

Unveiling the Impact of Project Governance on Performance of Public Sector Development Projects in Sri Lanka

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Abstract

The governance of public sector development projects has become an increasingly complex theme in the diverse nature of managing stakeholders, structuring project formation and development, planning, monitoring, and surveillance, and their expectations. Thus, stakeholders' interests should be addressed by the governments. The main objective of this research is to investigate project governance and its basics, for the application in the Sri Lankan public sector development projects to increase project performance in terms of public sector growth and sustainability. Funding agencies, policymakers, government regulators, and other associated partners attempt to support smooth project execution and accomplish the desired project outputs and outcomes by emphasizing the importance of project governance. The study conducts a literature review on project governance to bridge a knowledge gap in investigating the function of project governance and the efficiency of the Sri Lankan public sector development projects. It employs a qualitative research approach and reviews the related literature including scholarly journal articles. The findings indicate that project governance must be practiced achieving project objectives related to optimal economic and social benefits for the country's accelerative development plan and from the standpoint of the government, project governance and performance serve as cornerstones of a development plan. Finally, this study comprehensively examines the roles and practical implementation of project governance within Sri Lankan projects, providing invaluable insights and recommendations for enhancing project performance, fostering growth, and ensuring sustainability within the public sector.

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1. Introduction

The objective of this research is to shed light on governance issues and problems within the context of development projects in Sri Lanka. The emphasis is on examining the intricate relationship between governance challenges and the execution of development initiatives in the country. By delving into this research area, the aim is to illuminate the specific issues that impede effective governance in the context of development projects, providing valuable insights for improving the overall success and impact of such initiatives in Sri Lanka. Organizations often embark on projects with the best intentions, but numerous initiatives fail to achieve their intended objectives (Zaman et al., 2022). To enhance project outcomes, both academics and practitioners have focused on empowering project employees with the necessary skills and leveraging effective tools and procedures (McGrath & Whitty, 2015; Ahola et al., 2014). Traditionally, project success has been measured by how well they were completed within the constraints of scope, time, cost, and quality (Turner & Zolin, 2012). However, the evaluation criteria for projects have evolved to encompass broader aspects such as stakeholder management (Yang et al., 2021) and the ability to align with strategic objectives. This expanded perspective has given rise to the concept of "project governance" in recent decades, addressing pertinent issues and providing guidelines to steer projects effectively (Aliza et al., 2011).

At its core, project governance represents a transformative approach to oversight, implemented at the project level. Project management experts have offered valuable insights and solutions at every stage of a project's development (Brunet, 2018; Brunet & Aubry, 2016; Ahola et al., 2014). This comprehensive perspective on projects seeks to optimize success rates and ensure alignment with organizational goals, elevating the overall project management landscape.

Public sector development projects face multifaceted responsibilities, including stakeholder management, project structuring, planning, execution, monitoring, and actualization (Aaltonen & Sivonen, 2009). As stakeholders become increasingly involved, effective project governance is crucial for achieving project objectives (Alade et al., 2022). Inadequate control in this area can lead to project failure, while proficient management benefits all stakeholders (Khan et al., 2019a). However, the complex nature of these projects and ambiguity can lead to issues from poor stakeholder participation (Derakshan et al., 2019). Therefore, careful attention to project governance and stakeholder involvement is essential for successful outcomes (Hjelmbrekke et al., 2014).

The evaluation of public sector project performance in development initiatives has become a growing focus of research, with project governance becoming a critical topic (Artto et al., 2008). This emphasis is aligned with the growing demand for improving the effectiveness of public-sector organizations in implementing development projects (Khan et al., 2019b). In Sri Lanka, successful project implementation has significantly contributed to the country's progress and accomplishments (Jeyakanthan & Jayawardene, 2012). Strategic development projects are crucial for sustainable infrastructure provision and meeting global and regional economic demands (Gunawardhane et al., 2021; Gunawardhane & Karunasena, 2016).

