of action	54	3.43	0.964
A regular environmental assessment is conducted, ensuring board understanding of the current project environment	54	3.48	0.841
The board develops and implements an annual governance improvement plan	54	3.61	1.054
Board orientation and education broadens trustees’ perspectives about the challenges the project faces	54	3.04	1.143
Valid N (listwise)	54		

Source: From the survey conducted for project governance, 2023.Using SPSS V20

Table 7 Shows the mean score of the respondent’s in formativeness filled in to 3.01-4.15 and the standard deviation 0.633-1.143 the respondent in general don't have a concrete answer

about informativeness though they think that information is project governance practice and related to structure.

The board's roles and responsibilities are clearly defined in a written document mean 4.06 and SD is 0.696 implies" that in a survey or assessment of project governance structure and process, respondents were asked about their opinion regarding the clarity of the board's roles and responsibilities, as defined in a written document. The mean score of 4.06 suggests that, on average, the respondents agreed that the board's roles and responsibilities were clearly defined in a written document. The standard deviation of 0.696 indicates that there was some variability in the respondents' opinions, but the majority of them agreed that the board's roles and responsibilities were clearly defined. This suggests that having a clearly defined board structure can be beneficial for project governance and may contribute to project success.

The statement "respondent's opinion about The trustee recruitment strategy looks forward at least five years mean 3.69 and SD is 0.886 implies" suggests that in a survey or assessment of project governance structure and process, respondents were asked about their opinion regarding the trustee recruitment strategy, specifically whether it looks forward at least five years. The mean score of 3.69 indicates that the respondents, on average, had a slightly positive opinion about the trustee recruitment strategy. However, the standard deviation of 0.886 indicates that there was a relatively high degree of variability in the respondents' opinions, with some respondents having a more positive opinion than others. Overall, it suggests that the trustee recruitment strategy is an important aspect of project governance that can impact project performance, and there may be room for improvement in terms of looking further ahead in the recruitment strategy.

The statement "respondent's opinion about the board has a process for improving individual trustee effectiveness when non-performance becomes an issue mean 3.69 and SD is 0.696" suggests that in a survey or assessment of project governance structure and process, respondents were asked about their opinion regarding the board's process for improving individual trustee effectiveness when non-performance becomes an issue. The mean score of

3.69 indicates that, on average, the respondents had a slightly positive opinion about the board's process for improving individual trustee effectiveness. The standard deviation of 0.696 indicates that there was relatively low variability in the respondents' opinions, with most respondents having a similar opinion about the board's process. Overall, it suggests that having a process for improving individual trustee effectiveness is an important aspect of project governance, and most respondents believed that the board had such a process in place. However, there may be room for improvement in terms of the effectiveness of the process, as the mean score is not particularly high.

In the above table 9 respondents were asked whether they 'Strongly disagreed, disagreed, Neutral, agreed or strongly disagreed' based on the five questions shown in the table 7 above to identify project governance structure and governance process related causes that affect the project performance..

From those respondents 85.2%(46) respond agreed that the board's roles and responsibilities are clearly defined in a written document and mean of 4.06 and SD=0.695;77.7%(42) shoes that the board's role and responsibilities are consistently adhered; 55.6%(30) of them said The trustee recruitment strategy looks forward at least five years; 64.8%(35) moderately reflect that The board has a trustee expertise "portfolio" that outlines the experience, expertise and personal characteristics required of trustees;.70.4%(38) of them agreed that there is highly focused and accountable committees and task forces free the full board for high-level strategic discussion; 59.3%(32) replied that the board has a process for improving individual trustee effectiveness when non-performance becomes an issue; 59.2% (32) that The board has a process for removing a non-performing trustee from the board; 59.3% (32) respond the board adheres to its policy-making function, and does not engage in operational thinking or decision making; 55.6 %(30) shows moderate for at least 75 percent of the board's meeting time is spent focusing on strategic issues; 50.0 %(27).

The board resolves problems effectively, even when the solutions are uncomfortable to implement; 61.1 %(33) Each trustee is provided with background information and resources required for active participation in board dialogue; 50 %(27) Board members receive agendas and meeting materials at least one week in advance of meetings; 57.4 % (31) Trustees receive

well thought-out strategic options and alternatives from management prior to defining a strategic course of action; 51.9 %(28) A regular environmental assessment is conducted, ensuring board understanding of the current project environment; 66.6 %(36) The board develops and implements an annual governance improvement plan; and mean 3.04 and SD =1.143 alternatively 44.4 %(24) Board orientation and education broadens trustees' perspectives about the challenges the project faces. The researcher has observed that project governance structure and governance process related causes that affect the project performance. As per the interview result shows The governance structure of our organization ensures that all stakeholders, shareholders, funders, and sponsors are engaged in the project management process. We have a clear governance framework in place that outlines the roles and responsibilities of each stakeholder and ensures that they are held accountable for their actions. The governance framework is implemented through regular communication, reporting, and monitoring of project progress.

