



KOLOKIUUM PENYELIDIKAN 2022

**PROJECT GOVERNANCE FRAMEWORK FOR
PUBLIC POVERTY ALLEVIATION PROJECTS IN
MALAYSIA**

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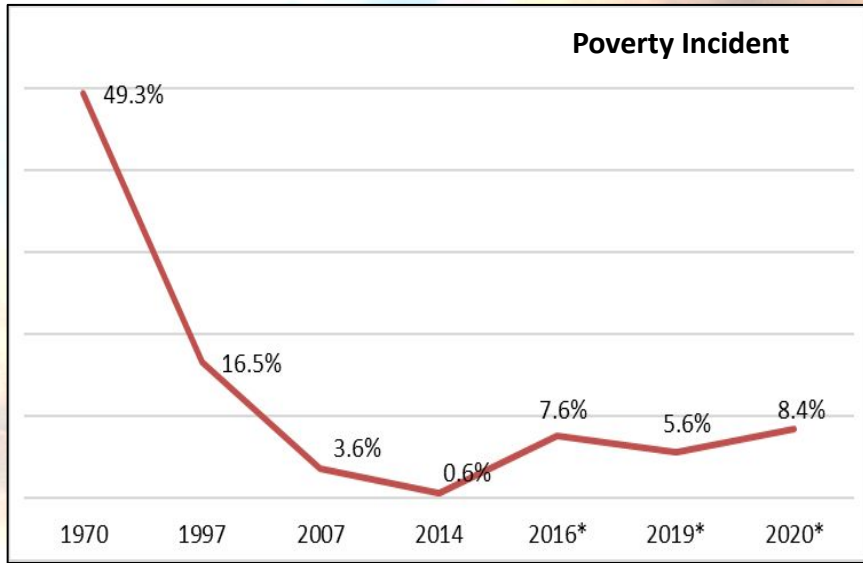
PRESENTATION OUTLINE



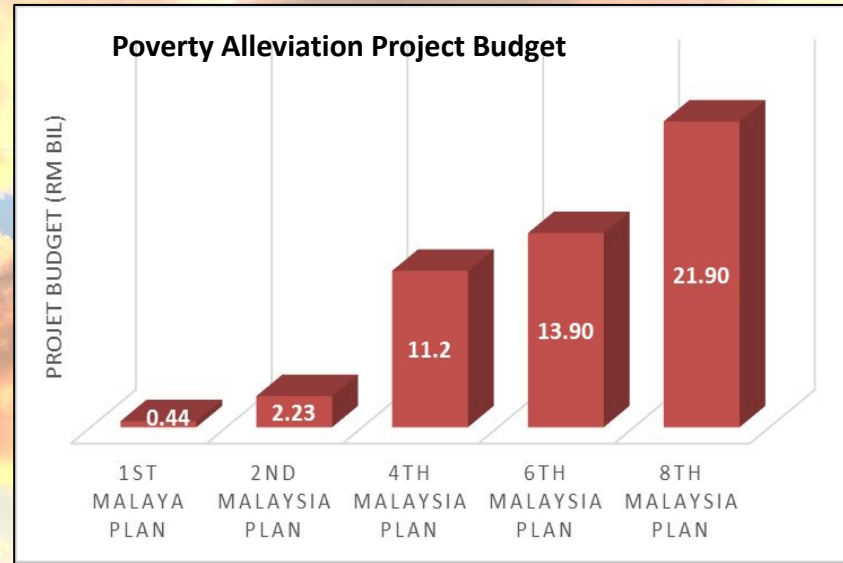
RESEARCH BACKGROUND

#Where we started 1st Malaya Plan in 1957

#Motivation



(DOSM, 2017 & 2021)
*2019 PGK methodology



(EPU, 2015)

Cost more than RM 120 billion (EPU, 2015)

Many weaknesses – no value for money and objectives not fully achieved (JAN, 2017)

#Issues encountered throughout the development journey

Poverty alleviation programs success = Economic climate + political stability + social structure (Manaf & Ibrahim, 2017)

Underlying factor that determines the success of the programs is **how the public projects are managed.**

Project governance practice as a **critical success factor** for the delivery of projects (Garland, 2009).

#Where we now 12th Malaysia Plan (2021 – 2025) 3

STATEMENT OF THE PROBLEM

Emerging challenges in poverty alleviation

Programs and projects are poorly coordinated, silo, inter ministries/agencies cross over, ineffective; Issues of relative poverty, urban poverty and increasing inequalities; 11.7% of households vulnerable to shocks

(Chapter 2, p 76 - 79)

Governance practices in poverty alleviation projects are poorly understood

Public sector inefficiency, lack of accountability in the institutional structures, and widespread corruption; Governance failure; Poor planning at the project initiation stage, Lack of awareness in project monitoring and late decision making

(Chapter 2, p 85 - 90)

