



**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF PROJECT
MANAGEMENT**

**Emergency Project Management Practice in Ethiopia: The Case of
Humanitarian Crises Response Projects by NGOs in Afar Regional State of
Ethiopia**

**Project work in partial fulfillment of the Requirements for the Master of Art
in Project Management**

**By
Temesgen Samuel
GSD/0812/12**

**Advisor
Dr. Adane Atara (PhD)**

June 30, 2022

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Declaration

I the undersigned, Temesgen Samuel, ID No. GSD/0812/12 do hereby declare that this thesis work entitled “Emergency Project Management Practice in Ethiopia; The Case of Humanitarian Crises Response Projects by NGOs in Afar Regional State of Ethiopia” is my original work. It has not been submitted in part or in full to any educational institution or to this university for the purpose of receiving a degree, and it has not been included in any projects. The source of the content utilized in this project has been acknowledged.

Temesgen Samuel

Date

Supervisor Declaration

I the supervisor undersigned, declare that this thesis work entitled “Emergency Project Management Practice in Ethiopia: The Case of Humanitarian Crises Response Projects implemented by NGOs in Afar Regional State of Ethiopia” is conducted by Temesgen Samuel for the partial fulfillment of the requirements for the award of master’s degree in Project Management. To the best of my knowledge, it is his original work. It has not been submitted partially or in full to any educational institution or to this university for an award of a degree and not presented in any projects by any means.

Adane Atara(PhD)

Date

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Abbreviations

AAH- Action Against Hunger
AISDA- Action for Integrated Sustainable Development Association
AMREF- African Medical and Research Foundation
APDA- Afar Pastoralist Development Association
BHA – Bureau of Humanitarian Affairs
CBS – Cost Break down structures
COOPI- Cooperazine Internazionale
DCA-Danish Church Aid
DPPCs- Disaster Prevention and Preparedness Commissions
DRM-TWG- Disaster Risk Management- Technical Working Group
EHCT- Ethiopia Humanitarian Coordination Team
ESNFI- Emergency Shelter and Nonfood Item
EP – Emergency Project
EPM – Emergency Project Management
ECHO – European Civil Protection & Humanitarian Aid Operations
FSA- Friendship Support Association
GAM – Grant Acquisition & management
HEA – Humanitarian Emergency Affairs
HNO- Humanitarian Need Overview
HR – Humanitarian Response Plan – OCHA
HRO- Humanitarian Relief Organization
ICT- Information and Communication Technology
IMC- International Medical Corps
MEAL- Monitoring Evaluation, Accountability and Learning
NCE – No cost time extension
NFIs- Non-Food-Items

NRC- Norwegian Refugee Council

NGOs – Non Governmental Organizations

PCM – Project Cycle Management

PM – Project Management

PMI – Project management Institute

SCI- Save the Children International

SOP – Standard Operation Procedures

SWAN- Save the Children, World Vision, Action Against Hungry, Norwegian Refugee Council

UNOCHA – United Nation Office for the Coordination of Humanitarian Affairs

VSF- Veterinaries Sans Frontieres Germany

WASH- Water, Sanitation and Hygiene

WBS – Work Breakdown structure

WHO – World Health Organization

WVI- World Vision International

Abstract

Due to the escalating humanitarian crisis as a result of various natural and man-made disasters, project management typically requires the most attention and resources, and it necessitates the application of knowledge, skills, tools, and techniques to project activities in order to meet the project's immediate output and objectives. Humanitarian emergency response might be a cyclical process including recurrent assessments, planning, action, and evaluation in order to respond properly to changing needs and capacities. The success of an emergency project depends on good project management practices. The major objective of this research was to examine and determine the extent to which all project management knowledge areas of integration, scope, time, money, quality, resource, communication, risk, procurement, and stakeholder management are practiced in humanitarian emergency response projects. The study employed a descriptive research design and an online google form questionnaire to collect data. The primary data was collected using an institution-based cross-sectional research design sampling techniques. Descriptive statistics such as mean and percentages were used to examine the data. Furthermore, secondary data was employed to confirm the results of the original data analysis. Scope, schedule, cost, and procurement were all found to be poorly handled, according to the findings. Scoping and scheduling tools and approaches were not adequately employed, resulting in budget issues. For most non-governmental organizations, there was no documentation with regard to the usage and application of project knowledge areas for emergency response project implementation. The findings of the study suggested that existing methods be examined in order to develop viable, adept, and flexible rules, techniques, and standard operating protocols (SOPs) for managing emergency project crisis response finances, supplies of goods and services. Furthermore, the proper application of scoping and planning tools, such as project-scheduling software, may substantially aid in the effective administration of crisis response initiatives.

Key words: *Project Management, Disasters, Emergency Projects, and Emergency Respons3*

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the project management processes identified for the project. Project management enables organizations to execute projects effectively and efficiently. Effective project management helps individuals, groups, and public and private organizations to meet business objectives; satisfy stakeholder expectations; be more predictable; increase chances of success; deliver the right products at the right time; resolve problems and issues; respond to risks in a timely manner; optimize the use of organizational resources; identify, recover, or terminate failing projects; manage constraints (e.g., scope, quality, schedule, costs, resources); balance the influence of constraints on the project (e.g., increased scope may increase cost or schedule); and manage change in a better manner.

Poorly managed projects or the absence of project management may result in missed deadlines; cost overruns, poor quality, rework, uncontrolled expansion of the project, loss of reputation for the organization, unsatisfied stakeholders, and failure in achieving the objectives for which the project was undertaken.

Projects are a key way to create value and benefits in organizations. In today's business environment, organizational leaders need to be able to manage with tighter budgets, shorter timelines, scarcity of resources, and rapidly changing technology. The business environment is dynamic with an accelerating rate of change. To remain competitive in the world economy, companies are embracing project management to consistently deliver business value.

The Project Management Knowledge Areas are fields or areas of specialization that are commonly employed when managing projects. A Knowledge Area is a set of processes associated with a particular topic in project management. It is an identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs,

outputs, tools, and techniques. Although the Knowledge Areas are interrelated, they are defined separately from the project management perspective. The ten Knowledge Areas identified in PMI (2017) guide are used in most projects most of the time. The ten Knowledge Areas described in the Project management are:

- ***Project Integration Management*** includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups.
- ***Project Scope Management*** includes the processes required to ensure the project includes all the work required, and only the work required, to complete the project successfully.
- ***Project Schedule Management*** includes the processes required to manage the timely completion of the project.
- ***Project Cost Management*** includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so the project can be completed within the approved budget.
- ***Project Quality Management*** includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements, in order to meet stakeholders' expectations.
- ***Project Resource Management*** includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project.
- ***Project Communications Management*** includes the processes required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and ultimate disposition of project information.
- ***Project Risk Management*** includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project.
- ***Project Procurement Management*** includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team.
- ***Project Stakeholder Management*** includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and

execution. The needs of a specific project may require one or more additional Knowledge Areas, for example, construction may require financial management or safety and health management.

Humanitarian crises occur all throughout the world as a result of various natural and man-made calamities. In 2013, the World Health Organization (WHO) compiled a list of the average number of global crises. As a result, every year between 2001 and 2010, more than 700 natural and technological disasters occurred throughout the world, affecting about 270 million people and resulting in over 130 000 deaths. Less developed nations with insufficient capacity to plan for and respond effectively to catastrophes accounted for 25% of these emergencies and 44% of the deaths (WHO, 2013).

The countries in the Horn of Africa are currently experiencing the world's worst humanitarian catastrophe. The major causes of Ethiopia's humanitarian disaster include conflict, repeated climatic shocks like as floods and droughts, and the economic impact of COVID-19. While Ethiopia is struggling with a number of humanitarian problems at the same time, a politically motivated war in the country's north has exacerbated the situation. Military activity in Tigray, which began on November 4, 2020, has resulted in massive internal displacement and livelihood damage in the province's adjacent areas of Afar and Amhara. As a result, the districts of Afar, which border Tigray, require humanitarian assistance for the afflicted populations. Prior to the conflict, the majority of those getting safety net assistance resided in an area where there was a high degree of need due to drought and flooding. The crisis has heightened the region's vulnerability, needing multi-sectoral emergency responses because to the region's nomadic and drought-prone nature.

As a result, a number of national and international non-governmental organizations (NGOs) have joined the humanitarian effort. Despite some claimed improvements in accessibility in the Afar area, the overall humanitarian situation remains terrible.

According to WHO (2013), 44 percent of people die in underdeveloped countries when just 25 crises occur. The high number of fatalities was attributed to a lack of planning and an ineffective response system. The World Health Organization (WHO) published a report in 2013 that said that

both financial capability and proactive planning are required for emergency response readiness. Furthermore, in addition to having all of the essential resources, successful response necessitates project organization and administration.

The fact that Ethiopia is a developing country with hundreds of millions of dollars spent on humanitarian emergency projects each year, and that without an effective response to the emergency, the humanitarian consequences are severe, necessitates studying emergency project management practice in Ethiopia. In addition, the entire life cycle of project management must be reviewed in order to determine the existing weakness of the emergency management technique. This also serves as a foundation for the project's inspiration.

Despite the fact that emergency and urgent time constrained projects must be completed and concluded in a shorter timeframe than development projects, emergency projects are frequently found to be stretched and postponed. Organizations extend their implementation timeline at no cost extension (NCE). This research aims to identify the factors that contribute to NCE and determine if they are linked to project management inefficiencies.

Furthermore, most NGO projects are funded by donors, and the contribution method is very competitive. Donors typically have requirements to meet, such as accountability systems, a defined list of deliverables, a process for managing inputs, outputs, and activities, and money usage. These criteria are mostly controlled by the project management method that the company selects.

To stay in the humanitarian emergency response sector, NGOs must deliver projects to the donors' expectations and satisfaction levels, and the implementing NGO must ensure that the organization follows conventional norms and regulations during implementation. NGO's will go out of business if they do not comply with these regulations and standards. Employing effective management techniques is not a luxury, but rather a must if you want to stay in business. The study on this issue was inspired by the fact that project management is extremely important.

1.2 Problem Statement

Organizations are formed for a specific reason and have a goal and vision. Different tactics were used to bring the visions to life. The plan is brought to life via the creation and implementation of

several projects. Similarly, NGOs, whether humanitarian or development, keep the community alive via project involvement. The initiatives' outcomes are critical to their survival, expansion, and acceptance within the community. Acceptance and excellent reputation are unachievable without effective and efficient project implementation and success stories. This necessitates good project management, as well as other processes. NGOs may establish a positive image by keeping their commitments and responding quickly when a crisis arises. These goals were met thanks to good project management. Project management for emergency situations, on the other hand, has gotten more difficult. The project's risk, security instability, and numerous irregularities that occur during execution make an emergency project tough.

Many studies on project management in general have been carried out. Much of the study has concentrated on the factors that contribute to project delays, cost overruns, and fixed completion times. He identifies four reasons why donor-funded initiatives fail in his study (Lavagnon A. Ika, 2012). This includes a lack of flexibility in the funding agencies' standards, regardless of the size of the project, a focus on the standard/guidelines rather than the project's outcome, a lack of project management capability, and a failure to address the cultural challenges in the intervention regions.

Blen D. (2019) investigated the factors influencing the effective execution of projects in international non-governmental organizations in Ethiopia. The findings of the study demonstrate that successful project execution at Save the Children International is hampered by a lack of good planning and clarity on complicated internal and external norms (SCI). The findings also revealed that communication and management variables influence project implementation at SCI. Natnael H. (2019) evaluated NGO project management procedures and concluded that although certain knowledge fields were well maintained and utilized, others were not.

The majority of the studies above focused on a development project or a project in general. None of them place sufficient attention on the emergency project. Project management concepts may already be used for emergency response, according to Jain, S. (2006), although they are not formally recognized in a good manner. As a result of this project's work, the ties between emergency project management and project management concepts will be explicitly recognized. Furthermore, it delves into the practice of emergency response project management in Ethiopia.

From experience, emergency projects are critical time bounded as the aim is to save the life of disaster affected community and need to be implemented and closed in shorter timeframe with planned budget and required quality as compared to development project. However, due to poor management which might be associated to lack of the usage of PM knowledge areas and different risks, emergency projects are extended and delayed. Most of the time the implementing NGOs extend their implantation timeframe through no cost extension (NCE) which put the disaster affected community at risk because of late service delivery with the required standard and quality. This study tries to assess whether the no cost extension requests of NGOS for most emergency projects grants are associated due to the level of usage of Project management knowledge areas or not. It also deals in depth with specifically on emergency Response project management practice in Afar region of Ethiopia. Moreover, the study identified the challenges in performing various Project management functions in Emergency & humanitarian response projects implemented by NGOs in Ethiopia.