This study underscores the imperative necessity of grasping the intricate dynamics of project governance within the framework of development initiatives in the Sri Lankan public sector. This investigative endeavor serves as the bedrock for a comprehensive analysis of how the efficacy of project governance can exert its influence on project performance, growth, and sustainability within the region. It is poised to deliver invaluable insights and recommendations to various stakeholders and policymakers alike. Consequently, this thorough, exploratory, and sequentially conducted data mining effort in the study area holds immense promise in illuminating the far-reaching consequences of project governance and its associated management practices. The ultimate goal is to ensure and optimize governmental contributions to the economic, social, and environmental well-being of the nation. Therefore, the performance of public sector development projects in Sri Lanka requires improved project governance and practices. The importance of successful projects in emerging nations like Sri Lanka is growing (Athukorala et al., 2017). This study, as per Samarathunga and Pillay (2011), thoroughly explores the functions and pragmatic implementation of project governance in Sri Lankan projects, offering valuable insights and recommendations to elevate project performance, foster growth, and ensure sustainability within the public sector.

Public sector projects in Sri Lanka assume a pivotal role in meeting national imperatives aligned with government agendas, aspiring to disseminate socioeconomic, environmental, cultural, health, educational, and political benefits to both citizens and the government (Athukorala et al., 2017). Despite these noble objectives, developing countries like Sri Lanka often grapple with challenges in their projects, manifesting as poor performance, delays, or outright failure (Weerasekara et al., 2021). Recent years have witnessed impediments to the enhancement of performance in public sector development projects, as documented by various scholars (Athukorala et al., 2017; Jeyakanthan & Jayawardane, 2012).

2. Literature Review

2.1. The Importance and Need for an Effective Project Governance

Project governance is essential for managing unique events across various functions, but public-sector development projects differ significantly from private-sector projects (Kodithuwakku, 2022; Davis, 2017). These initiatives aim to expedite the distribution of socioeconomic, environmental, cultural, health, educational, and political benefits to both people and the government. Despite their noble intentions, public sector projects have faced challenges, leading to lower performance improvements in recent years (Flyvbjerg, 2013). The impact of these projects on individuals, communities, and public resources often hampers organizational strategies, resulting in sub-optimal benefits and reduced public support (Bruzelius et al., 2002). Therefore, recognizing the importance of project governance in public sector projects becomes imperative to ensure transparency and accountability of public funds managed by the General Treasury of governments (Di-Maddaloni & Davis, 2018).

Public sector projects require effective governance to achieve financial and non-financial performance, meeting societal needs and fulfilling beneficiary expectations (Brunet, 2018; Ma et al., 2017; Joslin & Müller, 2016). This integrative mechanism requires active government and public involvement to facilitate efficient socioeconomic project governance (Ma et al., 2017; Mazibuko, 2007). This approach fosters shared and sustainable value for stakeholders throughout the project's lifecycle, confirming project performance through various governance practices during the front-end decision-making phase. This approach ensures project sustainability while optimizing resource utilization (Ma et al., 2017). Thematic project governance provides a framework for contextualizing the adoption of governance practices in enhancing public sector project performance. By addressing these critical concerns, project governance is perceived as an ethical conduct, enabling productive and successful project implementation, leading to long-term sustainability and alignment with the project's mission (Scheepers et al., 2022; Too & Weaver, 2014).

2.2. Internal and External Project Governance

Public sector projects can be categorized into internal and external project governance. Internal project governance focuses on aligning the governance structure with internal factors like organizational capabilities and external factors like regulatory practices (Mullar et al., 2016; Arto & Kujala, 2008; Olsen et al., 2005). Public sector projects are designed to fulfil national needs based on government agendas (Williams et al., 2010; Klakegg et al., 2008). External project governance

Emphasizes ensuring project execution efficiency aligning with organizational strategy through a principal-agent relationship between prescribed organizations and the project-based firm. This approach has led to a growing demand for project managers to demonstrate the value of their projects to sponsoring organizations (Khan et al., 2021; Khan et al., 2019a; Khan et al., 2019c; Jugdev & Muller, 2006) and maximizing their returns from public investments (Ward et al., 2007).

2.3. The Role of Project Governance

Henceforth, project governance is a framework that ensures projects, programs, or portfolios deliver maximum benefits to all stakeholders (Di-Maddaloni & Davis, 2018). It focuses on optimizing the utilization of material and financial resources to achieve economic and social advantages. Effective project resource utilization leads to optimal financial and physical performance, resulting in sustainability (Muller et al., 2016). In public sector development projects, project governance addresses stakeholder management, conception, development, planning, monitoring, surveillance, and actualization (Khan et al., 2021). Governance in these projects focuses on addressing social and economic obligations, fostering collective actions to manage power dependencies, and ensuring efficient project execution independently of the governmental apparatus (Ismail et al., 2021). It emphasizes the achievement of specific accomplishments by all stakeholders within a framework of distributive justice (Klakegg et al., 2008).