Linking project governance and poverty alleviation

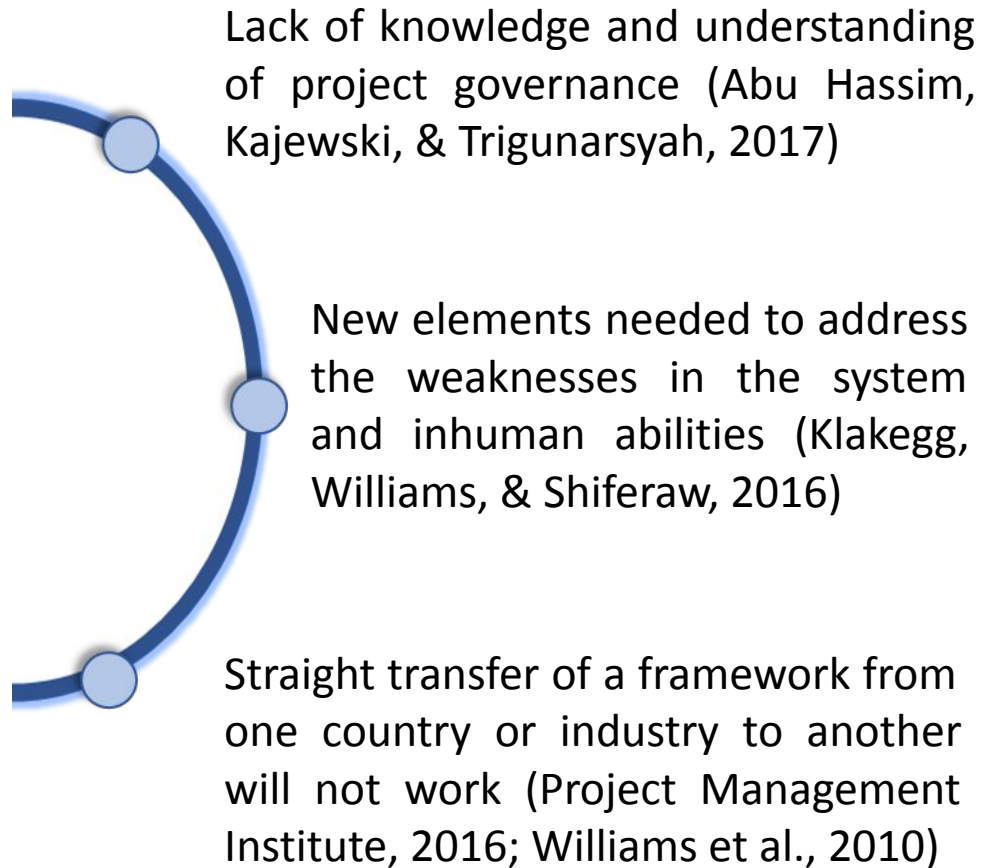
Lack of knowledge and understanding; Lack understanding of real motivation; How stewardship inspire the organizations' activities for the benefits of communities

(Chapter 2, p 91 - 94)

- ❑ Many poverty alleviation projects **failed to meet expectations** due to the governance issues.
- ❑ Led to **the failure of project attainment**, and the target groups will not be benefited from the project.
- ❑ Pressing needs **to address a better understanding** of project governance practices.

(Chapter 1, p 3 - 7)

STATEMENT OF THE PROBLEM AND THE DEVELOPMENT OF RESEARCH QUESTIONS/OBJECTIVES



1

How project governance is practiced in the planning, implementation and operation of the poverty alleviation projects in Malaysia?

- ☐ To investigate the governance practices in Malaysian poverty alleviation projects

2

What are the embedded project governance elements that have been practiced in the planning, implementation and operation of the poverty alleviation projects in Malaysia?

- ☐ To identify the governance elements in Malaysian poverty alleviation projects

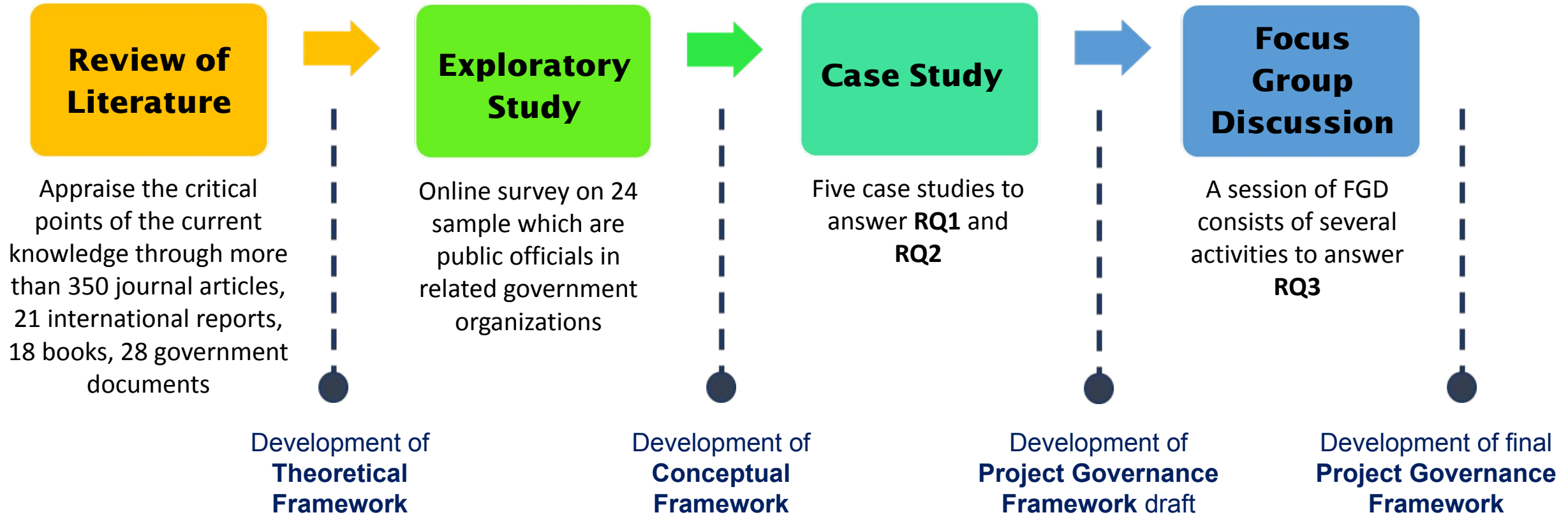
3

How the project governance elements found in the investigation could be formalized into a comprehensive project governance framework applicable to the planning, implementation and operation of the poverty alleviation projects in Malaysia?

