

Table of contents

1	Objectives and approach	1
1.1	Why a book on project governance	1
1.2	Objectives and target audience	4
1.3	Approach	5
1.3.1	Overview and structure of the book	5
1.3.2	Practical research – research methodology	6
1.3.3	The case study – an introduction to DRIVER	9
1.4	Terminology	13
1.4.1	What is a project, and what are development projects?	13
1.4.2	Governance: A multi-faceted term	15
1.4.3	Defining and positioning project governance	18
2	Is there a need for project governance?	21
2.1	Management in development projects: Sense or nonsense?	21
2.1.1	‘Managing’ a development project: A paradox?	22
2.1.2	The need for management in development projects	22
2.2	A case for project governance: Various perspectives calling for project governance	25
2.2.1	Project management needs project governance: Reasons and differences	26
2.2.2	Corporate governance operationalized through project governance	29
2.2.3	The need for project governance in the development sector	33
2.2.4	Ethical considerations calling for project governance	42
2.2.5	Conclusion	48

3	The roles of governance in development projects	49
3.1	Organizational theories, governance roles and their relevance for development projects	50
3.1.1	Overview of selected organizational theories	50
3.1.2	Resource dependency theory	51
3.1.3	Stakeholder theory	52
3.1.4	Agency theory	53
3.1.5	Stewardship theory	55
3.1.6	Institutional theory	56
3.1.7	Theory of managerial hegemony	57
3.1.8	Synthesis: Governance roles relevant to development projects	58
3.2	From governance roles to governance's key responsibilities	59
4	The Project Governance Model	63
4.1	System management	64
4.1.1	Objectives of system management	64
4.1.2	The particularity of system understanding in development: Sustainability, impact, and outreach	66
4.1.3	Elements of system management	68
4.1.4	Systemic thinking	69
4.1.5	A system model	71
4.1.6	How to "do system management"	86
4.2	Mission management	88
4.2.1	Objectives of mission management	88
4.2.2	Tasks of mission management	89
4.2.3	Summary of tasks within mission management	112
4.3	Integrity management	113
4.3.1	Objective of integrity management	113
4.3.2	Relevance and importance of integrity for development projects	114
4.3.3	How to approach managing integrity	117
4.3.4	Ethical foundation – what is the moral point of view?	120
4.3.5	Implementing integrity management	131
4.3.6	The tension zones in detail	136
4.3.7	Integrity management – how to get started	166

4.4	Extended stakeholder management	166
4.4.1	Objective of extended stakeholder management	166
4.4.2	Particularity: What stakeholders are in development cooperation	167
4.4.3	A model for stakeholder management	169
4.4.4	Summary	180
4.5	Risk management	181
4.5.1	Objective of risk management	181
4.5.2	Particularity: Understanding risks in development projects	183
4.5.3	A model for risk management	192
4.5.4	Risk organization and risk culture	202
4.5.5	Conclusions	203
4.6	Audit management	205
4.6.1	Objectives of audit management	205
4.6.2	Terminology and importance for governance	205
4.6.3	Auditing within corporate governance	207
4.6.4	Auditing within development – relevance to project governance	208
4.6.5	The tasks of audit management	211
4.6.6	The structure and culture of audit management	215
4.6.7	Conclusion	217
5	Conclusions	219
5.1	Summary	219
5.2	Limitations	221
5.3	Implications and recommendations for practice	222
5.4	Recommendations for further research	223
Annexes		225
Annex 1:	The UN Millennium Development Goals (MDGs)	225
Annex 2:	Research methodology	225
	General approach	226
	Data collection	226

Data analysis	228
Discussion of the research approach	230
Annex 3: List of case examples	231
Bibliography	235
Index	255

Project Governance

Implementing Corporate Governance and Business
Ethics in Nonprofit Organizations

Renz, P.S.

2007, XVI, 260 p. 33 illus., Softcover

ISBN: 978-3-7908-1926-7

A product of Physica-Verlag Heidelberg