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2.4. Challenges in Public Sector Project Governance

Project governance is crucial for achieving optimal project performance in public sector development initiatives. It involves the efforts of project governors and stakeholders, aligning with their needs and requirements (Mutambuki et al., 2022; Musawir et al., 2017). These issues often stem from underlying project governance challenges, affecting project initiation, planning, funding, disbursement, and technical aspects. The main reasons behind poor performance and project setbacks are the failure to adopt sound project management practices, leading to adverse effects such as vague project structuring, inadequate planning, scope and resource mismatches, undue pressure due to tight timelines, political interventions, corruption, procurement issues, unforeseen regulatory changes, lack of competent expertise, and advisory deficiencies (Ihuah et al., 2014).

2.5. Public Sector Oriented Project Governance Framework

Examining successful project governance in other countries through the lens of the Public Sector Oriented Project Governance Framework reveals key best practices. These include robust stakeholder engagement, proactive risk management, continuous capacity building, rigorous performance monitoring, strict legal and regulatory compliance, transparent financial oversight, and strategic technology integration. Adaptation to the specific context of each country, considering cultural and economic factors, is crucial for ensuring the effectiveness of these governance practices. By leveraging lessons from global successes, a comprehensive and tailored governance framework can be developed to enhance project outcomes in the public sector. In this spiritual context of using this framework, an effective legal, procedural, and regulatory framework is essential for project stakeholders' success (Scheepers et al., 2022). Project governance plays a vital role in aligning projects with their objectives and regulating resource utilization and deliverable completion (Ochungo & Amollo-Odinga, 2019). Traditionally, project scope, budget, and schedule were the primary parameters for evaluating project governance (Department of Project Management and Monitoring Progress of Large and Mega Scale Development Projects Second Quarter - Year 2021, 2021). However, there is a growing trend towards integrated projects, particularly in public sector development initiatives (Muller et al., 2016). Effective collaboration between project management and governance is crucial for stakeholder satisfaction and achieving targeted goals (Kodithuwakku, 2022; Di Maddaloni & Davis, 2018; McGrath & Whitty, 2015; Too

& Weaver, 2014). Efficient project regulation mechanisms support project aims and national development plans (Biesenthal & Wilden, 2014), fostering a cohesive effort between management and governance, ensuring projects meet objectives and contribute effectively to broader development goals.

Concentrating to the above-mentioned logical floor of project governance in the public sector in developing countries like Sri Lanka, the authors re-emphasized that project governance is an integrated effort to achieve the public sector project performance (Kodithuwakku, 2022; Weerasekara et al., 2021). They further emphasized that the integrated project governance is an approach that emphasizes the seamless alignment of project management and governance practices to ensure the successful execution of projects and the achievement of strategic objectives. In this approach, project management and governance are not viewed as separate entities but are closely interconnected and work together to deliver project outcomes efficiently and effectively. Further, integrated project governance is a comprehensive approach that encourages collaboration among project managers, governance bodies, and stakeholders, fostering a shared environment where all parties work together toward common objectives. It prioritizes the alignment of project goals with an organization's broader strategic objectives to ensure long-term success. This approach also emphasizes collective responsibility for risk management, addressing risks at both project management and governance levels throughout the project's lifecycle. Furthermore, integrated governance optimizes resource utilization, employs quality assurance measures, incorporates performance measurement and reporting mechanisms for real-time progress tracking, and underscores the importance of actively engaging relevant stakeholders to address their interests and concerns during the project's lifecycle. Integrated project governance is a comprehensive approach that encourages collaboration among project managers, governance bodies, and stakeholders, fostering a shared environment where all parties work together toward common objectives. It prioritizes the alignment of project goals with an organization's broader strategic objectives to ensure long-term success (Weerasekara et al., 2021). This approach also emphasizes collective responsibility for risk management, addressing risks at both project management and governance levels throughout the project's lifecycle. Furthermore, integrated governance optimizes resource utilization, employs quality assurance measures, incorporates performance measurement and reporting mechanisms for real-time progress tracking, and underscores the importance of actively engaging relevant stakeholders to address their interests and concerns during the project's lifecycle (Gunawardhane et al., 2021; Gunawardhane & Karunasena, 2016). Levitt et al. (2010) emphasize the importance of formal and informal processes in facilitating integrated relationships among project management setups, including public sector development projects. These projects involve diverse

activities like execution, monitoring, evaluation, and performance appraisal, catering to the interests and involvement of each stakeholder (Shiferaw & Klakegg, 2012). Parnell et al. (2013) emphasize the growing significance of project governance in project performance, regardless of stakeholders involved in different phases or processes. Therefore, effective project governance is crucial in accelerating project implementation and contributing to overall success, with robust practices ensuring smoother execution and optimal outcomes for all stakeholders involved in development initiatives.