4.3.3 Board Relationship, Community Roles and Communication Element of Practice

To analyzed respondents view on the practice of board relationship, Community Roles and Communication Element of Selected Mega Project Planning Framework using five types of likert scale the scale indicated 1 for strong disagreement, and 5 for strong agreement) the rest 2, 3, and 4 at the middle, agreement, neutrality and disagreement the responses are summarized in the following table.

Table8: Board Relationship, Community Roles and Communication Element of practice

Item Code	Questions	Strongly disagree		Disagree		Moderate		Agree		Strongly	
		1		2		3		4		5	
		No	%	No	%	No	%	No	%	No	%
Q1	Working relationships among trustees are good	1	1.85	6	11.11	20	37.04	17	31.48	8	14.81
Q2	Trustees are open about their thoughts and feelings		0.00		0.00	30	55.56	11	20.37	13	24.07
Q3	The board's decision-making culture includes active involvement, probing, challenging and stimulating discussion and dialogue on meaningful issues	0	0.00	13	24.07	13	24.07	22	40.74	6	11.11
Q4	Every trustee has a voice in our governance decisions	13	24.07		0.00	17	31.48	17	31.48	7	12.96
Q5	The board has conflict of interest policy	6	11.11	7	12.96	21	38.89	9	16.67	11	20.37
Q6	The board has established a process for eliciting community input and viewpoints about future service needs and opportunities	4	7.41	4	7.41	34	62.96	11	20.37	1	1.85
Q7	The board utilizes trustees as community "ambassadors" to communicate important project issues	0	0.00	6	11.11	29	53.70	8	14.81	3	5.56
Q8	The board works with others in the community to develop collaborative partnerships in building a satisfied community	0	0.00	13	24.07	4	7.41	28	51.85	1	1.85
Q9	The board's role in local, regional and state political advocacy advances the project's standing with political leaders	0	0.00	11	20.37	15	27.78	17	31.48	3	5.56
Q10	The board has a clear understanding of the most important community health needs and issues	0	0.00	0	0.00	15	27.78	21	38.89	5	9.26
Q11	The implementing organ uses feedback from the community to enhance its community needs	2	3.70	6	11.11	28	51.85	13	24.07	5	9.26
Q12	The organization establishes community partnerships to maximize community benefit and carry out our community needs improvement agenda	0	0.00	0	0.00	19	35.19	22	40.74	5	9.26
Q13	The organization and its community partners disseminate the results of their shared improvement efforts to the community	0	0.00	7	12.96	18	33.33	15	27.78	6	11.11

Source: From the survey conducted for project governance, 2023.Using SPSS V20

Regarding the presence of opportunity to appeal when dissatisfaction exists on the evaluation result (Q4), 13 of the respondents (24.7%) strongly disagree this indicated that there is a room for trustee while governance decision made. On the other hand, the rest (31.48%) moderate the rest (44.44%) of respondent result shows there is a positive trustee while governance decisions are made. Idea by emphasizing their opinion.

In terms of how Trustees are open about their thoughts and feelings (Q3) (66.56%0 or 30 respondent which is the majority of the respondent was moderate this shows there is a gap of listening and action for the trustee thought and feelings ,while (20.37%) or 11 respondent agree and (24.07%0or 13 respondent strongly agree.

In addition, the response of interview conducted with project managers and coordinators and at ACCRA the response was not far from this idea. Therefore, based on this evidence, it is possible to infer that the practice of board relationship, community roles and communication element of selected mega project planning framework is well conceptualized in the organization. Similarly, for Q8, the majority of respondents (51.85%) rated 'agree' supporting the idea that the board works with others in the community to develop collaborative partnerships in building a satisfied community, regardless of real performance in fear of claim from some employees.

As the interview result shows The project team in our organization is trained in the elements of project governance framework and project planning. They use these practices to ensure that the project is aligned with the organization's mission and vision, and that all stakeholders are engaged and held accountable for their actions. The project team is also responsible for regular reporting, monitoring, and evaluation of project progress to ensure that the project remains on track.