1.3 Research Questions

A research question is a question that a study or research project aims to answer. This question often addresses an issue or a problem, which, through analysis and interpretation of data, is answered in the study's conclusion.

Therefore, in order to come up with possible solution to the problems stated above under the problem statement part, and ultimately meet the research objectives, in this study different research questions are formulated and specific answers were obtained. Below are the research specific questions that were address in this study.

1. What are the existing emergency project management practices in humanitarian crisis response project in Afar regional state of Ethiopia?
2. Does NGOs in Afar region properly implement the Project Management knowledge area for managing the emergency response projects in order to save the life of the disaster affected community within acceptable timeframe?
3. What are the challenges observed to emergency project management?

1.3.1 General Objective

The overall objective of this research is to assess the project management practices and challenges of humanitarian crisis emergency response projects implemented by NGOs in Ethiopia's Afar region.

1.3.2 Specific objectives

The specific objectives of the study are:

1. Asses the emergency response Project management Practice and the level of usage of Project Management knowledge areas by Non-Governmental Organizations' in Afar region of Ethiopia for emergency response projects.
2. Identify the challenges of emergency response project management.

1.4 Significant of the Study

Effective project management is essential to the success and achievement of project objectives, whether it is a development project or an emergency project. To meet the project's final milestone, effective and efficient management of project constraints (cost, time, and scope/quality) is a must. Projects are time-bound, and each activity has its own budget to support its implementation. Emergency projects are more time-constrained, and there is no time to relax. As a result, it is constrained, necessitating a quick and flexible approach to project management. Projects are made up of a series of actions designed to meet a certain set of requirements and produce specific outcomes. When it comes to emergency projects, the deliverables are almost always directly related to saving lives. It is necessary to prepare and submit many ideas to various funders within a short period of time when a crisis occurs. Project management, also known as Project Cycle Management (PCM), is essential in order to do this.

The objective of the study is to determine the benefits of project cycle management in the implementation of emergency projects in Ethiopia. The aim of this study is that it will show the benefits of project management concepts in the implementation of emergency projects in NGOs; the value of using PM tools and methods; and analyze the practice of PM in emergency setup

NGOs. Furthermore, the study will evaluate and try to identify the problems in completing various managerial duties in NGOs in Ethiopia, specifically in the Afar area.

This research will provide insight into the significance of project management in NGO emergency programs. As a result, this research will provide light on the relationship between an organization's performance and its management tool utilization. The findings of the study will eventually be added to the current body of knowledge, paving the path for more academic research in the subject of emergency project management.

The findings of this project work will be significant for the management of NGOs in Ethiopia in understanding emergency project management and the elements impacting emergency project execution from a Project Management (PM) perspective. As a result, it will educate them on the appropriate mitigation methods to mitigate their consequences. It would also assist various funders in comprehending the numerous elements impacting Emergency Project management in Ethiopia's Afar area. Donors who use the report will be able to identify the numerous areas that need to be addressed during project monitoring and assessment.

1.5 Scope of the Study

The objective of the research is to assess the emergency project management practices of NGOs in Ethiopia's Afar region. The study will also identify the challenges of emergency response project management. To accomplish so, the research will conduct an employee survey and secondary document review. Only a sample of 14 NGOs' Staffs who have been working for Afar Regional State emergency programs will get surveys.

The need to limit the study to NGOs working in Ethiopia's Afar region is due to the large number of different disaster types that have hit the region, including recurrent drought, flooding, conflict, and desert locust, among others, as compared to any other region in Ethiopia, and a number of implementing NGOs/Agencies have experience with different emergency projects across the region. Although NGOs work on a variety of large and minor disaster initiatives across Ethiopia's regional states, the research will solely look at the Afar Regional State's emergency response. The

Afar emergency response is massive and complicated in and of itself, with multi-sector interventions. These factors cause the response to be classified as a multi-sectoral need assessment and responses by a number of NGOs, making it excellent for work. While the conclusions will attempt to apply the findings to other NGO emergency programs being done in other regions of Ethiopia and even beyond in other countries in the horn of Africa, the research is limited to this specific location.

1.6 Limitation of the Study

The dynamic situation in the Afar region, such as security challenges (manmade disasters such as conflict) combined with the nature of the areas (natural disasters such as drought), necessitated data collection via an online google form from 14 NGOs working on emergency projects response in Afar region. Staff from government offices were not included in this study due to the two difficulties outlined above. As a result, the study technically limited the involvement of government sector offices personnel's who are familiar with the scenario and context of the areas and have been actively collaborating in the emergency response with NGOs.

1.7 Definition of Terms

Disaster: A disaster is defined by the United Nations Office for Disaster Risk Reduction as a serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources.

Project management: "The application of knowledge, skills, tools, and procedures to project activities in order to meet project requirements is project management." In other words, project management is the discipline of initiating, planning, executing, managing, and closing a team's activity in order to achieve certain objectives and fulfill specific success criteria. It is the process of applying data, skills, tools, and procedures to project operations in order to meet project objectives. It covers knowledge areas such as time, cost, scope, and quality, as well as human resources, communication, risk, procurement, stakeholder, and integration management. (Source: PMI, 2017).

Emergency Response: The phase of the disaster-management cycle that always receives the most attention and resources is emergency response. Emergency response is frequently a cyclical

process that involves periodic evaluation, planning, action, and review in order to respond correctly to changing requirements and capacity (WHO, 2013). Emergency response, according to safeopedia, an online site, "includes any systematic response to an unexpected or harmful occurrence aimed at mitigating the event's impact on people and the environment."

Project Cost Management may potentially be defined as a set of operations for estimating, allocating, and regulating project costs. It allows you to set a project budget and keep track of your spending. Estimating the cost of supplies, equipment, and worker salaries, for example, is critical in building project cost management (ERIC, 2010, Citing PMI 2017). Cost estimation, cost control, and other activities are all part of project cost management.

Cost Break Down Structure: A Cost Breakdown Structure (CBS) is a breakdown or hierarchical depiction of all of a project's expenses. The value of the components inside the Work Breakdown Structure is represented by the Cost Breakdown Structure (WBS). By developing a structure for imposing measurable cost controls, the CBS might possibly be a crucial instrument in managing the project lifecycle, particularly the financial components of any project. (Source: PMI, 2017).

1.9 Organization of the Study

This project's report is divided into five sections. The first chapter gives an overview of the project's motivation and goals. The research question was also stated in this chapter, and it was based on the specified researchable difficulties. This chapter one also outlined the significance of the paper and its scope.

The second chapter reviews theoretically and experimentally linked literatures such as books, journals, and research documents. In addition, the organization's Emergency Project Management documentation was examined to identify any gaps in its Emergency Project Management practice. The literature reviews are organized to support the study's objective.

In Chapter three, the research technique for this study was detailed in full. Some of the subjects discussed here include data sources, study design, and analytic approaches.

The results and discussion in Chapter 4 are focused on the study's objectives.

Finally, chapter five summarizes the facts, conclusions, and suggestions.

CHAPTER TWO: LITERATURE REVIEW

2.Introduction

Following the study's aims, this chapter evaluates the linked literature. The selected issue on project management, especially on emergency response management, is analyzed conceptually in order to satisfy the project work's aim and answer the research question. Some organizational papers will be analyzed and provided imbedding under each knowledge area of project management in order to assess the practice of emergency project management of nongovernmental organizations (NGOs) functioning in the Afar regional state of Ethiopia.

2.1 Theoretical Literature Review

2.1.1 Project Management and Emergency Response

A Guide to the Project Management Body of Knowledge (PMBOK® Guide Six Edition) (2017), published by the Project Management Institute, defines a project as "a temporary activity undertaken to generate a unique product, service, or outcome." Emergency response operations begin in reaction to an incident and cease once all of the emergency's immediate consequences have been addressed, making it a transitory activity. The specifics of the emergency response are developed based on the incident's particular impact, resulting in a one-of-a-kind service.

Improving emergency response operations necessitates a collaborative effort from all relevant entities with diverse experience. It is in the best interests of all professional disciplines to contribute their experience in order to strengthen the applicable competencies. Project management concepts may already be used for emergency response, according to Jain, S. (2006), even if they are not technically recognized as such. Project management skills may be used in a variety of ways. It may be used to organize and oversee a coordinated effort to improve emergency response management in general. It may also be utilized to increase the efficiency with which operations are carried out within each phase. While all of these applications are vital, the planning and administration of the actual reaction to the disaster is the most critical area that requires immediate attention.

2.1.2 Project Cycle Management (PCM) in Emergency & Development projects

The term "project cycle management" refers to the process of managing an intervention through a series of phases, often known as the project cycle. Conception and initiation, planning, execution, performance/monitoring, and project close are the five phases of project management, as defined by the Project Management Institute (PMI). In both the development and emergency and humanitarian crisis contexts, the phases are the same and must be followed to the letter. In practice, however, the time and relevance of each PCM phase may vary, especially in emergencies and humanitarian situations. They assist in the design, management, and structuring of the intervention, while also acknowledging the intervention's complexity and iterative nature. They're connected, ongoing, and progressive, with each one flowing into the next.



Figure 1: Project phases

(Source: <https://www.smartsheet.com/blog/demystifying-5-phases-project-management>)
accessed on April 8, 2022

2.1.2.1 Life Cycle of Emergency Project Management

The life cycle of Management of a disaster response has the following cycles;

- Prevention
- Preparedness
- Response
- Recovery and
- Mitigation

Prevention includes actions that can help reduce the potential for occurrence of such emergency or humanitarian disaster.

Preparedness includes planning the efforts for various potential incident scenarios and training the relevant personnel for effectively responding to them.

Response includes coordination and execution of planned response activities following the occurrence of an incident.

Recovery includes efforts to bring the affected areas back to their normal state after the immediate needs of the victims of the event have been addressed.

Mitigation entails taking steps to lessen the effect of future possible occurrences. Mitigation efforts can be done both before and after an incident occurs. Each phase's activities must be handled on two levels. First, the activity's execution must be enhanced by utilizing the finest available skills and technology. Second, activities must be well-coordinated with other activities in that phase and across phases.

The types of emergency or disaster are categorized as:

- Rapid onset/sudden onset
- Protracted or slow onset

Rapid onset /Sudden onset emergency

The rapid onset/sudden onset emergency or disaster occurs with little or no warning although specific geographical areas may have known risks. When an alarm is given, it tends to be with little notice. Most of the impact of rapid onset disaster occurs immediately, or within hours or days.

Following immediate aftermath, the following occurs (first, an early recovery phase; second, the main recovery phase, which, depending on the type of emergency could take days (for example receding floods), months, or years, (for example earthquake).

Sudden onset emergencies are both “natural” disasters (for example, earthquakes, Volcanoes, floods) and manmade or “complex” disasters (for example sudden conflict situations arising from varied political factors), for which there is little or no warning. These events occur without time to complete a full evacuation.

Emergency response Organizations like NGOS, Government bodies and donor organization & partners should respond to the rapid onset disaster within 72 hours in order to save the life of the disaster affected community.

Protracted or slow onset emergency

The World Health Organization and World Food Program defines a protracted emergency, as an extended disaster that takes a long time to produce emergency conditions, which are normally accompanied by early warning signs,

Protracted emergency does not emerge from a single, distinct event but one that emerges gradually over time, often based on a convergence of different events (OCHA) for example natural disasters such as a drought. Drought has four main stages; alert, alarm, emergency, and recovery.

Slow onset emergency emerges gradually, increasing stress on livelihoods over many months until an emergency is declared and can be multi-year events. Specific geographical areas are known to be at risk, so there is some level of predictability. Early response is often inadequate for protracted emergency even though early warning system exist.

Complex Emergency

Complex emergency is usually associated with the disaster of both natural and man-made disaster like protracted political instability and/or internal or external conflict. Its time frame is usually years or decades. Slow-onset or rapid-onset emergencies can also occur, worsening the impacts of the ongoing complex emergency.

A Complex Emergency is a humanitarian crisis which occurs in a country, region, or society where there is a total or considerable breakdown of authority resulting from civil conflict and/or foreign aggression. This crisis can result in high morbidity and mortality among the affected community.