In response to these findings, researchers, policymakers, and regulators, as highlighted by Rajablu et al. (2014), have underscored the pivotal and contentious role of project governance in modern global perspectives on performance, recognizing its critical significance in ensuring the success of public sector development projects. An effective project governance framework is fundamental to overcoming challenges, optimizing project implementation, and delivering meaningful socio-economic benefits to the public and the nation.

3. Methodology

This study adopts a qualitative research approach, relying on literature including scholarly journal articles. A comprehensive search was conducted to review previous studies concerning the performance and governance processes of public sector development projects in Sri Lanka. Two hundred and seven papers were subjected to an interpretive approach to contextualize the research theme's significance and relevance (Ihuah et al., 2014). The thematic analysis was then performed to identify and describe implicit or overt patterns in the content of the selected papers (Ismail et al., 2021). To ensure a robust literature review, online scholarly databases such as Emerald, Elsevier, Science Direct, and Springer were meticulously searched. Out of the retrieved papers, those specifically related to project governance and the performance of public sector development projects were carefully selected [90 papers] for thorough analysis. Subsequently, thematic areas were identified through abstracts, literature context, and keywords such as "Project Governance", "Project Governance Practices", "Project Performance", and "Public Sector Development Projects" to filter out gaps specific to the Sri Lankan context. The researcher employed a three-phased strategy for the literature review process: retrieving relevant articles from databases, eliminating irrelevant papers through filtering, and assessing the selected articles based on their alignment with the study's aims and analytical framework. Finally, the findings from the literature review were synthesized to address and bridge the empirical gap of the study.

4. Analysis and Discussion

Creating a more effective project governance framework for the Sri Lankan public sector development projects involve tailoring a system that addresses the specific needs, challenges, and context of the country. In response to the unique characteristics of the Sri Lankan public sector development projects, there is a pressing need for an enhanced project governance framework. This framework aims to improve the efficiency, transparency, and accountability of project management, ensuring successful outcomes in line with national development goals. Adaptation of an effective project governance framework to the Sri Lankan context are two things that the project governors should concentrate extraordinarily as; to consider cultural, social, and economic nuances in the design of the framework to ensure relevance and acceptance, and to collaborate with local experts and stakeholders to tailor governance practices to the specific needs and challenges of Sri Lanka.

Therefore, the development and implementation of a more effective project governance framework for the Sri Lankan public sector development projects require a holistic approach. By addressing the unique characteristics of the country and incorporating best practices in project management, the framework can contribute to the successful and sustainable realization of development objectives. Developing economies worldwide strive to achieve incremental progress in enhancing their public sectors (Jałocha et al., 2014). Irfan et al. (2019) emphasize that countries consistently adopt various techniques to identify their strengths and opportunities, aiming to accelerate their development endeavors for the betterment of their communities. This empirical project has gained significant attention, leading to multiple efforts to expedite the overall development process and optimize resource utilization. By implementing project-based strategies under stringent control mechanisms and leveraging their extensive infrastructural potential (Irfan et al., 2019), these economies seek to achieve sustained development growth and pave the way for economic and social prosperity (Badewi, 2021) beyond the present times.