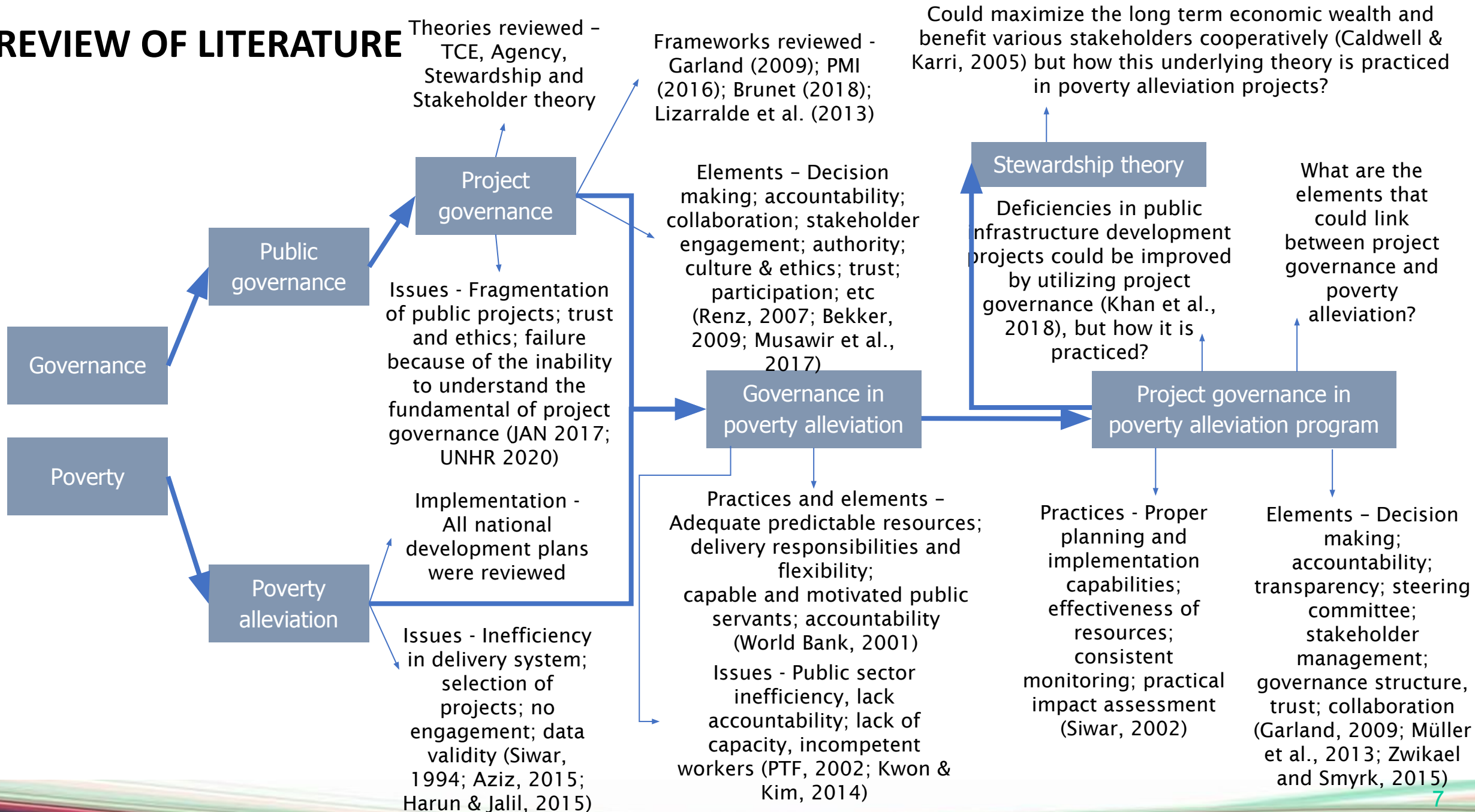
- ☐ To develop a comprehensive project governance framework applicable to the poverty alleviation projects in Malaysia

RESEARCH DESIGN

Ontological assumptions – Social constructionism
Epistemology assumptions – Interpretivism



REVIEW OF LITERATURE

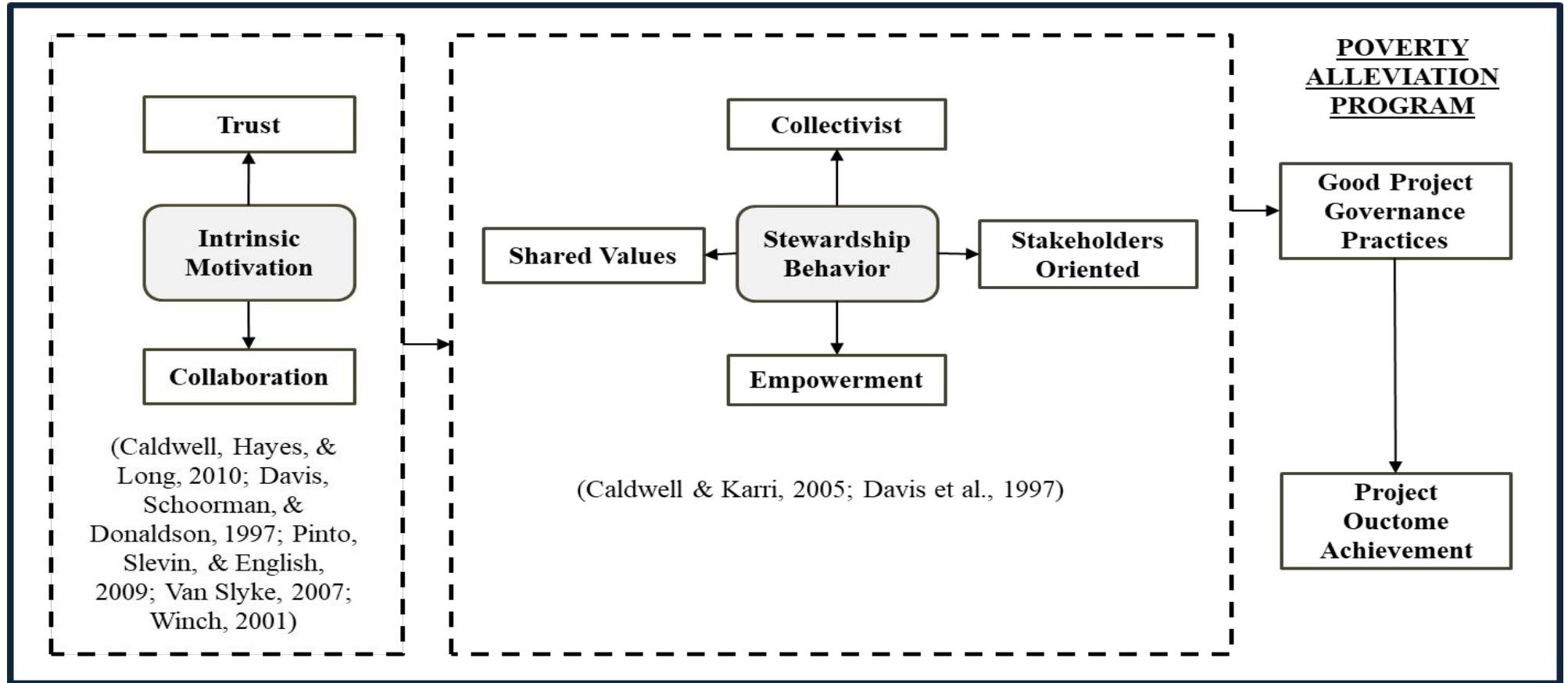


THEORETICAL FRAMEWORK AND THE ESTABLISHMENT OF INITIAL PROPOSITIONS

2. **Values are shared** at the organization and project level, where public officials work towards the shared objectives to uplift the quality of life of the poor people and bring them out of poverty