2.1.3 Emergency Project & Project Constraints (Cost, Time, Performance)

Three constraint can be used to define emergency response (Jain S., 2006). While the time limits may not be expressly stated, there are clear objectives for providing an emergency response in a timely and efficient manner. Similarly, while cost isn't a factor when lives are on the line, resources are limited owing to availability and, in certain cases, restricted access to the afflicted region. The performance is commonly defined in terms of limiting the incident's impact in terms of the number of casualties, providing timely care to those who have been injured, and minimizing property damage.

Project success criteria, according to PMBOK, a handbook produced by the PMI, include the project triple constraint (time, cost, scope) and quality (PMI, 2017). The relationships between the parameters are such that if one of the three (triple constraint) changes, at least one other parameter is likely to change as well.

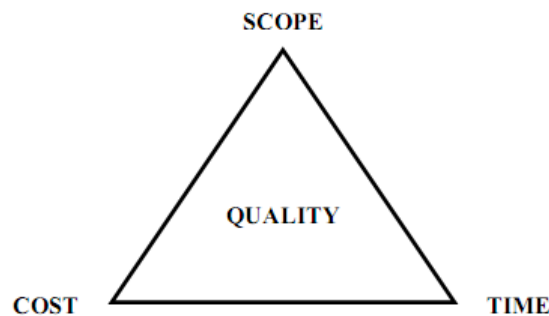


Figure 2: Triple Project Constraint

2.1.3.1 Project Time & Schedule in Emergency Project

One of the most important project performance indicators is on-time completion (Cooke-Davies, 2002). The shortage of time available for organizing the response effort is likely the most concerning feature of big catastrophes for project management. As previously stated, the time available between warning of an impending event and its occurrence might range from zero to a

few days. The limited time available prevents the construction of a thorough project plan after or just before a calamity.

2.1.3.2 Cost & Budget in Emergency Project

Contractor expenses for labor, material, service, utilities, and other items, as well as overhead and profits, are included in the project cost (Vasista, 2017). According to Charles T. et al., cost is a resource that is sacrificed or forgone for a certain goal or given up in return for something else, and is commonly quantified in monetary units such as dollars. One of the more important aspects of project management is cost control. Cost management ensures that the project is finished on time and on budget. Making ensuring the scope document is as precise as possible is a key aspect of cost management since it allows for reasonable budget projections.

The most common problem in emergency response is the availability of funds. Despite the fact that the scope has been documented and a need assessment has been completed, funds may not be available when they are needed. Funding shortages are a common occurrence in emergency situations.

Budgets are issued with basic criteria for emergency responses such as lifesaving. Donors frequently relax the criterion for releasing funding and are more flexible with the amount of money available.

2.1.3.3 Scope in Emergency Projects

A project's scope criterion focuses on the project deliverables in general. A project charter often comprises a statement of the business needs that the project results are meant to fulfill as well as a description of the outcomes (i.e. a service or product description). Scope management is all about ensuring that everyone understands the project's purpose and scope.

Some of the deliverables in emergency response are standardized and easy. The Sphere standard, for example, is a set of principles and minimum humanitarian standards that standardize deliverables based on the principle that "people affected by disaster or conflict have the right to receive protection and assistance, as well as to ensure the basic conditions for living in dignity." Humanitarian standards are statements that explain the series of acts that must be taken in order for persons impacted by a catastrophe to exercise this right." (2018, Sphere). Donors, on the other

hand, have been known to define deliverables and to undertake actions based on current assessments on the ground. This simplifies the project conception and identification procedure.

2.1.4 PM knowledge areas in Emergency Project

Already, in section 2.1.3, three project management knowledge domains known as project constraints are examined in relation to the emergency response project. This section now goes through some of the PM knowledge areas that are pertinent to the issue at hand.

2.1.4.1 Project Risk Management, Safety & Security in Emergency

All projects, according to the Project Management Institute (PMI) 2017, are hazardous since they are one-of-a-kind endeavors with varied degrees of complexity that attempt to produce advantages. They do so while dealing with limits and assumptions, as well as competing and shifting stakeholder expectations.

Emergency crises are volatile and unexpected by nature, among other things. They can occur with little or no warning, ranging from earthquakes with little warning to flooding and other natural catastrophes with several days' notice. Based on the quality and kind of intelligence, the notice for man-made catastrophes might range from zero for accidents to varied time periods for terrorist-planned acts or war. As a result, the unpredictable nature of an emergency necessitates prior risk preparation.

The objectives of project risk management are to raise the likelihood and/or effect of positive risks while lowering the probability and/or impact of negative risks in order to maximize project success prospects (PMI, 2017). As a result, in order to produce value while balancing risk and reward, companies should choose to assume project risk in a controlled and planned manner.

Risk management is a continuous procedure that lasts the duration of the project. Risk management planning, identification, analysis, treatment, monitoring, and control are all included in this process. New risks can be detected at any moment during the project lifetime, hence many of these procedures are updated throughout the project lifecycle.

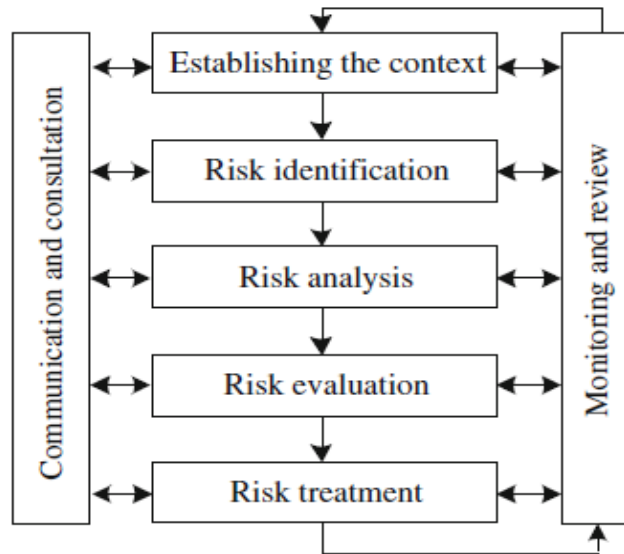


Figure 3: An overview of Project risk management process

(Source: Showangezaw Z. 2019, citing Comcover, 2016)

2.1.4.2 Communication Management in Emergency Project

The sharing of information, whether willingly or not, is referred to as communication. Communication between project teams and the stakeholders that work on the project is essential for it to finish on time and on schedule. Effective communication establishes a link between the many parties engaged, each of whom has a unique history, expertise, and perspective that has a substantial influence on the project's bottom line. Through the creation of artifacts and the implementation of actions aimed at achieving effective information sharing, this process ensures that the project's and stakeholders' information requirements are satisfied.

In emergency project management, communication is crucial. It's called "Project-Life Blood." It is critical to communicate effectively with all stakeholders in order to complete the project successfully. Not only could project success be ensured, but potential risks such as security breaches resulting in fatalities may be prevented simply by obtaining security clearance, which would be impossible without communication. E-mail, phone, memoranda, conference calls, voice mail, meetings, dialogues, reports, press releases, video conference, and face-to-face are some of the communication methods used by implementing NGO partners.

2.1.4.3 Integration Management in Emergency Project

The process of identifying, defining, combining, unifying, and coordinating the many processes and activities within the Project management process group is known as integration in project management. In the context of project management, integration refers to elements such as unification, consolidation, communication, and integrative activities that are critical to ensuring that a project is successfully completed, managing stakeholder expectations, and satisfying requirements (PMI, 2017).

In implementing NGO Partners, integration is a culture. Partners are structured in such a way that the project's management and technical coordination requirements are met. For international humanitarian organizations, line management extends from Project Offices up through the ladder of Country Offices, Regional Offices, and Global Offices, culminating in the senior leadership & management team, which is a highly organized leadership system that makes leadership decisions to move the project forward to its intended purpose within the project budget, time, and objectives. Whereas, the matrix line in the organization, which includes supply chains, finance, child protection divisions, and integrated programs divisions, which includes the Humanitarian Emergency Affairs program division, is already in place for technical assistance to field staffs conducting the project on the front lines.

Project managers have more opportunity to contact the Country Director in an emergency situation in Afar, and they receive support from any of the support divisions (supply chain, finance & Admin). In addition, HEA (Humanitarian Emergency Affairs) subject area professionals are directly supporting the emergency response in Afar.

2.1.4.4 Stakeholder Management

Project Stakeholder Management entails identifying the people, groups, or organizations that may have an impact on or be affected by the project, analyzing stakeholder expectations and their impact on the project, and developing appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

A person, a group, or an organization that can influence, be influenced by, or consider itself to be influenced by a project's choice, action, or outcome. PMI published a report in 2017 that stated, "When it comes to setting requirements or managing expectations, understanding their involvement and influence is critical. Carroll and Buchholz (2012) identify five key pieces of information required for effective stakeholder management: who they are, their interests, the opportunities or challenges they present, the project's responsibilities to them, and the actions that must be taken to address any challenges or opportunities.

To execute their jobs, almost all NGOs working on humanitarian emergency response in Ethiopia collaborate with the government. The key areas of collaboration between NGOs and government stakeholders have included prioritizing response locations, identifying beneficiaries, monitoring project progress, and final evaluation. Furthermore, all humanitarian emergency response NGOs are represented at all cluster coordination meetings.

2.2 Empirical Literature Review

Past studies that have evaluated project management techniques of various companies in general and emergency response projects in particular are discussed in this section. The majority of the research papers accessible are focused on various PM knowledge areas, such as construction, health, and information technology. The use of project management to emergency situations has received minimal attention in the project management literature (Lynn & Bhishna, 2013). As a result, according to Lynn & Bhishna (2013), "apart from a comparatively small number of articles that consider recovery and reconstruction, the project management literature has little to say about its application to disaster management, and disaster management literature has little to say about project management." Though this is typically the case in general, the limited accessible literatures agree on the need of applying project management tools and techniques to disaster response projects. Project management concepts may already be in use for emergency response, even if they aren't formally acknowledged.

On the other hand, there are numerous research papers accessible in various areas of project management in general. Georgas (1987), for example, studied cost management. One of the three essential management functions, according to him, is cost control. Furthermore, one of the key

roles of Project Managers, he says, is Cost Management. These three roles, when combined with project scope/quality and time management, comprise the heart of Project Management (Georgas, 1987).

In his research, Biniam (2015) looked at the elements that influence cost estimating accuracy. He examines their impact on project management as well as the ramifications of cost estimating inaccuracies. In order to accomplish so, the financial and physical reports of 50 significant projects from Ethiopian water works and design enterprises were examined. In addition, there are 54 responses that were chosen at random. As a result, he came to the conclusion that insufficient technical and socioeconomic knowledge, workload during estimation, the availability of suitable time for estimation, and a lack of estimating staff are some of the elements that impact cost estimation. He also mentions nonattendance of project managers in cost estimating, as well as the project owner's financial status and budget, location, site constraints, weather and project complexity, availability of trained personnel in the market at a set cost, and the influence of state legislation.

In her research, Brukitawit (2018) identified the main reasons for project cost overruns. The research population included Ethiopian shipping and logistics service company construction projects during the previous seven years. Questionnaires were issued to 55 respondents working on the project and report study, and the top ranked causes of project cost overrun were determined. As a result, the top rated causes of project cost overrun are escalation of material costs, change in exchange rate, delayed payment approval, procurement issues, excessive change orders, unclear and inadequate details in drawings, incomplete drawings, increase in labor cost, too many scope changes, and design-related problems, according to the findings. The study focused on a building project for Ethiopian shipping and logistics services. She cited efficient contract administration, effective planning, and superior leadership as the top project cost performance improvement techniques. Moreover, she also indicated that excellent overall project management, which includes planning, monitoring, time management, efficient leadership, and all components of PM, will increase project cost performance.

In an emergency project, time management is critical. One of the important performance indicators for projects is on-time completion (Cooke-Davies, 2002), and money availability is an issue in emergency initiatives. Despite the fact that the scope has been documented and a need assessment

has been completed, funds may not be available when they are needed. Funding shortages are a common occurrence in emergency situations. Failure to meet the project's goal time, budgeted cost, and defined quality results in a variety of unanticipated negative consequences. Typically, when projects are delayed, they are either stretched or accelerated in time, resulting in additional costs.

Studies on scope management are also available. Munir (1994) investigated scope management in large-scale industrial and construction projects. The investigation uncovered the reasons behind project scope changes. As a result, several scope modifications were caused by inadequate scope definitions, which was attributable to a scope development process mistake. He stated that the error was caused by the intervention of many stakeholders. The project designer (in this example, the project proposal developers) and the project owner control the majority of the shares (governmental stakeholders, the beneficiary, implementing NGO & the donors). According to Munir, all contribute to the scope definition process and assist to define the scope accurately. External factors are also taken into account as a factor that determines scoping practice. There are just a few articles on emergency or catastrophe management available. S. Jain (2006) and Lynn & Bhishna (2013) have also made contributions in this respect.