4.4 DISCUSSION

Financial Leadership: One of the major factors that can affect the success of a mega project is financial leadership. Financial leadership involves managing the financial resources of a project effectively, ensuring that there is adequate funding available to complete the project, and making sound financial decisions. A lack of financial leadership can result in cost overruns, delays, and even project failure. For example, the Panama Canal expansion project, which faced significant cost overruns and delays, was partially attributed to poor financial management Bosche (2017).

Organizational Ethics: Another factor that can affect the success of a mega project is the ethical standards and practices of the organizations involved in the project. Organizational ethics involves ensuring that the project is conducted in a transparent and accountable manner, and that all stakeholders are treated fairly and ethically. A lack of organizational ethics can lead to corruption, conflicts of interest, and other unethical behavior, which can negatively

impact the project. For example, the construction of the Sochi Olympic facilities in Russia was marred by allegations of corruption and human rights abuses Henderson, (2014).

Strategic Focus: The strategic focus of a mega project is another important factor that can affect its success. Strategic focus involves ensuring that the project is aligned with the strategic objectives of the organizations and governments involved in the project. A lack of strategic focus can result in a project that is not well-aligned with the needs and goals of the stakeholders involved, which can lead to delays, cost overruns, and even project failure. For example, the construction of the Berlin Brandenburg Airport in Germany faced significant delays and cost overruns due in part to a lack of clear strategic focus and vision for the project Grabara (2018).

In summary, financial leadership, organizational ethics, and strategic focus are three major factors that can affect the success of a mega project. Project managers and stakeholders should be aware of these factors and take steps to ensure that they are managed effectively throughout the project lifecycle.

From above respondent the researcher write implications on the cause of project governance related factors can be discussed.

The study's findings suggest that project governance related factors, such as financial management and clarity of vision and mission, play a significant role in the success of mega projects. The study found that inadequate financial management and lack of clarity in the project's vision and mission can lead to delays, cost overruns, and other project failures.

For instance, a study by Zhang et al. (2019) found that poor financial management was a significant cause of project failure in the construction industry. The study identified factors such as inadequate budgeting, cost estimation, and financial control as key contributors to project failure. Similarly, a study by Bhattacharya and Chakraborty (2018) found that lack of clarity in the project's vision and mission was a significant cause of project failure in the software development industry. The study identified factors such as inadequate stakeholder engagement, poor communication, and conflict among project team members as key contributors to project failure.

To address these challenges, the study's recommendations include the need for effective financial management practices and clarity in the project's vision and mission. This can be achieved through effective leadership, stakeholder engagement, and continuous monitoring and evaluation of the project's financial performance and alignment with the organization's vision and mission.

In conclusion, the study's findings suggest that financial management and clarity of vision and mission are critical project governance related factors that can significantly impact the success of mega projects. The study's recommendations provide valuable insights into best practices for addressing these challenges and improving project outcomes.

for the practice board relationship, community roles, and communication elements of a selected mega project planning framework:

Practice Board Relationship: The practice board relationship involves bringing together a diverse group of experts to provide guidance and oversight during the planning and execution of a mega project. According to the Project Management Institute (PMI), the practice board should include representatives from all stakeholder groups involved in the project, including government officials, project managers, contractors, and community representatives. The practice board should meet regularly to review project progress, identify issues, and provide guidance and direction to the project management team PMI (2017).

Community Roles: Community roles involve engaging and involving local communities in the planning and execution of a mega project. According to the United Nations Economic Commission for Europe (UNECE), community engagement should be a key component of the planning process, and should involve regular consultation with local communities to identify their needs and concerns. Community representatives should be included in the project governance structure and consulted regularly throughout the project lifecycle to ensure that their needs and concerns are being addressed (UNECE, 2017).

Communication Element: Communication is a critical element of any mega project planning framework. According to the PM, effective communication involves establishing clear lines of communication between all stakeholders involved in the project, and ensuring that all

stakeholders are kept informed of project progress, issues, and opportunities. Communication should be open and transparent, and should involve regular meetings and updates to ensure that everyone is on the same page. The PMI also recommends that a communication plan be developed to ensure that all stakeholders are aware of the project's goals, objectives, and timelines, and that communication channels are established to facilitate effective communication throughout the project lifecycle PMI (2017).