3. Public officials' behavior is driven by the **collectivist culture**, which puts the needs of the poor people ahead of their own needs

1. The **intrinsic motivation**, which consists of trust and collaboration, are embraced by the public officials throughout the project planning and implementation



(Reported in Chapter 2, p 91 - 96)

5. Public officials are **empowered** at each level of project structure, which provides flexibility for them to carry out the projects effectively

4. All activities during project planning and implementation are conducted based on **stakeholder orientation**, which emphasizes the effective delivery to the poor people

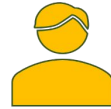
RESEARCH METHODOLOGY & OPERATIONALIZATION



PURPOSE

- ❑ Determine the current state of project governance practices, elements and issues in poverty alleviation program in Malaysia
- ❑ To gain more understanding of the problem and enhance its conceptual framework

DATA COLLECTION & ANALYSIS



24 public officials working in ministries/ departments/ agencies involved in planning and implementing poverty alleviation programs and projects



Non-probability purposive homogeneous sampling



Central tendency descriptive analysis (mean) using SPSS

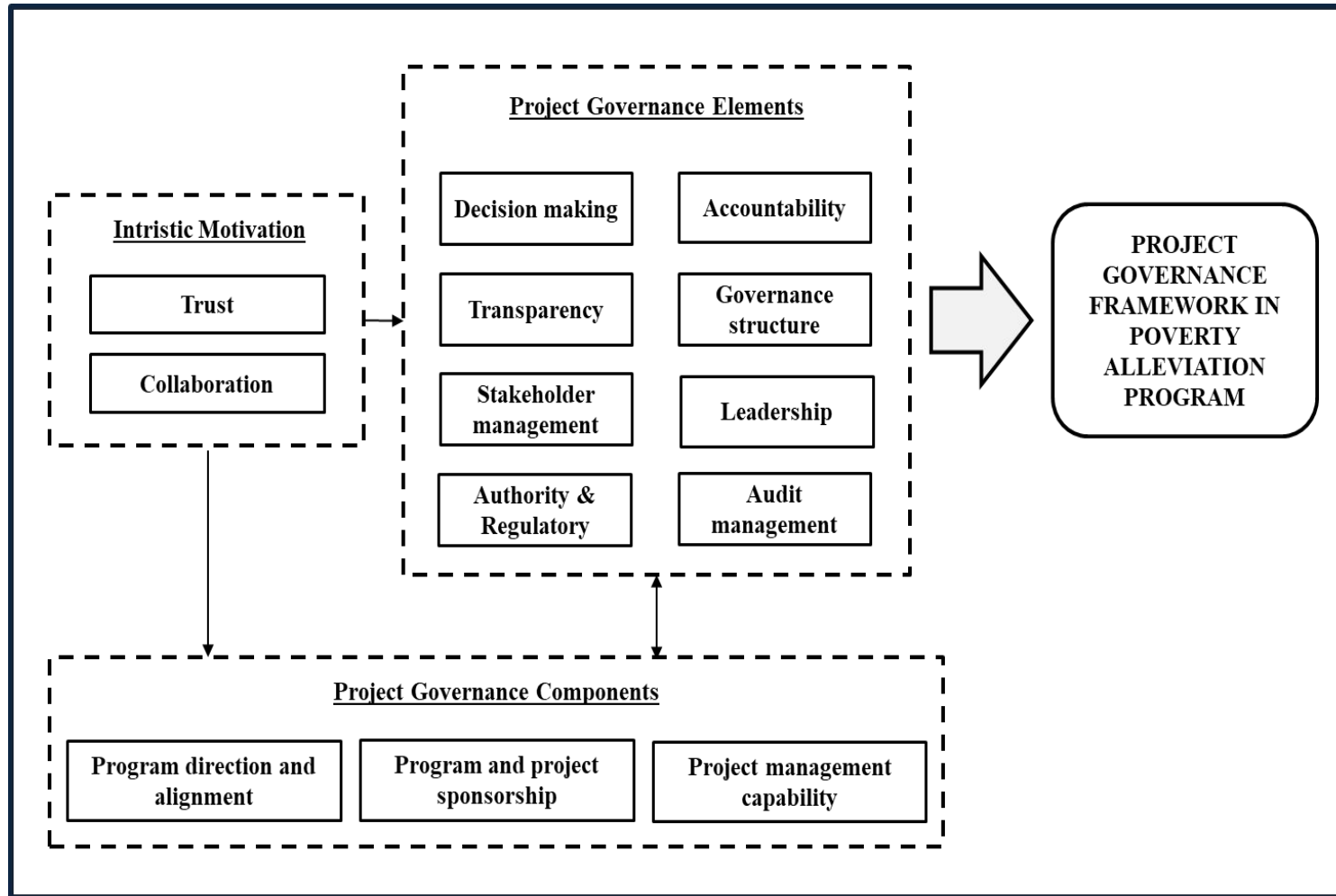
(Reported in Chapter 3, p 107 - 109)

RESULTS

- ❑ Understand 14 project governance elements listed in the study and all listed project governance elements are considered important.
- ❑ '4.13' mean score for the effectiveness of current project governance practices.
- ❑ Several issues raised:
 - Bureaucracy
 - Political interference
 - Lack of trustworthiness among the officials
 - Lack of understanding of the focus and operating procedures
 - The needs for data accuracy in the *eKasih* database

(Reported in Chapter 4, p 145 - 154)

CONCEPTUAL FRAMEWORK



(Reported in Chapter 4, p 155 - 163)