According to Lynn and Bhishna (2013), disaster response and recovery is carried out through a series of projects, with traditional project management approaches being criticized as being too time consuming and inflexible in situations where there is a lot of uncertainty and multiple stakeholders need to react quickly. Furthermore, Lynn and Bhishna (2013) provide new and interactive techniques to promote emergency project resilience by incorporating diverse stakeholder viewpoints. Multiple stakeholder engagement is essential for capability development and successful management of projects required to forecast, respond to, and recover from disasters in order to achieve community safety and disaster resilience.

According to Jain (2006), significant emergency initiatives are plagued by a shortage of time. The paucity of time available for organizing the response effort is likely the most concerning feature of a big emergency for the project management discipline. As previously stated, the time available between warning of an impending event and its occurrence might range from none to a few days. The limited time available does not allow for the preparation of a comprehensive project plan after

or just before to the occurrence of a disaster. As a result of the difficulty in planning emergency projects, the researcher also suggests parameterized planning for emergency preparedness.

Because the period between notice and the occurrence of big disasters is so short, parametrized plans for the spectrum of possible catastrophes should be established ahead of time. According to Jain (2006), each possible scenario should be investigated, and the qualities that define the scale of the emergency and its consequences should be classified. Project plans should be created that accommodate a wide range of possible situations and are often changed to the disaster's size. Parametrization is the term for this. When it came to emergency reaction, the previously defined likely scenario became applicable once the situation became actual. This is a form of readiness that aids in providing a quick response. Furthermore, resources might be pre-positioned.

Blen (2019) investigated the elements that influence project execution in international non-governmental organizations in Ethiopia. Save the Children International's case was evaluated in order to obtain a result. The research included 30% of the direct labor force participating in the Save the Children project implementation in Afar, Oromia, Somali, and Amhara. As a result, 72 people out of 300 were asked to fill out several questionnaires to determine the extent to which that aspect affects initiatives. As a result, the project's implementation is hampered by ineffective planning. Furthermore, she stated that, in addition to communication and management considerations, the clarity and complexity of internal and external rules influences the effective implementation of projects at Save the Children International (SCI).

In his study, Natnael (2019) evaluated project management techniques of NGOs in Gudina Tumsa foundation, taking into account knowledge domains. The evaluation was carried out utilizing questionnaires to obtain primary data. There were 27 people that responded to the questioner. The questioner should be designed in such a manner that it represents the practice and level of use of the knowledge area in Project management. His research found that projects are handled in a conventional manner, despite the fact that some knowledge areas are adequately utilized. Furthermore, Natnael (2019), quoting Thomas & Mullaly (2008), claimed that when project management methods are appropriately implemented, project success is increased. However, each business must evaluate the appropriateness of each practice because their implementation may not have the same impact on different enterprises. As a result, project management is frequently carried out using tools and processes that are specifically customized to the needs of the firm. According

to a survey done in 30 metalworking businesses in Portugal, practitioners place a high value on all project management knowledge areas. Project Scope Management and Project Procurement Management are ranked first and second, respectively, with Project Risk Management and Project Integration Management ranking last with a total of 159 of the surveys were returned.

According to the information gathered, the organization employs the majority of PM techniques. PM is context dependent, according to the research. The degree of risk management process utilization is depending on industrial activity, according to Zwikael and Ahn (2011). According to the study, the company has to have a better understanding of the most often utilized project management approaches in private firms. The study also discovered that organizations with lower levels of education are less likely to embrace sophisticated PM tools and processes because they lack the requisite underlying knowledge.

Project finance, quality of project management, working environment, communication, sufficient resource allocation, and project team organization were among the essential elements impacting NGO project implementation, according to Blen (2019), citing Stephen and Daniel, (2016). According to Selam (2017), efficient communication, appropriate project monitoring and assessment, and defined project goals and objectives are all necessary for project implementation success. Furthermore, critical determinants for project implementation success were found, including planning effort, project team motivation, project management technical competence, control system, and scope and job specification. Vendor inabilities, incorrect project preparation, resource planning, interpretation of requirements, works definition, timeliness, government bureaucracy, and inadequate risk allocation were all shown to be contributing factors in time and expense overruns because of the key causes of delays and price overruns, according to David (2005).

2.3 SWAN Humanitarian Consortium Emergency Project Management Practice

To understand the existing practice and challenges of SWAN Humanitarian Consortium emergency response project management in Afar region of Ethiopia, Project documents were reviewed and analyzed. About three active projects, these are; integrated emergency WASH, ESNFI and Protection conflict response project in Afar funded by UNOCHA. The documents are

related to emergency project response, starting from the Rapid assessment project, project identification, project planning, implementation, monitoring and evaluation.

The SWAN Humanitarian Consortium project led by Save the Children and consortium partners Action Against Hungry (AAH), Norwegian Refugee Council (NRC) and World Vision International (WVI) in its Phases 1, 2 and 3 have contributed to saving lives, reducing suffering and increasing human dignity for people affected by displacement. The project supported target beneficiaries with the means to access safe and clean drinking water, promoted safe hygiene practices, and provided access to basic Non Food Items (NFIs) for improved physical protection, privacy and safety. The project also enabled displaced households and host communities to access basic preventive, curative health care services and reproductive health services, and as a result reduced the morbidity rates due to disease outbreaks, drought, conflict, floods and humanitarian shocks. Since its inception in 2019, the SWAN project reached a total of 4,870,523 individuals (758,757 men, 2,107,939 women, 1,058,700 boys and 945,127 girls) in response to flood, conflict, cholera and measles outbreaks, storms, drought, landslides and the covid-19 pandemic across Afar and other regions of Ethiopia.

The proposed response planning identified twelve potential hotspot areas including Afar region where the impact of other disasters like drought could be more disruptive (from hotspot map by UNOCHA). The proposed response plan is based on the most likely and worst-case scenario where an estimated 3.5 million people are likely to be affected, while anticipating responding to the needs of up to 6 million people if the situation deteriorates over the course of the next six to twelve months. This constituted new demands in addition to the projected people in need in the 2021/22 Humanitarian Needs Overview (HNO).

With the 2021/22 First Round Ethiopia Humanitarian Fund Standard Allocation, the SWAN consortium members provided lifesaving integrated WASH, NFI/Shelter, Protection and Health assistance to communities impacted by election-related displacements, violence and disruption in basic service provisions. The partners continued to each lead in one technical area – Save the Children International in Health; World Vision International (WVI) in WASH; Norwegian Refugee Council (NRC) in Emergency Shelter Non Food Item (ESNFI) and Action Against Hungry (AAH) in Protection for procurement planning and overall technical oversight while all partners will be

prepared to respond across all sectors to provide an integrated lifesaving response to communities in need in target areas.

The consortium members have been implementing 3 phases of SWAN projects throughout the country with special focus in Afar region and hence the proposed/ anticipated project areas are familiar. Wide geographical coverage, field-based knowledge of the context, sectoral expertise and capacity to rapidly respond and scale-up are key assets that the SWAN consortium holds to be able to reach and assist communities with a quality intervention and rapidly. The SWAN consortium members provided immediate lifesaving assistance in pre-identified hotspot areas and will ensure supplies are prepositioned in strategic locations where possible to ease a quick response across hotspot locations. SWAN consortium members also have significant long-term experience in working with local authorities and partner organizations nationally and implement programming in close collaboration with the government, as well as humanitarian actors. By building upon these relationships, SWAN continued to seek areas for collaboration with duty bearers both to ensure community acceptance and sustainability of the action. The consortium members have been engaging with local authorities, government partners, and local leaders at the woreda and zonal level to solicit support and endorsement. Moreover, to gain safe access to the proposed targeted areas, SWAN have ensured all humanitarian principles (impartiality, neutrality, independence and humanity) are fully integrated in the program design and implementation and adopted by all staff.

SWAN consortium partners have a well-organized Monitoring Evaluation, Accountability and Learning (MEAL) system to ensure the quality of program implementation on regular bases using a variety of mechanisms and tools to ensure project quality and accountability to children, adults and vulnerable groups. Increasing program quality is among partner's strategic priorities. SWAN project identified hotspot areas, partners field offices and program operational site. Woreda staff will conduct monthly performance progress monitoring visit to program operational sites to ensure timely implementation and quality of activities.

The consortium members closely coordinate with all key in-country actors including UN-led Ethiopia Humanitarian Coordination Team (EHCT), Disaster Risk Management Technical Working Group (DRM-TWG), Inter Cluster Coordination Group, and as a participant in the

Health, Nutrition, Protection, WASH, and ES/NFI Clusters, and Humanitarian INGO community (HINGO). At the regional levels, each of the consortium members will participate in relevant cluster meetings and coordinate with the regional Disaster Prevention and Preparedness Commissions (DPPCs). SWAN consortium members use the above avenues in order to influence decisions in the Humanitarian Program Cycle, including participation in contingency planning, coordination of assessments, and collective analysis. Participation in these platforms enhance sector knowledge with regular updates to understand the gaps in response for optimal interventions. The cluster coordination meetings serve as a platform for information sharing among implementing partners based on changing needs, emerging trends, and response actions, and Ethiopia Operational Activities through the 4W matrix. The SWAN members have representative staff attend all Zonal/Woreda humanitarian coordination forums, including sector-specific meetings, and attending regular meetings.

2.3.1 Challenges of SWAN Humanitarian Consortium Emergency Project Management

The SWAN Humanitarian Consortium emergency project funds are usually released based on the bill of quantity and budget requirement narration attached with the proposal. However, in the document analysis the study has found no formal cost estimation techniques. It is not clear that whether the technique used is expert judgment, approximation from the past work, or market value taken or averaging these. Furthermore, some of the project cost estimation was done without proper Cost Breakdown Structure (CBS). The Cost Breakdown Structure represents the price of the components within the Work Breakdown Structure (WBS). The CBS could be a critical tool in managing the project lifecycle, especially the financial aspects of any project by creating a structure for applying measurable cost controls. (PMI, 2017). Since there is no proper or formal cost estimation technique documented, the projects suffer from cost overrun over some items and low budget-burning rate in others. Due to this and other cases, the SWAN Consortium is forced to ask donors' no cost time extensions for almost all of the emergency projects implemented in afar region of Ethiopia.

Moreover, the tension between Tigray and Afar neighboring districts also imposed the implementation of the emergency projects behind the schedule and another reason for requesting no cost extension (NCE).

From most of the emergency project closure reports, it was learned that due to the slow procurement process as a result of procurement policy and guideline of the Consortium partners, time is not managed efficiently and effectively for the implementation of the projects.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design and Approach

Research Design is a road map for achieving research goals and addressing research questions. In other words, it's a strategy that lays out the techniques and procedures for gathering and interpreting the data. (Adams & et al. 2007, Adams & et al. 2007). Furthermore, descriptive research, according to Malhotra and Peterson (2006), presupposes that the researcher has previous knowledge of the issue scenario and is not concerned with why a given entity performs the way it does other than describing the occurrences. This study uses a descriptive research design. Descriptive research aims to describe and analyze contemporary situations, or "what is." As a result, this study approach was appropriate for responding to the "what is" issues presented in section 1.3. Furthermore, this methodology is appropriate for evaluating the Emergency Response Project Management Practices of NGO Partners in Afar Region Emergency Response Projects. The researcher will be able to answer questions by evaluating particular variables connected to project success utilizing this strategy.

3.1.1 Research design

A cross-sectional study design based on an institution was used. A quantitative research was conducted to gather information on NGO partners' emergency response project management practices in the Afar Region. Structured and pretested questionnaires were used to collect information from 176 of the anticipated 232 research participants.

3.1.2 Research approach

The lead investigator employed a quantitative research technique to fulfill the goals of this study and to answer the questions posed under the topic "evaluate the Emergency Response Project Management Practice of NGO Partners in Afar Region Emergency Response Projects." The argument for choosing this strategy is because quantitative methods can identify characteristics, count them, and create statistical models to explain facts seen. The method entailed gathering quantitative data that could then be submitted to formal quantitative analysis. The characteristics of the sample population will be

examined, and it will be assumed that the entire population has those traits. The method separates variables in order to establish frequency and mean and to explain causal relationships between them.