In summary, the practice board relationship, community roles, and communication element are important components of a mega project planning framework. By bringing together a diverse group of experts to provide guidance and oversight, engaging local communities in the planning and execution process, and establishing clear lines of communication, it is possible to ensure that mega projects are planned and executed effectively and efficiently.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

Based on the result obtained in the study, conclusion, recommendation for project manager and coordinate; its limitation and future research also will be presented in this chapter.

5.1 Summary Of Major Findings

As indicated above, the overall assessment of project governance framework was assessed in detail based on the three main dimensions. Accordingly, the results of each category are summarized based on the mean values and dimension average in order to identify the extent of governance practice and the areas where an improvement is required. In light with this, the following major findings were obtained.

Among the entire dimensions of governance framework assesement of the organaisations, ‘project governance related factor’ of The boards successfully carries out its fiduciary responsibility for the oversight of financial resources and direction was found to be relatively the strongest area with a dimension 88.75%(45) .Similarly, the second strongest governance related factor area was ‘The project has a clear, focused and relevant written mission’with the dimension followed by of 85.61% (41) .On the other hand, as indicated in Table 4.7 the lowest governance related factor area was ‘The board directs the conduct of an annual audit’ with dimension of 56.12% (30).

Among the entire dimensions of governance structure and related cause of the organaisations, The board’s roles and responsibilities are clearly defined in a written document was found to be relatively the strongest area with a dimension of mean 4.6 (0.696) .Similarly, the second strongest governance structure and related cause area was ‘The board's role and responsibilities are consistently adhered to the project with the dimension followed by of 4.15 (0.763) .On the other hand, as indicated in Table 4.8 the lowest governance structure and related cause area was ‘Board members receive agendas and meeting materials at least one week in advance of meetings with dimension of mean 3.0 (1.13).

Regarding Board Relationship, Community Roles and Communication Element of practice the presence of opportunity to appeal when dissatisfaction exists on the evaluation result (Q4), 13 of the respondents (24.7%) strongly disagree this indicated that there is a room for trustee

while governance decision made. On the other hand, the rest (31.48%) moderate the rest (44.44%) of respondent result shows there is a positive trustee while governance decisions are made. Idea by emphasizing their opinion.

In terms of how Trustees are open about their thoughts and feelings (Q3) (66.56% or 30 respondent which is the majority of the respondent was moderate this shows there is a gap of listening and action for the trustee thought and feelings ,while (20.37%) or 11 respondent agree and (24.07% or 13 respondent strongly agree.

5.2 Conclusion

The basic interest of this study is to investment of project governance framework practices in selected mega projects of Addis Ababa. With variables including factors such as financial leadership, organizational ethics, and leadership responsibility. Additionally, the assessment explores the practice of board relationships, community roles, and communication elements of the selected mega project planning framework. The set of hypotheses were developed on dependence of the relevant literature and were tested quantitatively through using SPSS 20.

In the light of the overall findings in the current research, this study concludes that, in general as the empirical data show, the respondents held positive attitudes about project governance framework practices. Furthermore, the study has also found out that project manager are ensuring development and implementation of organizational ethics and

The assessment of project governance framework practices in selected mega projects in Addis Ababa related to project governance structure and process found that having focused and accountable committees and task forces can be beneficial for project governance and ensure successful project delivery. Additionally, the assessment highlighted the importance of a board that is able to resolve problems effectively, even when the solutions are uncomfortable to implement. Providing board members with agendas and meeting materials at least one week in advance of meetings is also important to ensure effective project governance practices. Finally, the assessment emphasized the importance of a board that develops and implements

an annual governance improvement plan to continually improve project governance practices. Overall, the assessment provides recommendations for improvement in these areas to ensure effective project governance practices in Addis Ababa.

Regarding the assessment of project governance framework practices in the board relationship, community roles, and communication element of practice, the evaluation found that having a clearly defined board structure and process for improving individual trustee effectiveness is important for project governance. Additionally, the assessment highlighted the importance of effective community engagement and communication to ensure successful project delivery. The assessment also emphasized the need for a trustee recruitment strategy that looks forward at least five years to ensure long-term project success. Overall, the assessment provides recommendations for improvement in these areas to ensure effective project governance practices in Addis Ababa.

5.3 Recommendation

Based on the assessment of project governance framework practices in selected mega projects in Addis Ababa related to board relationship, community roles, and communication element of practice, the following recommendations are proposed:

- Develop a clear and effective board structure and process that includes a process for improving individual trustee effectiveness when non-performance becomes an issue.
- Establish effective community engagement and communication strategies to ensure stakeholders are informed and engaged throughout the project lifecycle.
- Ensure that board members receive agendas and meeting materials at least one week in advance of meetings to enable effective decision-making.
- Develop and implement an annual governance improvement plan to continually improve project governance practices.