WORKING DEFINITIONS

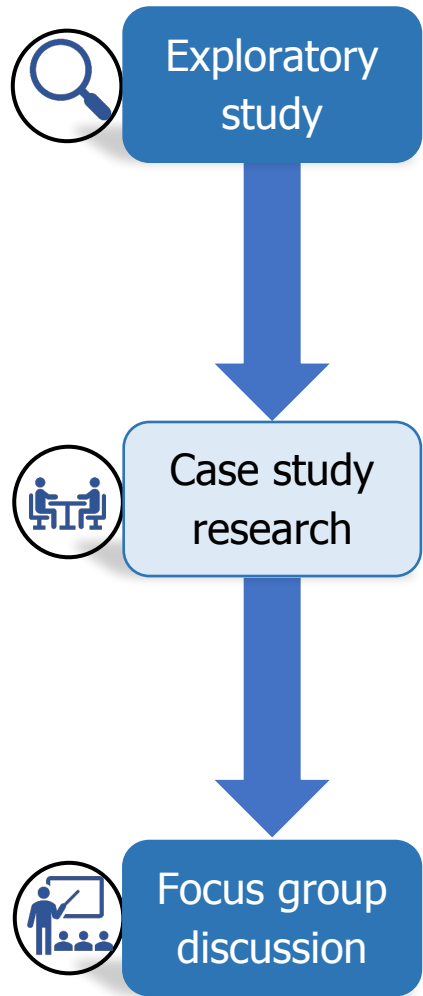
Project governance -

A **set of values and a balanced structure** that reflects the ability of the organization to select the best project that suits the organization's objective, managed the project efficiently and ensure the project serves the intended stakeholders effectively

Project governance in poverty alleviation projects -

A **management system which comprises a set of values and structure** in delivering the right project to the right target groups through effective and efficient possible ways with the ultimate aim to propel the quality of life of the poor people and bring them out of poverty

RESEARCH METHODOLOGY & OPERATIONALIZATION



To answer
RQ1 and
RQ2

Data Collection Entry Interview

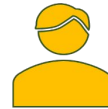
*(Reported in Chapter 3,
p 113 – 115)*

Development of Case Study Protocol

*(Reported in Chapter 3,
p 119 - 120)*

Pilot Case (House Built Project):

*(Reported in Chapter 3,
p 130 - 131)*



DATA COLLECTION & ANALYSIS

Public officials working in ministries/
departments/ agencies involved in
planning and implementing poverty
alleviation projects

Purposive sampling
(31 informants)

- ☐ Interview
- ☐ Document analysis
- ☐ Observation
- ☐ Fieldnotes
- ☐ Research journal

Template analysis by utilizing NVivo 12
Plus software as a tool for coding,
categorizing, and analyzing data

(Reported in Chapter 3, p 120 - 135)

CASE STUDY



CS1 - PPRT



CS2 - PPK



**CS3 -
Fishermen'
s Market**



**CS4 -
Rural
Road**



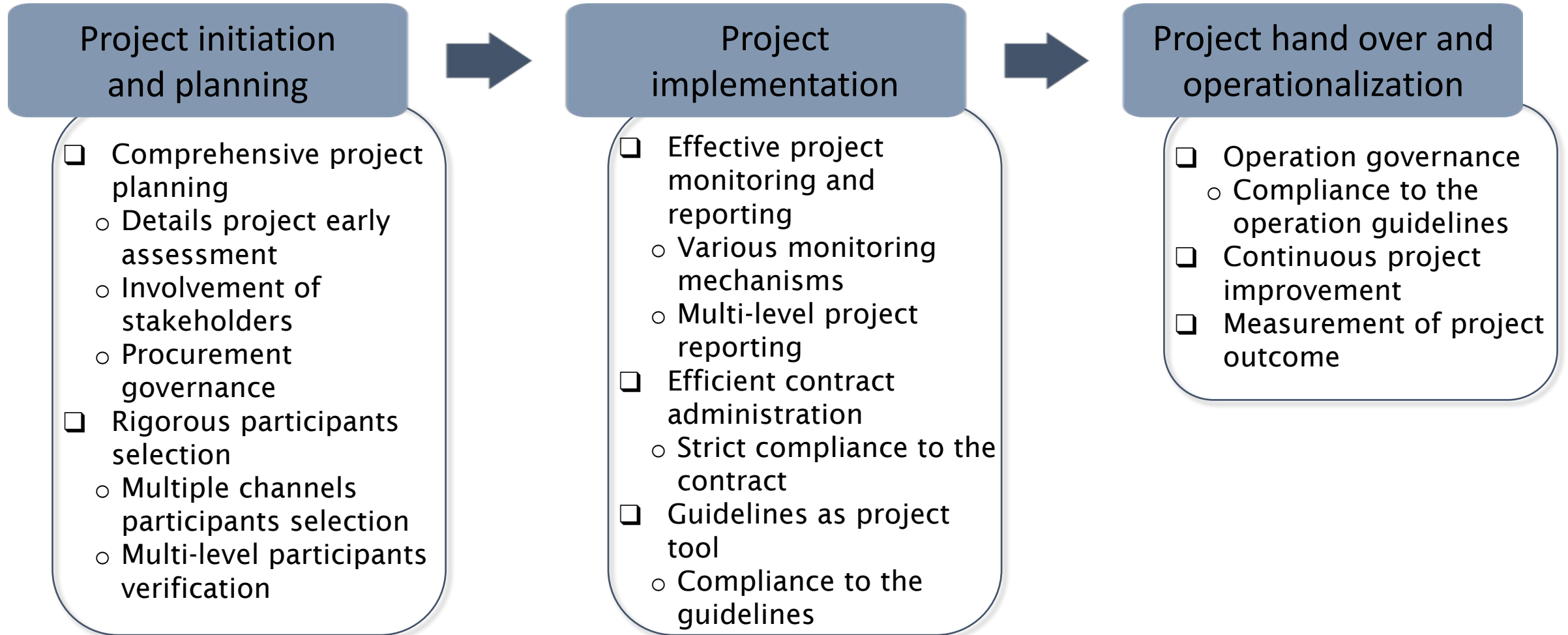
CS5 - PPR

(Reported in Chapter 5, p 165 - 241)

RESEARCH FINDINGS

Research Question 1:

How project governance is practiced in the planning, implementation and operation of the poverty alleviation projects in Malaysia?