3.2 Research Population and Sampling

3.2.1 Sources of data and Target Population

The respondents' primary data was collected utilizing a pretested and structured questionnaire and checklist on emergency response project execution procedures compared to international standards.

The study's target population are 232 employees of 14 NGOs workers in the Addis Ababa headquarters, regional offices, and zones/districts working on emergency humanitarian response in the Afar regional state of Ethiopia.

3.2.2 Sample Size

The sample size determined based on the sampling technique provided by Yamane (1967) provides a simplified formula to calculate sample sizes. The formula is;

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = the total number of sample calculated
- N = The total population
- e = is the level of precision at 95% confidence interval

$$n = \frac{232}{1 + 232(0.05)^2} = 147$$

With 10% nonresponding rate the total sample size will be 162. On google form 176 staffs have been completed the questionnaires and considering the positive impact of increasing the sample size, all the responses (176) has been included in the analysis and discussion.

3.3 Data collection tool and Data collection technique

The questionnaire was adapted from peer-reviewed literature created by different writers for similar purposes. The questionnaires adapted from the literature were tweaked to fit the current research questions. Because the Kobo toolbox software needs the installation of applications on the respondents' mobile or computer, the final English version of the questionnaire was utilized to obtain the relevant data from the respondents using Google Forms.

The data was collected from 10 respondents in English utilizing two web applications, Kobo toolbox and Google form. The data was obtained via a Google form because the Kobo toolbox program requires the respondents to install applications on their mobile or PC. In order to optimize the responder rate and provide quality data, the data collector informed the respondents about the aim of the data collection, the necessity of the study, and the importance of truthful information. They were then asked if they were willing to participate, and verbal agreement (where applicable) was obtained from each responder.

3.4 Data analysis

The information was gathered through the use of a questionnaire. The questionnaire is divided into three sections. The first section covers the respondent's demographics and basic background. The second section aids in determining the amount of usage of all project management knowledge areas in humanitarian disaster response projects on a Likert scale of 1 to 5. The third section was created to highlight the difficulties that emergency project managers face. The questionnaire data was evaluated using descriptive statistics such as mean and percentages. Secondary data from the literature research was utilized to triangulate the findings in addition to the original data. The findings were also provided in the form of tables and graphs.

3.5 Data quality control

To assure data quality, the questionnaire was thoroughly reviewed and compared to the English version for respondents and supervisors to have a better grasp of the instrument. Before performing the main research, 5% of the questionnaire was pretested in chosen staff members outside of the study region. Each data collector was supposed to fill out the questionnaire during the pretest under the supervision of the lead investigator and supervisors. More information was provided on

concerns raised during the pre-test based on the results of the pretest. On a daily basis, the researcher examined all of the tools for completeness and consistency. Before completing the main online poll, any confusion that arose during the pre-test procedure was promptly addressed.

2.5.1 Reliability

The results gathered are said to be reliable if the measurement is repeatable and consistent. The questions are constructed in such a way that the information obtained is reliable. A pilot study was done to assess the questionnaires' reliability. To this goal, ten employees from non-governmental organizations were chosen at random to test the questionnaire. The responders were first given the question as is, and then the location of each question was modified. The results were then compared and found to be consistent in both situations. Before beginning the major survey work, the study's dependability was guaranteed and confirmed in this manner.

3.5.2 Validity

Validity refers to how well a measurement assesses the characteristics that the researcher wants to measure and provides information that is relevant to the topic at hand. To ensure validity, the sampling process was made free of bias, and questionnaires were randomly dispersed among the stratified samples, with full questionnaires covering all the variables to be examined. To guarantee the study's validity, the variables (degree of application of project management knowledge area in emergency response project management) were compared to the empirical literatures (what has been said by others). As a result, the variables that were assessed and the techniques that were used to measure them are both legitimate.

3.1. Ethical Considerations

Participants were given explicit information and asked whether or not they wanted to participate. Respondents confidentiality were being preserved throughout the study process in accordance with the research ethics guidelines. Personal privacy was respected, as were cultural conventions.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

The study's findings are presented in this chapter, which includes both qualitative and quantitative data. The quantitative analysis approach is based on data obtained through closed ended surveys, whereas the qualitative analysis method relies on open ended questions. The data analysis and discussion in this section aims to meet the objectives of determining the level of use of some PM Knowledge areas (Integration, Scope, Time, Cost, Quality, Risk, Communication, Procurement, Resources, and Stakeholder managements) in Emergency Response Projects and identifying the challenges in Emergency Project management. The first objective is to examine and review documentation related to emergency project management in order to better understand the present practice of emergency project management gaps across NGOs operating in Ethiopia's Afar region.

The findings of the descriptive data analysis are triangulated in this chapter with the literature research in general and the document review of emergency practice of Non-Governmental Organizations (NGOs) working in Ethiopia's Afar regional state in particular. Questionnaires were utilized as a data collecting method in order to satisfy the stated objectives of this research project. The questionnaire is divided into three sections. Part I contains eight questions designed to learn about the respondent's demographic traits and general background. Part II is structured in such a way that it aids in the answering of questions pertaining to the second aim. It focuses on PM knowledge and usage levels, and it is broken into 30 questions separated into distinct knowledge sections. Part III is aimed to learn about factors that impact emergency project performance, and it has 16 questions, four of which are open-ended and the rest are closed-ended.

176 staffs have been completed the survey questionnaires out of 232 population size of 14 NGOs working on Afar region emergency response projects and considering the positive impact of increasing the sample size, all the responses (176) has been included in the analysis and discussion.

4.2 Background and Characteristics of Respondents

The demographic features of the respondent are shown in this section of the report. It assigns a personality to the responder depending on their age, gender, and level of education. It also displays

the respondent's basic characteristics in respect to the organization for which they work, such as their occupational level, year of experience working in the Humanitarian Emergency Response Organizations, and the department in which they contribute to these disaster responses.

Table 4.1 Demographic Characteristics of the respondents

Demographic Characteristics of the Sample				
S/No	Respondent Demography	Age Category	Frequency	Percentage (%)
1	Age	<30	12	6.8
		30-40	104	59.1
		40-50	53	30.1
		>50	7	4.0
		Total	176	100
2	Gender	Male	153	86.9
		Female	23	13.1
		Total	176	100
3	Educational Level	PhD	1	0.6
		MA/MSc	62	35.2
		BA/BSc	104	59.1
		Diploma	9	5.11
		Other	0	0
		Total	176	100
4	Non-Governmental Organizations (NGOs) working in Afar regional State of Ethiopia on Emergency response projects	ActionAid	17	9.7
		AISDA	13	7.4
		AMREF	9	5.1
		APDA	8	4.5
		COOPI	9	5.1
		Daru hijireteyni Foundation	7	4.0
		DCA	7	4.0
		FSA	9	5.1
		Islamic Relief	17	9.7
		IMC	12	6.8
		Plan International	22	12.5
		Save the Children International	9	5.1
		VSF-Germany	4	2.3

		World Vision International (World Vision Ethiopia)	33	18.8
			176	100
5	Type of Disaster on which respondents have been implementing emergency projects	Manmade disaster	33	18.8
		Natural disaster	31	17.6
		Complex (both manmade & natural) disaster	112	63.6
		Total	176	100
6	Occupational level	Director/Technical Program Head	14	8.0
		Manager	23	13.1
		Coordinator/Specialist	44	25.0
		Officer	91	51.7
		Other	4	2.3
		Total	176	100
7	Department/Division	WASH	64	36.4
		Food Security/Livelihood	16	9.1
		Humanitarian Emergency Affair (HEA)	54	30.7
		Finance	13	7.4
		Support Service (Procurement, Logistics, ICT)	17	9.7
		GAM-Grant Acquisition Management	6	3.4
		Other	6	3.4
		Total	176	100
8	Experiences of respondents in their respective Organization	<1	7	4.0
		1 to 3	94	53.4
		3 to 7	59	33.5
		>7	16	9.1
		Total	176	100

As can be seen in table 4.1, 152 of the respondents (86.9%) are male. This might be due to the project's nature and the area's climatic conditions. The emergency project in Afar is a reaction to conflict-affected individuals, and the security situation in the Tigray region's adjacent regions is

very challenging. Furthermore, the climatic condition of the region is classified as arid. Women's participation in disaster response projects may be affected as a result of these factors. Furthermore, this may represent the typical male-to-female ratio in non-governmental organization (NGO) humanitarian emergency response programs of Afar region. The variation, however, has no bearing on the information's veracity. Furthermore, the number of the respondents, 104 (59.1%), were between the ages of 30 and 40. Only 7 (4 percent) were beyond the age of 50, while 53 (30.1%) were between the ages of 40 and 50. Only 12 people under the age of 30 responded to the survey (6.8%). This might imply that the implementing partner has matured adult personnel on staff, which could aid in achieving the goals set out.

In terms of education, 63 of the respondents had a postgraduate degree, with one PhD holder accounting for around 35.8% of the total. Only 9 (5.1%) of respondents have a diploma, whereas 104 (59.1%) attended university and have a bachelor's degree. The responder understands the questions about emergency project management practice in humanitarian emergency response organizations and the link between emergency project performance and management aspects, based on the findings. As a consequence, the respondents are qualified, and the results of the answer analysis are dependable and trustworthy, allowing the research project to go toward the desired research findings.

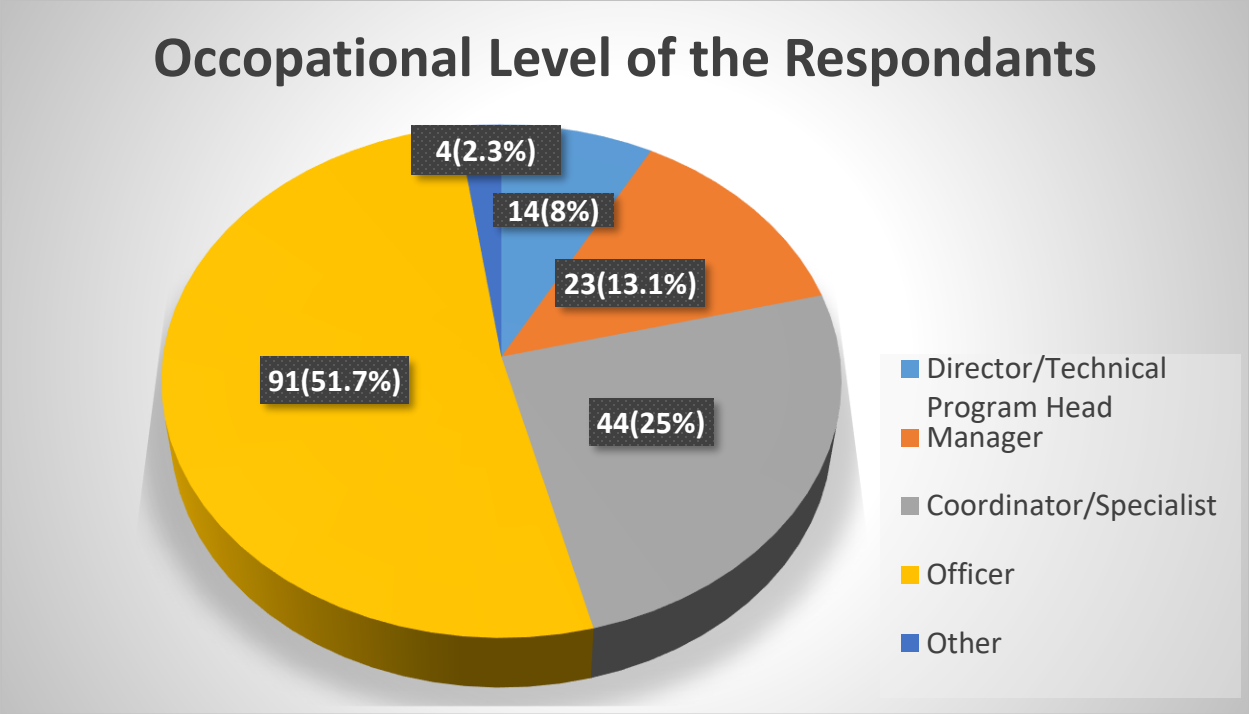


Figure 4: Occupational level of the respondents'

The respondent's occupational level and work experience in NGOs in Ethiopia's Afar region are shown in Figure 4. The majority of the targets were personnel from several departments who were involved in some manner with the emergency response of NGOs operating in Ethiopia, particularly in Afar, as evidenced by the data gathered. As a result, officers account for 51.7 percent of responders, while experts and coordinators account for 25%. Specialists are subject-matter specialists who help with project planning, proposal, and implementation. Coordinators provide a similar function to experts, but they are more focused on project execution, monitoring, and follow-up. These two groups (Officers and Coordinators/Specialists) make up the program operating team, which engages with the project on a daily basis, allowing for the collection of useful data for this study. Managers account for 13.1 percent of the respondents, who represent the organization's middle management, while directors and technical program leaders account for 8% of the respondents.