By implementing these recommendations, project governance practices can be improved, leading to more effective project delivery and improved project outcomes in Addis Ababa city administration management project efficiency.

- Addis Ababa city administration should establish focused and accountable committees and task forces to ensure effective project governance and enable the full board to focus on high-level strategic discussions.
- Addis Ababa city administration should develop a process for resolving problems effectively, even when the solutions are uncomfortable to implement, to ensure that project issues are addressed in a timely and effective manner.
- Policy maker should make the policy of project governance framework for different sectors especially for construction firms because they affect the environments the communities to protect the welfare of the societies. The research institute and academicians need to do more research and create awareness about project governance framework system.

5.4 Suggestion for Further Research

Based on the limitations of the researcher, the researcher's suggestions for further research may consider. The study considered only selected variables which are examined;

- The research was limited to some factors or practices which affect project governance framework practices in construction, but the future researchers may focus on different variables or combination of those variables included in this study.
- The future researches may also examine project governance framework practices in value base model in different places comparing their impact on the community as well as the environment, but this study was limited in Addis Ababa.

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APPENDIX

Annex I: Research Questionnaires

Project governance Survey Questionnaires

The purpose of this study is to assess the Project governance framework Practices selected Program/projects being implemented in the selected mega project office of Addis Ababa for the partial fulfillment of MA thesis in Project Management at St Mary's University Graduate Program.

The data is collected entirely for writing research paper and your participation to respond the list of questions in the survey questionnaires is based on your willingness and cooperation. The questionnaires response will take time to complete. Hence, your critical response and participation is very useful and valuable for this study. Please fill free and your response are secured and confidential.

The questionnaire requires you to consider each question and rank it from 1.strongly dis agree 2. Dis Agree 3. Moderate 4. Agree 5. Strongly agree. There are no correct or incorrect answers and you are required to answer them based upon your existing knowledge and experience you acquired while you are working in the program/project intervention on your respective organization.

Thank you very much for your cooperation.

Section 1: General Profile of the Respondent

1. Sex of the respondent: 1. Male 2. Female

2. Level of education of the respondent:

1. PhD degree 2. Master's degree 3. First degree 4. Diploma

3. Year of experience

1. 1- 5 years 2. 6- 10 years 3. 11-15 years 4. 16- 20 years 5. Greater than 20 years

4. Your role in the implementation program/ project you are working.

A. Program/project Coordinator

B. Technical project expert (monitoring and evaluation, IT etc.).

C. Procurement Expert

D. Financial management

E. Head of coordination unit in the program/project

If any other, please indicate here _____

Section 2: project governance Assessment

Rating Scale:

Level 5: I *strongly agree* with this statement. We *always* practice this as a part of our governance. Our performance in this area is *outstanding*.

Level 4: *agree* with this statement. We *usually* practice this as a part of our governance, but not always. We perform *well* in this area.

Level 3: I *moderate* with this statement. We *often* practice this in our governance, but we are not consistent. We perform *fairly well* in this area.

Level 2: *disagree* with this statement. We *inconsistently* practice this as a part of our governance. We *do not perform well* in this area.

Level 1: *strongly disagree* with this statement. We *never* practice this as a part of our governance. We perform *very poorly* in this area.

Leadership Responsibility 1: Mission, Values, and Vision

	Leve 15	Leve 14	Leve 13	Leve 12	Leve 11
The project has a clear, focused and relevant written <u>mission</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The project has a clear, focused and relevant written <u>vision</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The project has clear, focused and relevant written <u>values</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The mission, values and vision drive decision making at all board meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The mission, values and vision drive the project strategies, objectives and action plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trustees fulfill their leadership role in ensuring achievement of the mission, values and vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Responsibility 2: Leadership Structure and Governance Processes

Board Roles, Responsibilities and Composition

	Leve 15	Leve 14	Leve 13	Leve 12	Leve 11
The board's roles and responsibilities are clearly defined in a written document	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board's role and responsibilities are consistently adhered to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The trustee recruitment strategy looks forward at least five years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board has a trustee expertise "portfolio" that outlines the experience, expertise and personal characteristics required of trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Highly focused and accountable committees and task forces free the full board for high-level strategic discussion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Trustee Performance and Strategic Focus