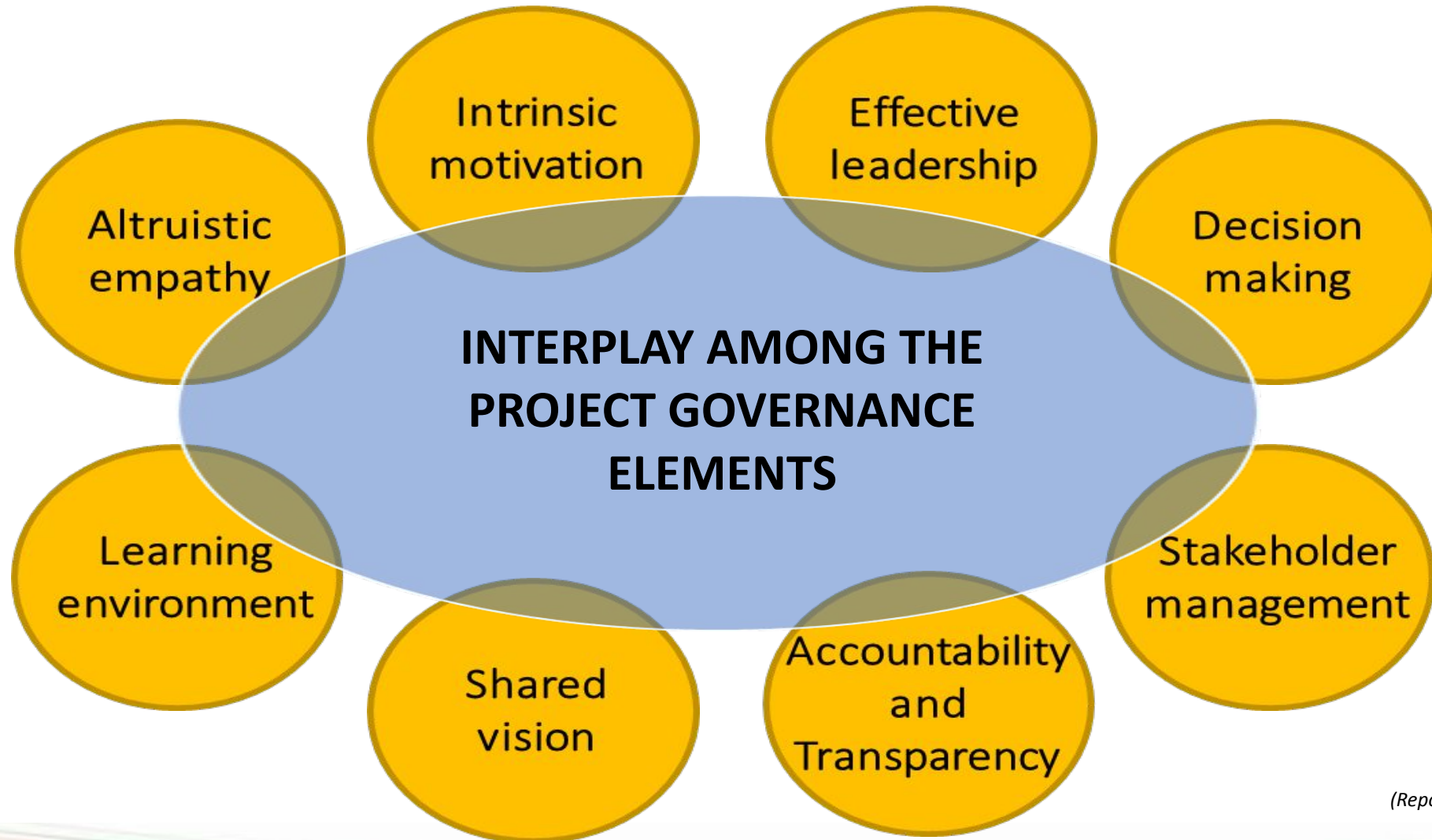


(Reported in Chapter 5, p 241 - 248)

RESEARCH FINDINGS

Research Question 2:

What are the embedded project governance elements that have been practiced in the planning, implementation and operation of the poverty alleviation projects in Malaysia?



(Reported in Chapter 5, p 249 - 257)

RESEARCH METHODOLOGY & OPERATIONALIZATION



To answer
RQ3

Development of
Focus Group
Protocol

(Reported in Chapter 3,
p 137)

DATA COLLECTION & ANALYSIS

Public sector experts

Purposive sampling (7 participants)

- Between 11 – 26 years working experience
- Between 3 – 10 years working experience in poverty alleviation projects
- Mixture of management, technical and academic