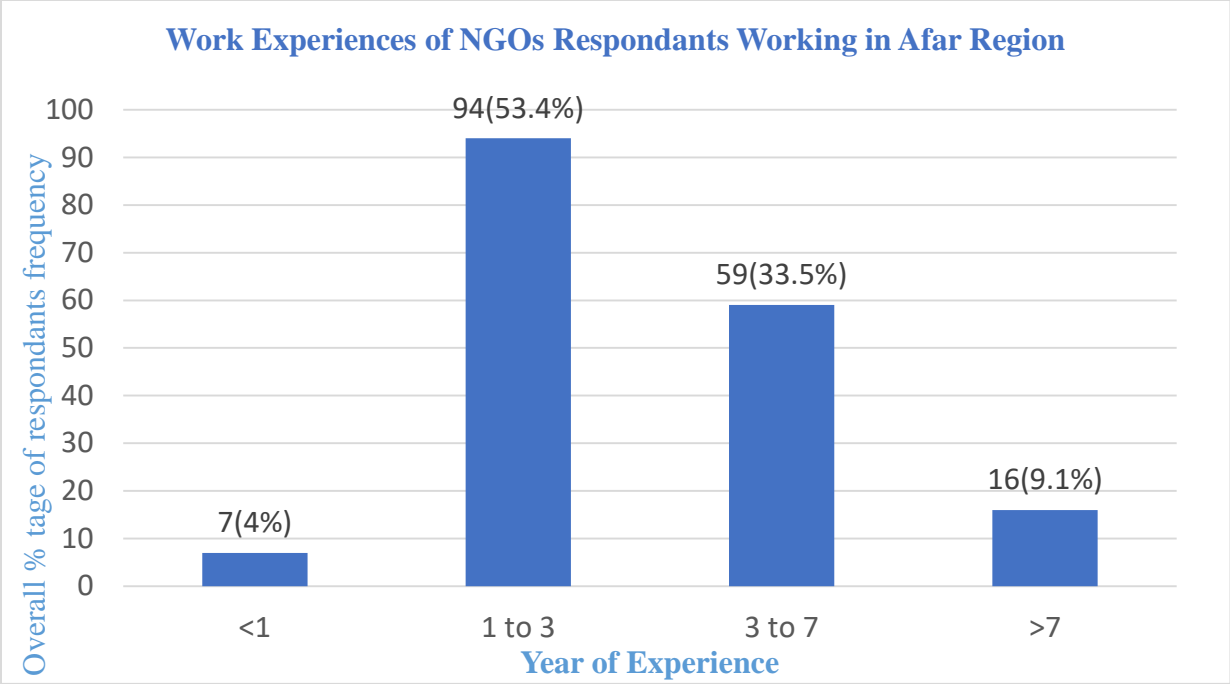


Figure 5: Work Experience of respondents

Figure 5 shows that around 4% of respondents had worked for the organizations for less than a year, 53.4 percent for 1-3 years, 33.5 percent for 3-7 years, and 9.1 percent for more than 7 years. The responder has worked in NGOs for more than a year, and because most emergency projects run six months or more, he or she has at least participated in one or more emergency projects. As a result, the respondent is capable of evaluating NGOs' emergency project management procedures and providing trustworthy comments.

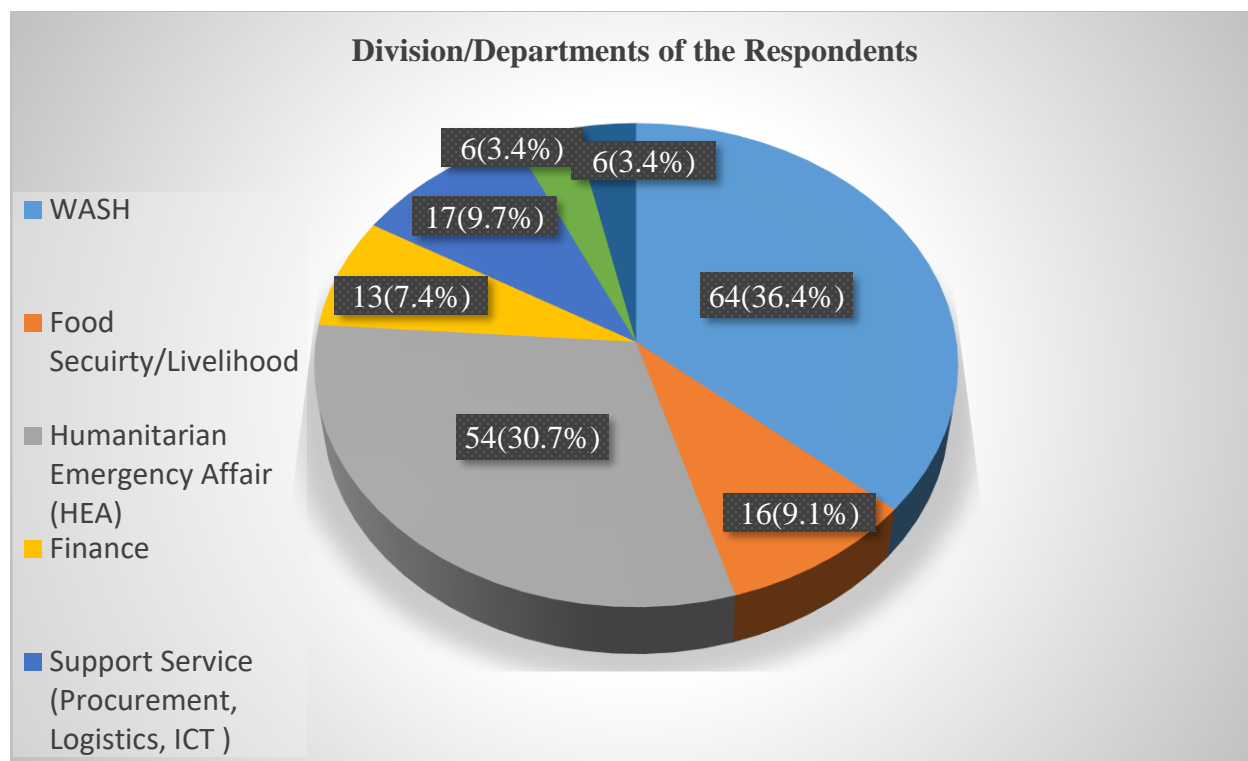


Figure 6: Departments(Divisions) of the Respondents

The working departments of the responder in 14 NGOs working in the Afar area are shown in Figure 6. The majority of the respondents, 64 (36.4 percent), were from emergency WASH response, as Water Sanitation and Hygiene is very important for displaced communities in the arid region of Afar as a result of conflict, as the project's goal is to learn about the practice of emergency project management and associated performance factors. A total of 54 (30.7%) of those who responded are involved in a humanitarian crisis response. 17 (9.7%) work in procurement, logistics, ICT, and administration, 13 (7.4%) in finance, 6 (3.4%) in Grant Acquisition & Management, and the remaining 6 (3.4%) work in different thematic areas such as Emergency Shelter & Non-food Items, Health & Nutrition, Multi-purpose Cash Transfer, Mobile Health, GBV, and protection. The respondents are from various departments in various organizations.

4.3 Level of Application of Project Management (PM) Knowledge Areas

4.3.1 Project Integration Management

Within the Project Management Process Groups, Project Integration Management encompasses the processes and activities for identifying, defining, combining, unifying, and coordinating the numerous processes and project management activities. Because most NGOs engage on emergency, resilience, and development initiatives, their integration was analyzed as part of the study, which helps to better manage resources and reach more people.

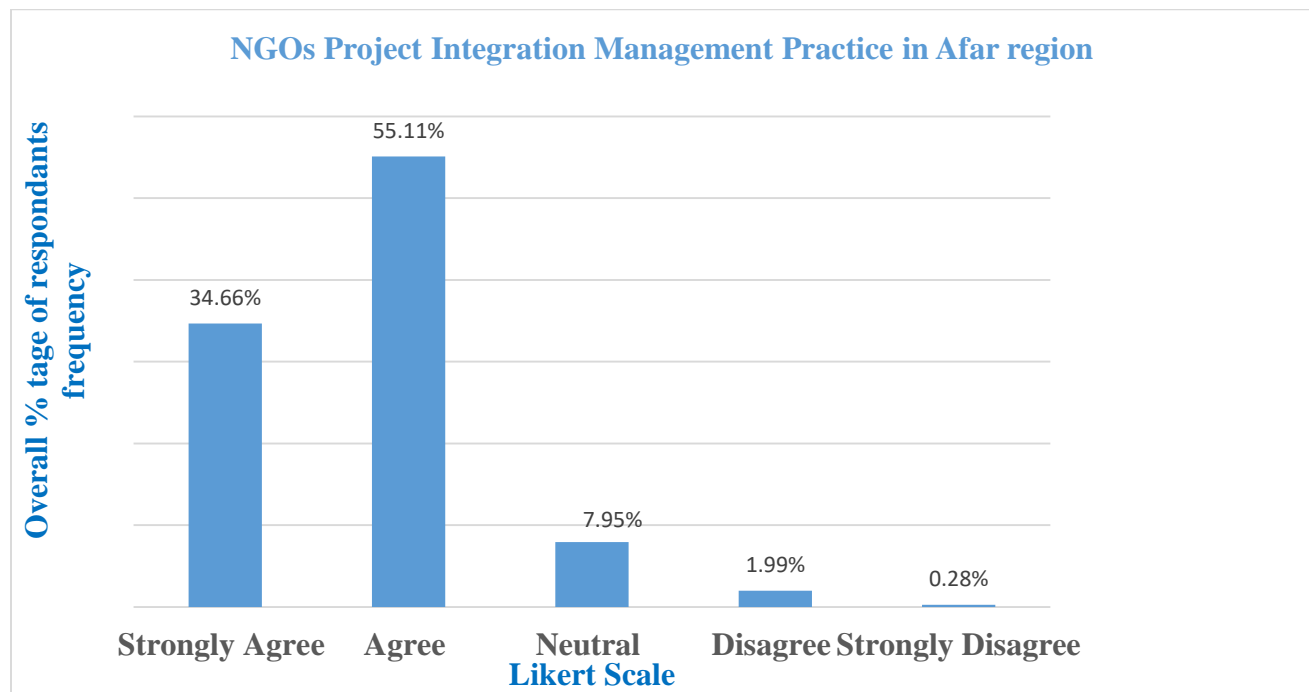


Figure 7: Project Integration management practice of NGOs working in Afar region

According to figure 7, 34.66 percent strongly agree and 55.11 percent agree that project integration management should be used in emergency response projects by NGOs working in Ethiopia's Afar area. Almost 7.95 percent of respondents are undecided, 1.99 percent disagree, and 0.28 percent strongly disagree.

Moreover, as per the field monitoring and project proposal documents review made for SWAN Emergency response projects of Afar region, the consortium organizations integrated the emergency projects with other development projects in order to maximize the service delivery, ensure suitability and minimize future shocks.

4.3.2 Project Scope Management

The researcher wanted to see if the emergency response project's scope management plan was specified as a foundation for future decision-making and if the WBS was created. In the interim, if the scope of the project changes, it must be regulated and recorded. The practice of NGOs emergency project scope management in the Afar area is depicted in Figure 4.5.