Developed nations have successfully achieved their development objectives by employing efficient project management and project governance methods (Lawani & Moore, 2016). In contrast, developing nations, including Sri Lanka, face challenges in managing public sector development initiatives effectively (Ika et al., 2012). Sri Lanka aspires to become the "Wonder of Asia" through various economic development strategies, emphasizing ports, shipping, aviation, tourism promotion, and industrial development to position itself as a regional hub for growth and

investment (Central Bank of Sri Lanka, 2021). To attain rapid growth and connectivity with the global economy, infrastructure expansion through well-planned public sector development strategies is essential (Jeyakanthan & Jayawardene, 2012). Collaborations with developed economies have been instrumental in enhancing Sri Lanka's development efforts, improving exchanges within communities, and overcoming resource transfer obstacles (Kodithuwakku, 2022). However, challenges persist, including limited financial resources, lack of standards and capacity, and political interference, hindering the efficient execution and performance of public sector development projects (Abednego & Ogunlana, 2006). The Department of Project Management and Monitoring oversees various infrastructure development projects, reflecting the public sector's commitment to economic growth (Khan et al., 2021). Nevertheless, projects often face difficulties due to poor planning, unclear scopes and goals, role ambiguities, and procurement delays (Ahmad et al., 2014). These challenges result in incomplete projects, with a significant number failing to reach completion due to inadequate planning and procurement delays (Jeyakanthan & Jayawardene, 2012). To promote economic growth and prosperity, it is crucial for Sri Lanka to focus on effective governance, logical planning, clear scopes and objectives, and efficient resource allocation and procurement in public sector development projects (Khan et al., 2021; Ismail et al., 2021). By addressing these issues and strengthening project governance, Sri Lanka can better fulfil its development goals and create a thriving public sector infrastructure for the benefit of its people and economy.

The performance of public sector development projects in Sri Lanka has been a focal point of efforts, with various standardized methodologies and approaches employed in developed countries (Gunawardhane et al., 2021; Ismail et al., 2021). However, the existing project governance procedures in Sri Lanka and Pakistan have been deemed inadequate, necessitating the adoption of logical project governance frameworks to mitigate delays, subpar performance, and project failure (Ismail et al., 2021). To enhance project success, it is essential to report progress within the specified planning framework to allocate work responsibilities effectively among relevant authorities and governors (Bernardo, 2014). Implementing an efficient communication network within and outside the projects, resource mapping, risk planning, and project team cohesion are crucial requirements to reduce project failure and achieve optimal performance in Sri Lanka's public sector development projects (Jeyakanthan & Jayawardene, 2012).

Project-driven businesses depend on essentialism to thrive and achieve strategic goals, emphasizing the importance of good governance (Haq et al., 2019). To bridge the gaps and ensure project success, it is imperative to strengthen project governance by incorporating well-structured frameworks and methodologies in Sri Lanka's public sector development projects. This will enhance efficiency, effectiveness, and overall project outcomes, leading to sustainable development and prosperity in the country.

Based on an empirical examination of the literature, it is evident that project governance plays a crucial role, particularly in the context of public sector development projects, as a mediator between the project-driven framework and project administration (Irfan et al., 2019). All stakeholders involved, including the project team and various management levels, must diligently fulfil their duties and responsibilities, utilizing project resources in line with the project's scope, cost, and work breakdown structure (Abdul-Azis et al., 2013). To ensure compliance with legal and structural mandates, particularly in the public sector governed by national constitutions, effective control measures must be implemented (Zwikael & Meredith, 2018).

Conceptualizing project governance is essential to achieve targeted project results, transparency, and the realization of strategic goals, thus improving project performance (Maddaloni & Davis, 2017; Zuofa & Ochieng, 2014). The review revealed that the Sri Lankan public sector scholars have not fully explored the role of project governance (Jeyakanthan & Jayawardene, 2012) and its impact on performance in public sector development initiatives (Kodithuwakku, 2022). In addition, the review identified key factors contributing to poor performance or project failure in Sri Lanka, such as delays in third-party confirmations and approvals, land acquisitions, contractor performance, material shortages, procurement delays, public protests, and issues with financing and treasury management (Bandara, 2015). Addressing these challenges and enhancing project governance practices will be instrumental in achieving successful outcomes and sustainable development in Sri Lanka's public sector projects (Wang et al., 2021).