- ☐ Pre-FGD survey
- ☐ Focusing exercise
- ☐ Panel discussion

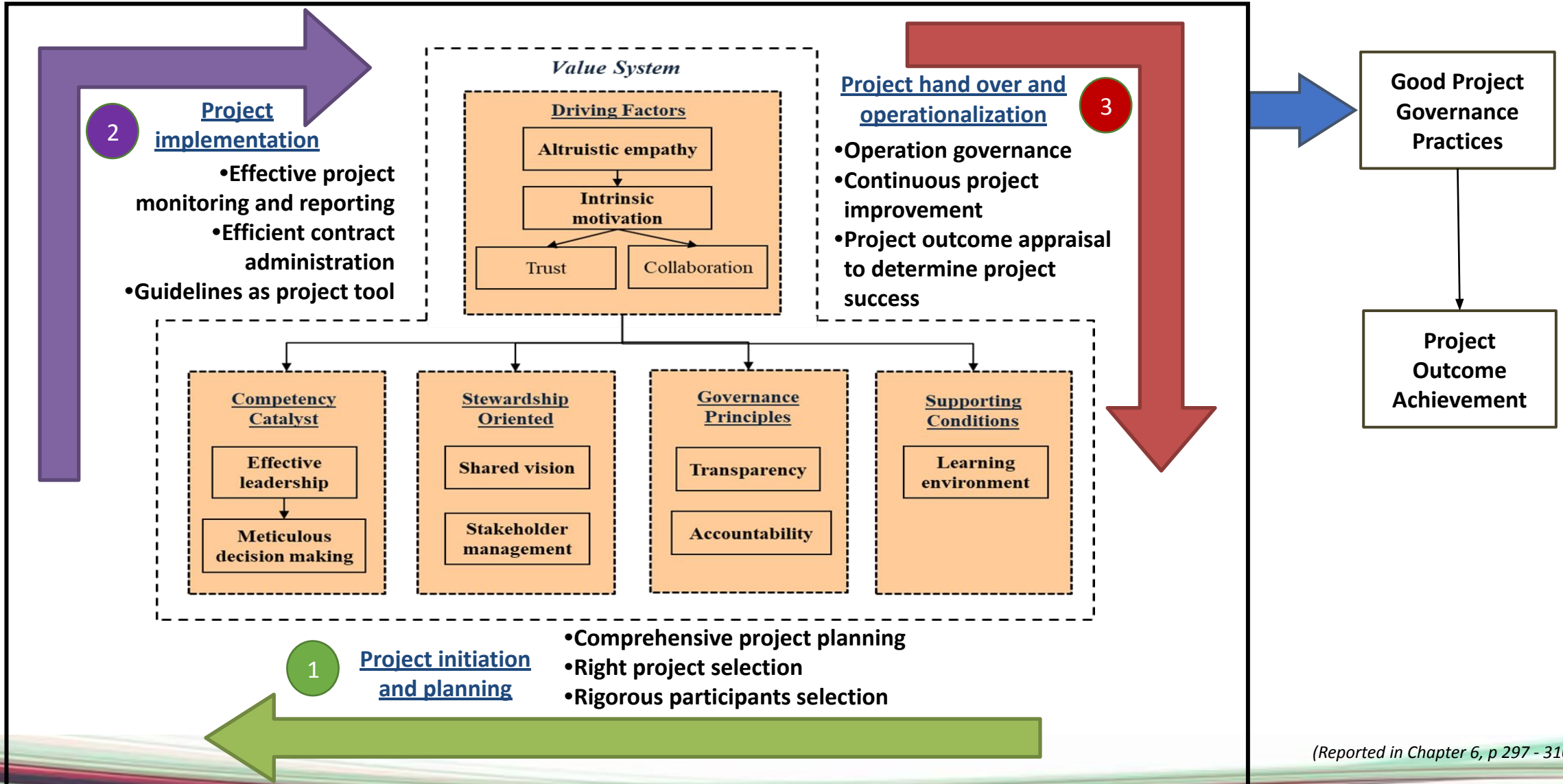
- ☐ Central tendency descriptive analysis (mean) and percentage calculation using MS Excel
- ☐ Thematic analysis by utilizing NVivo 12 Plus software as a tool for coding, categorizing, and analyzing data

(Reported in Chapter 3, p 138 – 142; Chapter 6, p 285 - 287)

RESEARCH FINDINGS

Research Question 3:

How the project governance elements found in the investigation could be formalized into a comprehensive project governance framework applicable to the planning, implementation and operation of the poverty alleviation projects in Malaysia?



CONCLUSIONS

1

Project governance is **informally practiced** in the poverty alleviation projects by the project actors **throughout the project cycle**.

(Reported in Chapter 7, p 314 - 316)

2

Altruistic empathy and **intrinsic motivation** as two main elements that are significantly practiced and **positively interplayed** with six other elements.

(Reported in Chapter 7, p 316 - 317)

3

Comprehensive project governance framework for poverty alleviation projects was developed through the **integration between project governance practices and elements**.

(Reported in Chapter 7, p 318 - 319)

Novelty of the Research

- ❑ Establishing the connection between project governance and poverty alleviation projects
(Reported in Chapter 2, p 85 - 91)
- ❑ Expanding the list of elements that influence the practices of project governance – altruistic empathy
(Reported in Chapter 5, p 267 - 269)
- ❑ Recognizing that poverty alleviation projects have different set up and motivation – altruistic empathy and intrinsic motivation
(Reported in Chapter 5, p 267 - 271)
- ❑ The project governance framework was designed to be generic in nature to enable easy applicable in the related public organizations
(Reported in Chapter 6, p 305 - 310)

RESEARCH CONTRIBUTIONS

Body of knowledge

Research area

- ☐ Workable definition of project governance
- ☐ Altruistic empathy and intrinsic motivation as project governance elements
- ☐ Stewardship theory describe how project governance is practiced

Frameworks

- ☐ Theoretical and conceptual frameworks sparked basic understanding on project governance
- ☐ Project governance framework in poverty alleviation projects which embrace value system

Methodology

- ☐ Social constructionism perspective in combination with the exploratory study, case study and focus group discussion

(Reported in Chapter 7, p 319 - 321)

Practical Application in the Malaysia Public Sector

Public policy

- ☐ Establish further integration of project governance within public governance substance – could be embraced in the **12th Malaysia Plan (2021 – 2025)**
- ☐ Could offer policymakers to iron out specific guidelines to guide ministries, departments and agencies – **Establishment of *Dasar Anti Kemiskinan Negara***

Delivery system

- ☐ Could be utilized for better decision making across the project organizations
- ☐ Positive interplay is significant in adding value and guiding public officials to deliver the project effectively
- ☐ Reinforce underlying project governance elements towards strengthening the delivery system – **Input for *Program Pembasmian Kemiskinan Tegar Keluarga Malaysia (BMTKM)***

(Reported in Chapter 7, p 322 - 323)

RESEARCH LIMITATIONS AND RECOMMENDATIONS

1

The context of the project governance framework

Explore other project governance elements in other types of poverty alleviation projects

2

Public officials as the project actors

Consider to include other significant stakeholders for different perspectives

3

Unrelated with the project outcome

Establish the connection between project governance practices and the project success and outcome





4

The utilization of stewardship theory

Explore other theoretical lenses to enable various interpretations


LIST OF PUBLICATIONS

Published

- ❑ Latiff, A. M. A., & Jaapar, A. (2020). Establishing the connection between project governance and poverty alleviation. *International Journal of Psychosocial Rehabilitation*, 24(6), 10717–10732. doi: 10.37200/IJPR/V24I6/PR261063 
- ❑ Latiff, A. M. A., Jaapar, A., & Isa, C. M. M. (2020). Project governance practices in urban public housing projects: A case study of public housing in Malaysia. *Construction Economics and Building*, 20(4), 120–136. doi: 10.5130/AJCEB.v20i4.7166 
- ❑ Latiff, A. M. A., Jaapar, A., & Isa, C. M. M. (2021). Factors influencing governance practices in rural development projects: A case study of rural road project in Malaysia. *Journal of Construction in Developing Countries*. Advance online publication. doi: 10.21315/jcdc-11-20-0245 
- ❑ Latiff, A. M. A., Jaapar, A., & Isa, C. M. M. (2021). Factors contribute to project governance practices: Case studies in Malaysian rural poverty housing projects. *International Journal of Rural Management*. Advance online publication. doi: 10.1177/09730052211059890 