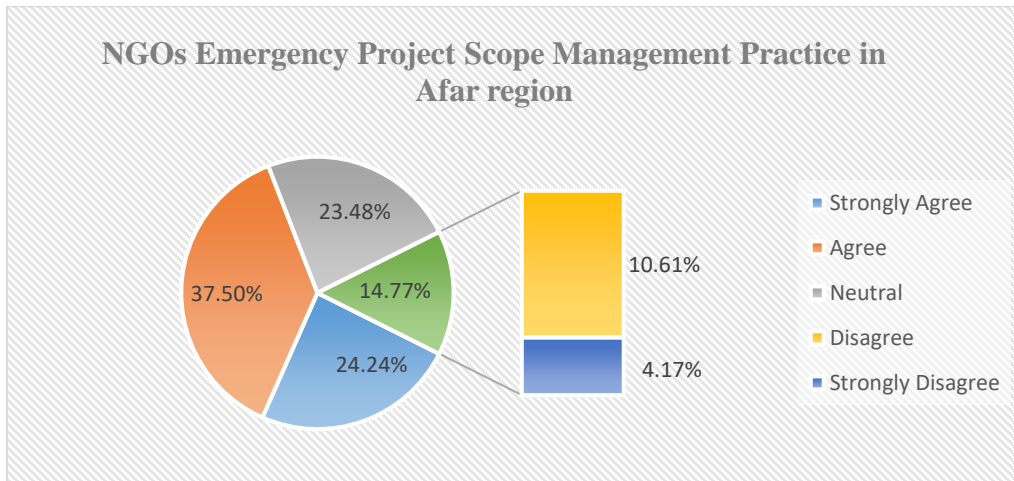


Figure 8: Project Scope management practice of NGOs working in Afar region

Nearly 24.24 percent highly agree and 37.50 percent agree to have project scope management practice in emergency response projects in NGOs working in Ethiopia's Afar area, as shown in Figure 8. 23.48 percent of respondents are indifferent, indicating that they are either unsure or ambivalent regarding the practice of scope management. However, 10.61 percent of respondents disagree, with 4.17 percent stating that they strongly disagree.

Looking more closely at the creation and usage of WBS on figure 11, 23 percent strongly agreed and 39 percent of respondents agreed, whereas 8 percent disagreed, 23 percent were neutral, and 7 percent strongly disagreed. This demonstrates that more has to be done, particularly in terms of the use of WBS and scoping in general, in the emergency project management of NGOs working in Ethiopia's Afar area.

Furthermore, the study discovered no recorded WBS in NGOs' emergency response plans. While reviewing and evaluating some of the Organization's documents, it was discovered that the scope had been drastically altered because the costing and budgeting were not supported by a systematic Work Breakdown Structure and Cost Breakdown Structure. According to Munir (1994),

insufficient scope definitions are the cause of many scope alterations, which are caused by errors in the scope development process. It's possible that the problem is due to improper use of Work Breakdown Structure and Cost Breakdown Structure during the scoping phase. Furthermore, insufficient knowledge as a consequence of travel restrictions imposed as a result of security issues in conflict-prone areas may have an impact on scope.

As per the document review made for SWAN Consortium emergency response projects of Afar region, there was scope changes that have been handled based on the occurrence of external factors like security deterioration, price inflation of materials and new large influx of the disaster affected community which requires more response resources. The scope changes resulted in budget deficit as a result of poor cost estimation during planning and took extra time leads to the request of no cost extension (NCE) to finalize the emergency project activities.

4.3.3 Project Schedule/Time Management

The shortage of time available for preparing the response effort is likely the most concerning feature of conflict or other big disasters for project management discipline. And managing this scarce resource (time) necessitates a high degree of expertise, which must be demonstrated via the right application of the tools and techniques accessible to us in project time management. Figure 4.6 depicts NGOs' emergency project time management practices in Ethiopia's Afar area, whereas figure 4.7 depicts the use of software as a time management tool in project management.

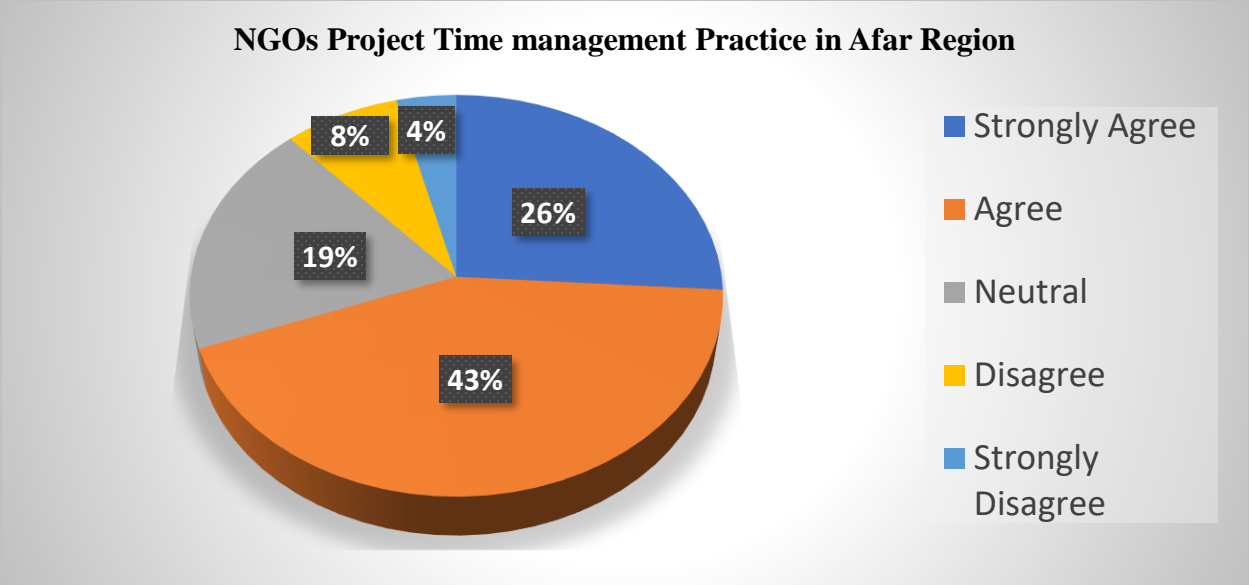


Figure 9: Project Time/Schedule Management Practice of NGOs working in Afar region

As shown in Figure 9, roughly 26% strongly agree and 43% agree that project time management should be practiced in emergency response projects by NGOs working in Ethiopia's Afar area. Roughly 19 percent of responders are indifferent, about 8% disagree, and 4% strongly disagree.

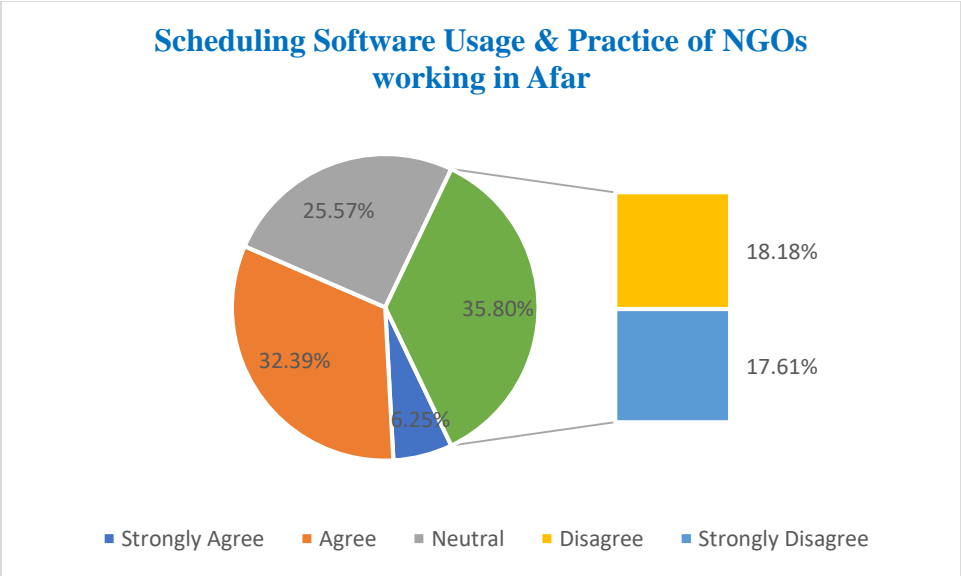


Figure 10: Scheduling Software Usage Practice of NGOs working in Afar

Figure 10 also included information on how to use a time management application as an example. Only roughly 38.61 percent of the respondents agreed (with 6.25 percent strongly agreeing) that the practice of scheduling using software packages such as MS Project is available. However, 6.25 percent and 32.39 percent of respondents strongly agreed and agreed proportions, respectively, on whether NGOs working in the Afar area use scheduling tools such as software. Furthermore, 25.57 percent of the respondents are impartial. As a consequence of this finding, we may deduce that either project time management is done in a conventional manner or that the work environment does not incentivize or support the use of tools.

The use of scheduling tools such as software in NGOs is still in its infancy, with a mean value of 2.91. This indicates that the majority of the respondents disagreed. In his study, Natnael H. (2019) determined that "projects are handled traditionally," specifically time, in most NGOs working in the Afar area. According to Jain, S. (2006), significant emergency projects are defined by a shortage of time, which is likely the most pressing worry for the project management discipline. As a result, in emergency projects, efficient planning and time management are important. Improved use of existing time management tools and procedures, which are lacking in humanitarian emergency response NGO players, must be given appropriate consideration in this respect.

From most of the emergency projects closure reports of SWAN, it was indicated that due to the slow procurement process as a result of procurement policy and guideline of the Consortium partners, time is not managed efficiently and effectively for the implementation of the projects. The delay caused the request of no cost extension (NCE) for all most all of the SWAN Consortium emergency responses implemented in fiscal year 21/22. Moreover, no sophisticated scheduling software's were used except giant charts and spread sheet/exile sheet for scheduling of resources.

4.3.4 Project Cost Management

One of the most important aspects of project management is budgeting. Making ensuring the scope document is as precise as feasible is a crucial aspect of cost management since budget projections based on work breakdown packages must be reasonable. Because budgets are frequently few in emergency projects, handling them in a responsible manner is crucial. To that purpose, the diagram below depicts how project cost management is used in emergency response initiatives.

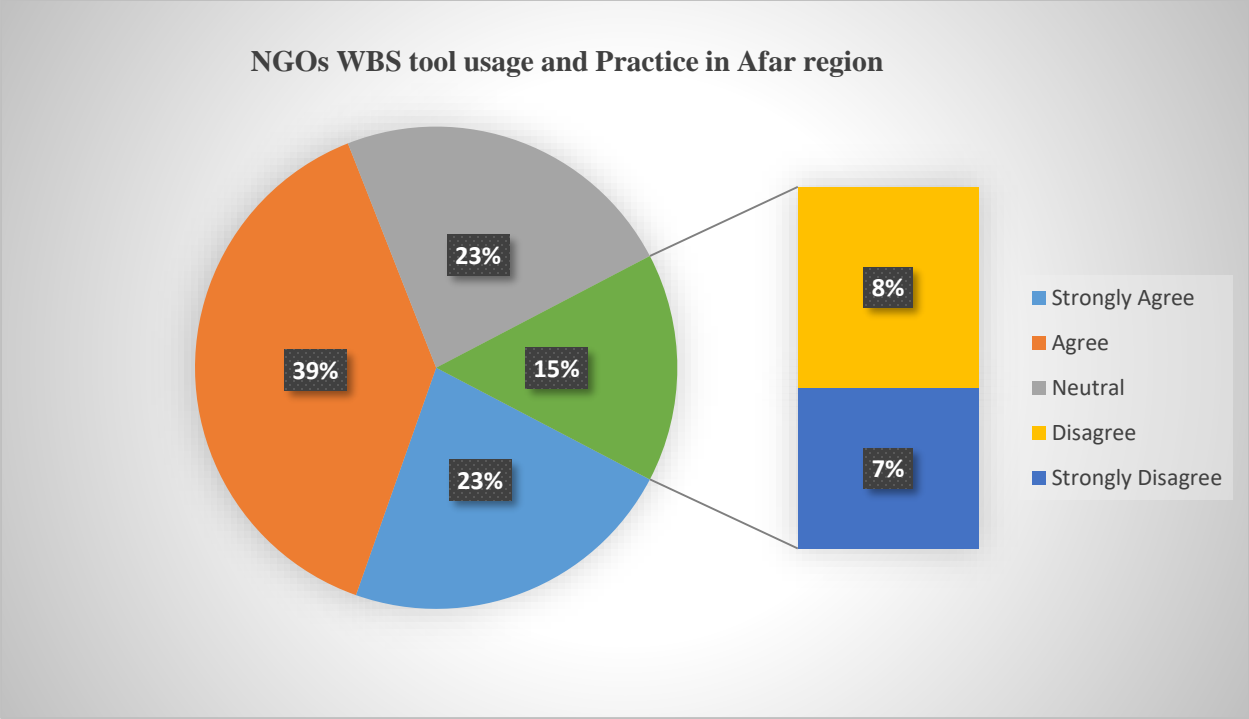


Figure 11: Use Work Breakdown Structure as a tool for Project Cost Establishment

As per the above figure 11, Almost 62% of the respondents are practicing and using (out of these 23 % of the respondents strongly agreed and 39 % of them agreed) Work Breakdown Structure (WBS) as a tool for project cost establishment. However, 23 % responded as natural while 15 % disagreed with variable degrees. From the practical observation of document related to emergency project management however, the researcher found no documented Work Breakdown Structure. Moreover, usually no cost time extension requests were handled by NGOs to the donors in order to utilize the allocated budget for the emergency response. This indicates that the burning rate was not as initially planned, which may be due to security issue, poor budget planning and/or procurement challenges.