5. Conclusions and Implications

Project governance is crucial for the success of public sector development projects in Sri Lanka. Research shows that effective practices prioritize stakeholder satisfaction and credibility in decision-making processes. Leveraging project management expertise, standards, procedures, and guidelines is crucial for optimal performance and sustaining progress. In addition, for public sector development efforts in Sri Lanka to reap possible future benefits, a proper project governance system is required. The system will ensure that stakeholders' minority and majority opinions are represented, and it will impart legitimacy to project-related choices. Without effective governance processes, only the most vocal voices are heard, and the likelihood of project failures increases. The suggested project governance framework will aid in the resolution of shortcomings and risks associated with public sector development projects in Sri Lanka. This research effectively addresses the critical gap in the understanding of the relationship between project results and the

early stages of public sector projects by rigorously applying empirical methodologies. It underscores the essential nature of robust project governance in influencing the performance of public sector projects. Public sector projects, being inherently time-sensitive and outcome-driven initiatives undertaken by governments worldwide, play a pivotal role in expediting the delivery of public utilities and essential goods and services, all funded by taxpayers' money. A comprehensive empirical analysis also sheds light on the pressing need for effective project governance, particularly within the context of developing countries. Consequently, this study represents a significant contribution to the ongoing discourse on the importance of project governance in enhancing the performance of public sector projects, and it does so by offering a thorough and enlightening exploration of these dynamics through early-stage research. This qualitative research endeavor holds the potential to significantly augment the existing theoretical and empirical knowledge base, building upon prior research findings. By delving deeper into the intricacies of project governance practices, this study offers an opportunity to enhance our comprehension of this critical area and expand the insights into project-oriented institutions. Notably, it helps reconcile certain contradictions that have been identified within the body of previous literature, thus promoting a more cohesive and coherent understanding of the subject matter.

A comprehensive project governance system is crucial in Sri Lanka to ensure optimal project performance and successful execution of public sector development projects. Key stakeholders should be actively involved in project activities, and timely approvals and recommendations from relevant line agencies are essential. Efficient procurement processes are vital to minimize delays and impacts. Collaboration with project beneficiaries is essential in preparing bid documents and defining scope of work. Political influences can hinder project objectives, so rigorous post-monitoring and evaluation by funding and executing agencies are necessary. Cost-benefit analyses should be conducted during project planning, and the National Planning Department of Sri Lanka must evaluate projects to avoid duplication and ensure effective resource allocation. Regular updates to guidelines, methodologies, and regulations promote good governance and prevent malpractices. Alternative methodologies should be explored to cope with delays and ensure timely completion. Stakeholder voices should be represented, and project staffing should be adequately planned and qualified. Safety and welfare considerations should be considered when planning project timelines. Independence from political interference is essential for achieving project objectives.

This evaluation serves as a catalyst for advancing additional research on project governance procedures within public-sector development projects across other developing nations. Nevertheless, it is imperative to acknowledge certain limitations

inherent in this study. The researcher conducted this investigation primarily relying on published research evidence, lacking direct observations of the tangible outcomes of the projects under scrutiny. Moreover, in the context of data collection and analysis, there exist inherent constraints specific to individual countries or projects, hindering a comprehensive overview of the actual conditions. These restrictions are instrumental in identifying research gaps and underscore the necessity for further studies aimed at devising targeted solutions. Henceforth, it is imperative to strategically plan a more pragmatic study to deepen the comprehension of the governance framework within project-based organizations. This endeavor aims to enhance our insight into project governance practices and foster a more comprehensive understanding of their dynamics. In addition, further research is needed to explore the role of project governance in the Sri Lankan context and other developing nations' projects.

Therefore, further research is needed aiming to provide a comprehensive understanding of this critical topic by exploring the sides including; the effectiveness of project governance mechanisms and structures in place in Sri Lanka's public sector projects in terms of oversight, decision-making, and resource allocation, development and refining performance metrics to accurately measure the success and economic, social, and environmental impact of public sector development projects, understanding of how different stakeholders, such as government bodies, local communities, and international organizations, influence project outcomes, and assessing projects across different sectors, regions, or timeframes to identify best practices and areas for improvement. In addition, attention should be given to explore the possibilities to investigate the challenges faced in implementing effective project governance and what types of suggestions to overcome these challenges and enhance project performance to overcome these challenges and enhance project performance of the public sector in Sri Lanka. Furthermore, the future research may focus to explore how well-governed projects affect the socioeconomic development of Sri Lanka contributing to poverty reduction, job creation, infrastructure development, and other key development goals under the trendiness of appropriate legal and regulatory enforcements with the applicability of the studies, knowledge and exposure sharing initiatives, and project sustainability from the international context. By exploring into these areas, future research can shed light on the elaborate impact of project governance and the performance of public sector development projects in Sri Lanka, providing valuable insights for policymakers, practitioners, and scholars aiming to enhance the effectiveness and impact of such projects.

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