	Leve 15	Leve 14	Leve 13	Leve 12	Leve 11
The board has a process for improving individual trustee effectiveness when non-performance becomes an issue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board has a process for removing a non-performing trustee from the board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board adheres to its policy-making function, and does not engage in operational thinking or decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least 75 percent of the board's meeting time is spent focusing on strategic issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The board resolves problems effectively, even when the solutions are uncomfortable to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Trustee Knowledge and Development

	Level 15	Level 14	Level 13	Level 12	Level 11
Each trustee is provided with background information and resources required for active participation in board dialogue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members receive agendas and meeting materials at least one week in advance of meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trustees receive well thought-out strategic options and alternatives from management prior to defining a strategic course of action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A regular environmental assessment is conducted, ensuring board understanding of the current project environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board develops and implements an annual governance improvement plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board orientation and education broadens trustees' perspectives about the challenges the project faces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Board Relationships and Communication

	Level 15	Level 14	Level 13	Level 12	Level 11
Working relationships among trustees are good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trustees are open about their thoughts and feelings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board's decision-making culture includes active involvement, probing, challenging and stimulating discussion and dialogue on meaningful issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Every trustee has a voice in our governance decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board has conflict of interest policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Responsibility 3: Community Relationships

Ensuring Public Trust and Confidence

	Level 15	Level 14	Level 13	Level 12	Level 11
The organization regularly measures public perceptions of the project’s services, perceived trust and overall value as a community asset	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board understands the implications of public perceptions on future success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board enjoys a high level of public trust and confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board’s actions contribute to building and sustaining a positive image for the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ensuring Community Communication and Feedback

	Level 15	Level 14	Level 13	Level 12	Level 11
The board has established a process for eliciting community input and viewpoints about future service needs and opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board utilizes trustees as community “ambassadors” to communicate important project issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board works with others in the community to develop collaborative partnerships in building a satisfied community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board’s role in local, regional and state political advocacy advances the project’s standing with political leaders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Responsibility 4: Relationships with the project Staff

	Level 15	Level 14	Level 13	Level 12	Level 11
project leaders participate in critical decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board and project staff develop and share common goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board builds trust with project stakeholder through collaborative and productive working relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There is effective communication between the board and the project staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board regularly assesses project managers attitudes and needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Responsibility 5: Financial Leadership

The Fiduciary Responsibility

	Leve 15	Leve 14	Leve 13	Leve 12	Leve 11
The board successfully carries out its fiduciary responsibility for the oversight of financial resources and direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board leads the development of long-range and short-range financial planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board directs the conduct of an annual audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members are comfortable asking questions about financial issues during board meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Community Involvement and Communication

	Leve 15	Leve 14	Leve 13	Leve 12	Leve 11
The board has a clear understanding of the most important community health needs and issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The implementing organ uses feedback from the community to enhance its community needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organization establishes community partnerships to maximize community benefit and carry out our community needs improvement agenda	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organization and its community partners disseminate the results of their shared improvement efforts to the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Responsibility 6: Organizational Ethics

Ensuring Development and Implementation of Organizational Ethics

	Leve 15	Leve 14	Leve 13	Leve 12	Leve 11
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The board has adopted a statement of values and ethical principles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board ensures compliance with applicable state, federal and local regulatory and statutory requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board's workforce development policy ensures that compliance with our ethical values and principles is a component of employee evaluations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board ensures that there are applicable sanctions for employees, volunteers and others affiliated with the project member who violate our ethical principles and values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board ensures that our ethical principles and values are provided to users and their families	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board ensures a process to allow individuals to confidentially bring concerns about ethical issues to the attention of management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix II. Key Informant Interview Question

This question is an integral part of the Likert type presented for the respondents to portray the current program/project governance practices and challenges encountered in the process of practicing. It is just to know the expert opinion on few questions as kind of Triangulation on what respondents replied in the likert type questionnaires.

- What is the major cause of project governance related factor that has effect on project success in your organization?
- how is the governance structure enforce the project management of different stakeholder, shareholder, funders and sponsor's practice in the public mega projects of the organization and implantation mechanism of the governance framework?
- What are the factors that affect the project governance planning in your organization?
- What are the mechanisms that governing body uses in order to implement accountability, transparency and responsibility in project organization of several public mega projects?
- How is the practice, elements of project governance framework and project planning mostly use by the project team in your organization?