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- ❑ Latiff, A. M. A., Jaapar, A., & Isa, C. M. M. (2021). Factors influencing governance practices in rural development projects: A case study of rural road project in Malaysia. *International Journal of Sustainable Construction Engineering and Technology*, 12(4), 35-45. doi: 10.30880/ijscet.2021.12.04.004 
- ❑ Latiff, A. M. A., Isa, C. M. M., & Jaapar, A. (2022). Governance practices in poverty alleviation projects: Case study from stewardship-driven perspective and sustainability context. *Springer Publication of Book Chapter – Green Infrastructure: Material and Application*, 227 – 244. doi: 10.1007/978-981-16-6383-3_14

Under Consideration

- ❑ Latiff, A. M. A., Jaapar, A., & Isa, C. M. M. (2022). Governance practices in rural infrastructure projects: A case study of fishermen's market in Malaysia. (*Built Environment Project and Asset Management – submitted for second round of review*)

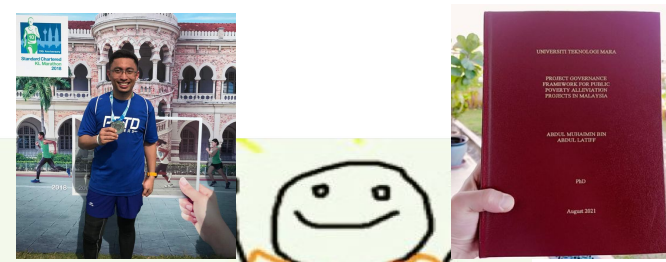
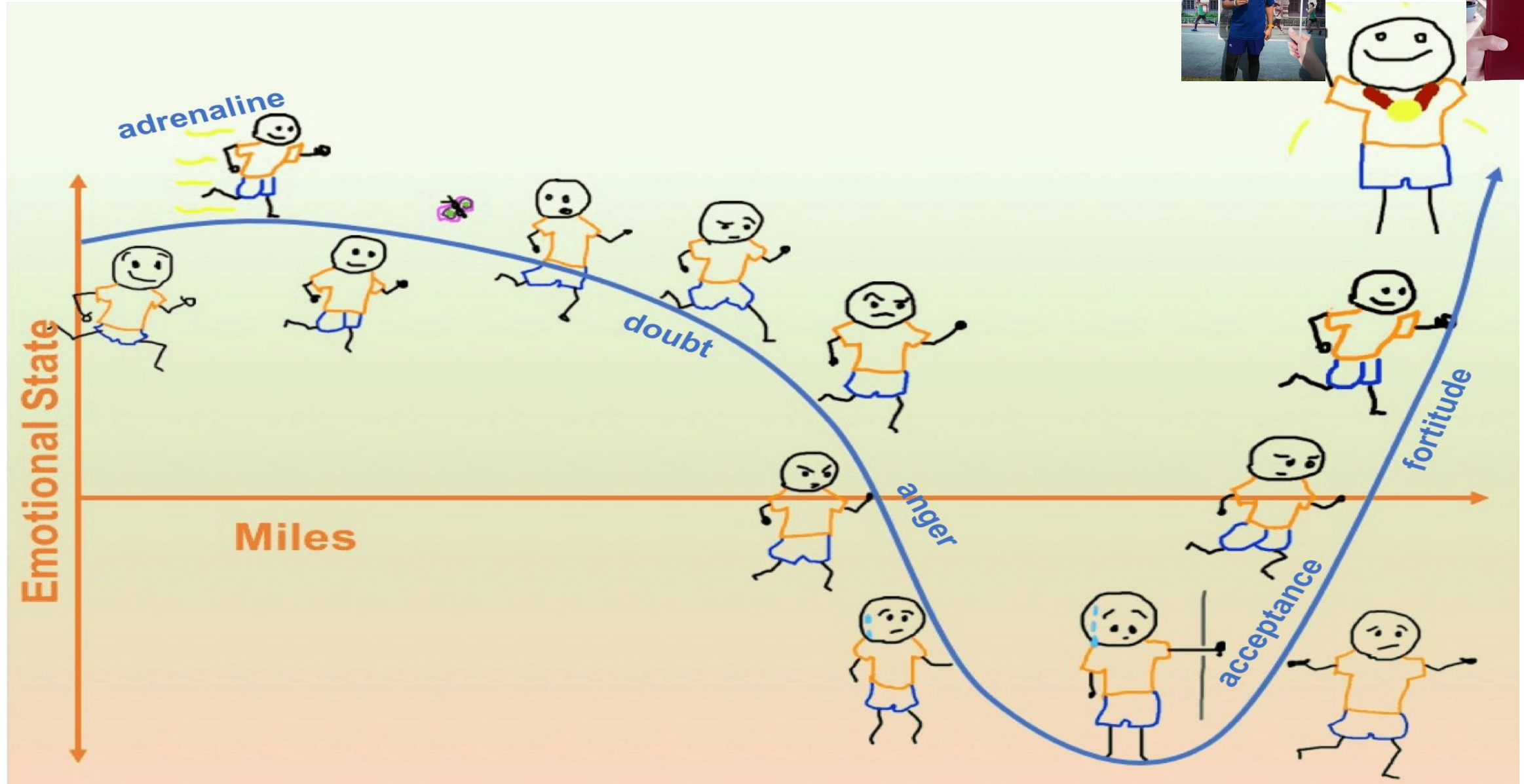
LIST OF CONFERENCE

- ❑ Latiff, A. M. A., & Jaapar, A. (2019, May). *Establishing the connection between project governance and poverty alleviation*. Paper presented at the Third Asia International Multidisciplinary Conference, Johor Bahru, Malaysia.

LIST OF AWARD

- ❑ Anugerah Penyelidikan Cemerlang Fakulti Senibina, Perancangan dan Ukur (FSPU) UiTM tahun 2022
- ❑ Silver Award, 2nd Graduate Digital Invention, Innovation & Design (GDIID) 2021

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VIVA EXAMINATION
Title Of Thesis
**Project Governance Framework
for Public Poverty Alleviation
Projects in Malaysia**

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Internal Examiner
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