Moreover, in the SWAN Consortium 2021/2022 emergency project document review the study has found no formal cost estimation techniques. It is not clear that whether the technique used is expert judgment, approximation from the past work, or market value taken or averaging these. Furthermore, some of the project cost estimation was done without proper Cost Breakdown Structure (CBS).

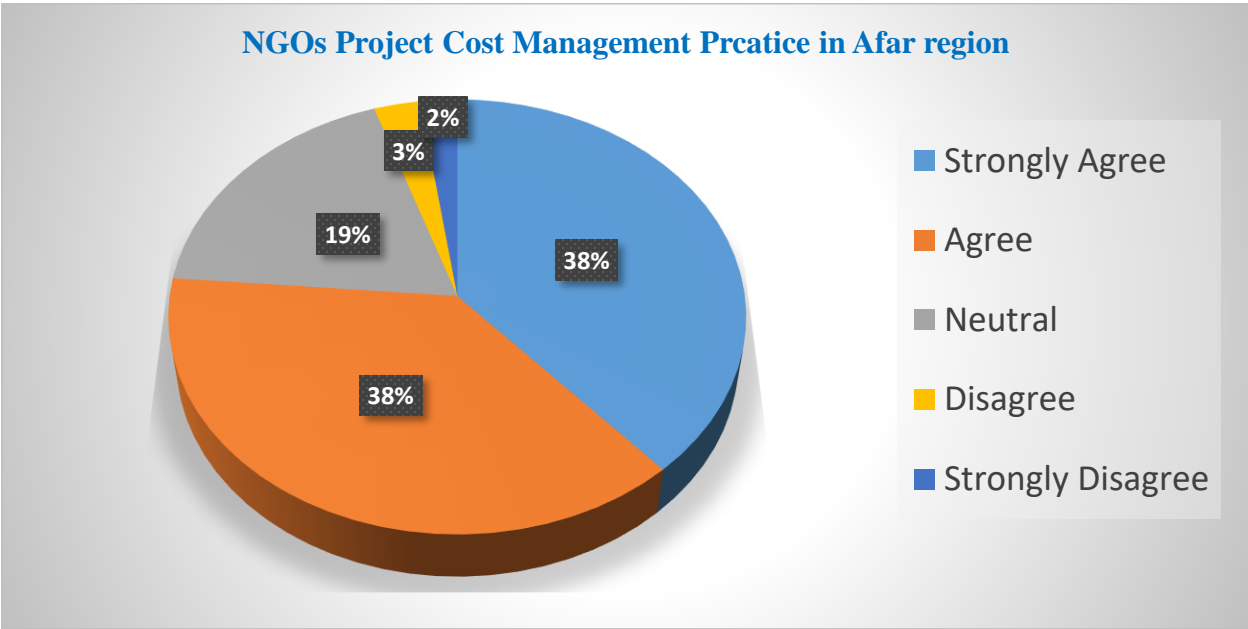


Figure 12: Project Cost Management Practice of NGOs in Afar region

According to figure 12, 76 percent of respondents are using emergency project cost management in an effective and efficient manner. Only roughly 5% of NGOs disagreed with the approach of cost control for Afar area disaster response programs, while the remaining 19% were indifferent. According to the document review conducted to meet the first objective and to triangulate with the quantitative findings, some emergency budget utilization projects are still moving slowly, and it is clear that the budget will not be completed unless and until additional no-cost extension time is requested. As a result, even if NGOs have a well-established financial structure, it has to be better aligned with emergency response. Poor planning during cost estimating might be one of the reasons of budget usage issues. It's possible that the estimate is either low or too high. Biniam (2015) found that the completeness of technical and socioeconomic information provided at the start of a project affects cost estimation accuracy.

4.3.5 Project Quality Management

Project Quality Management refers to the procedures for combining the organization's quality policy into project and product quality requirements planning, management, and control in order to fulfill the needs of the benefiting community and stakeholders. Continuous process

improvement initiatives carried out on behalf of the performing company are also supported by Project Quality Management. The graphic below depicts project quality management in emergency response programs in Ethiopia's Afar region.

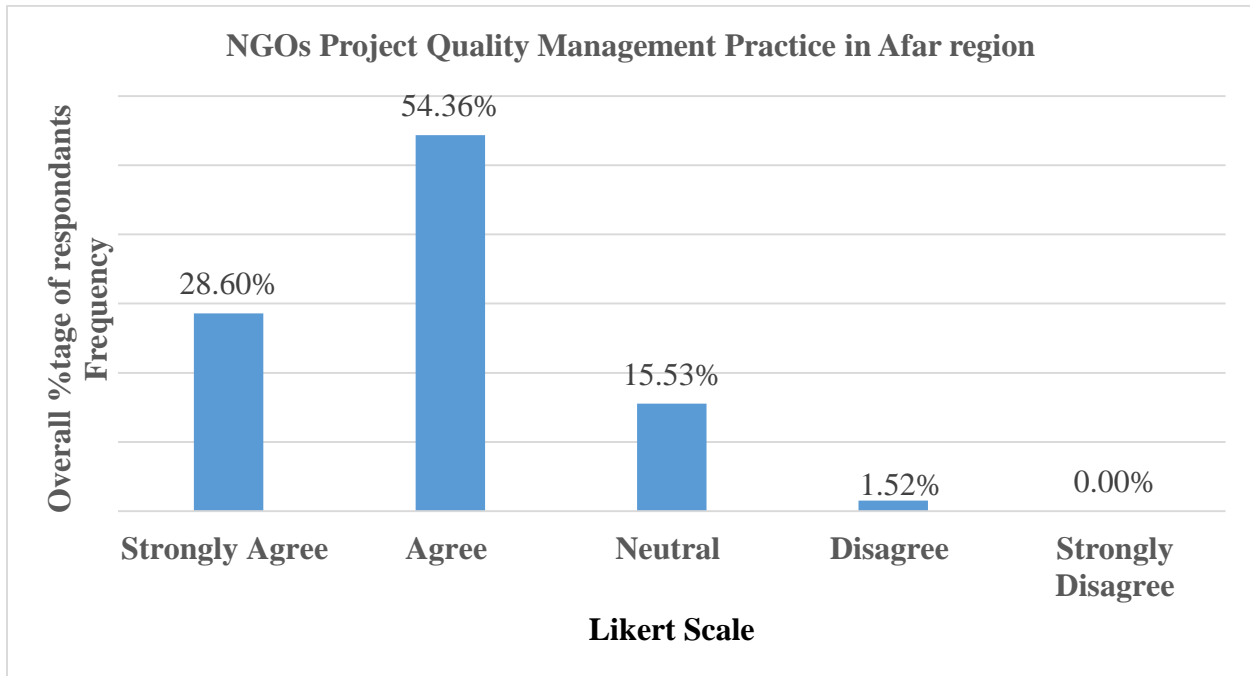


Figure 13: Project Quality Management Practice of NGOs in Afar

Figure 13 shows that, 24.24 percent of respondents strongly agree and 54.36 percent agree that NGOs working in Ethiopia's Afar area have good project quality management practices in emergency response projects. 15.53 percent of respondents are undecided or ambivalent regarding quality management practices.

From the Emergency project document and end line report review, SWAN consortium partners have a well-organized Monitoring Evaluation, Accountability and Learning (MEAL) system to ensure the quality of program implementation on regular bases using a variety of mechanisms and tools to ensure project quality and accountability to children, adults and vulnerable groups. Increasing program quality is among partner's strategic priorities.

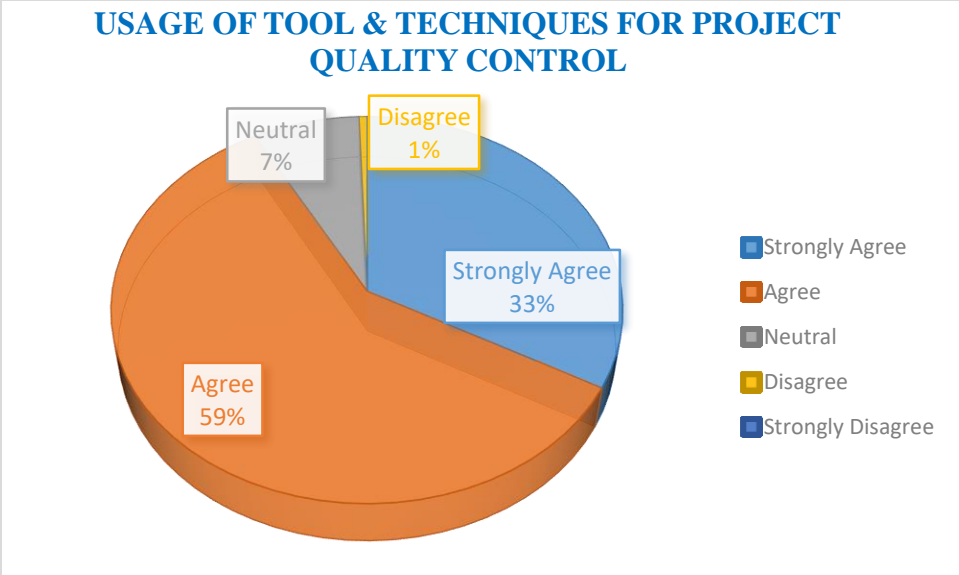


Figure 14: Usage of tool & techniques for Project Quality control

Figure 14 illustrates that, over 92 percent of respondents use and use project quality control tools and procedures (33 percent strongly agreed and 59 percent agreed). 7 percent, on the other hand, said they were natural, while 1% said they were not.

4.3.6 Project Resource Management

The methods for identifying, acquiring, and managing the resources required for a project's successful completion are referred to as project resource management. These procedures guarantee that the project manager and project team have access to the appropriate resources at the appropriate time and location. The diagram below depicts project resource management in emergency response programs in Ethiopia's Afar region.

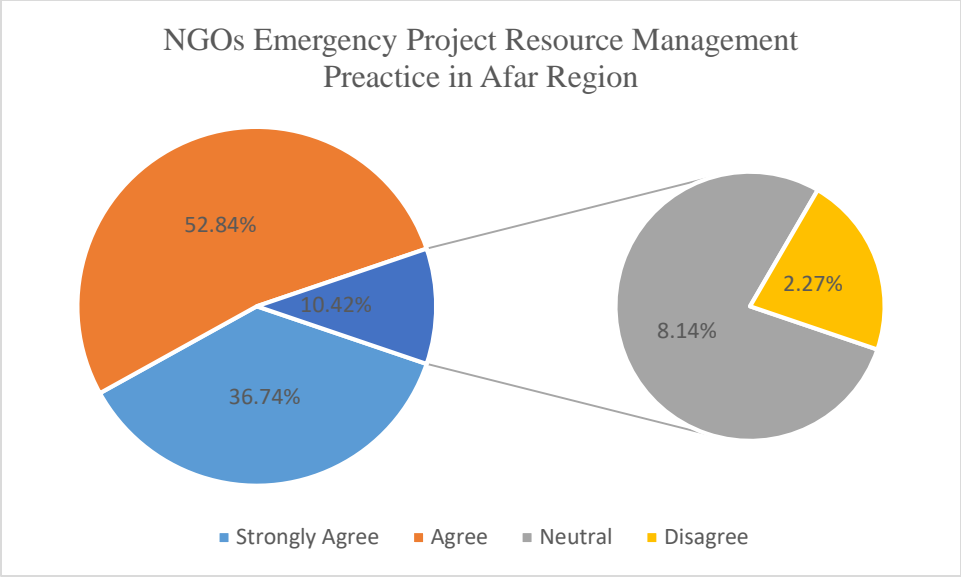


Figure 15: Project Resource Management Practice of NGOs in Afar

According to the evaluation results shown in Figure 15, 36.74 percent of respondents strongly agree and 52.84 percent agree that project resource management should be practiced in emergency response projects in NGOs working in Ethiopia's Afar region. 8.14 percent of respondents are undecided or just half-hearted regarding the practice of resource management.

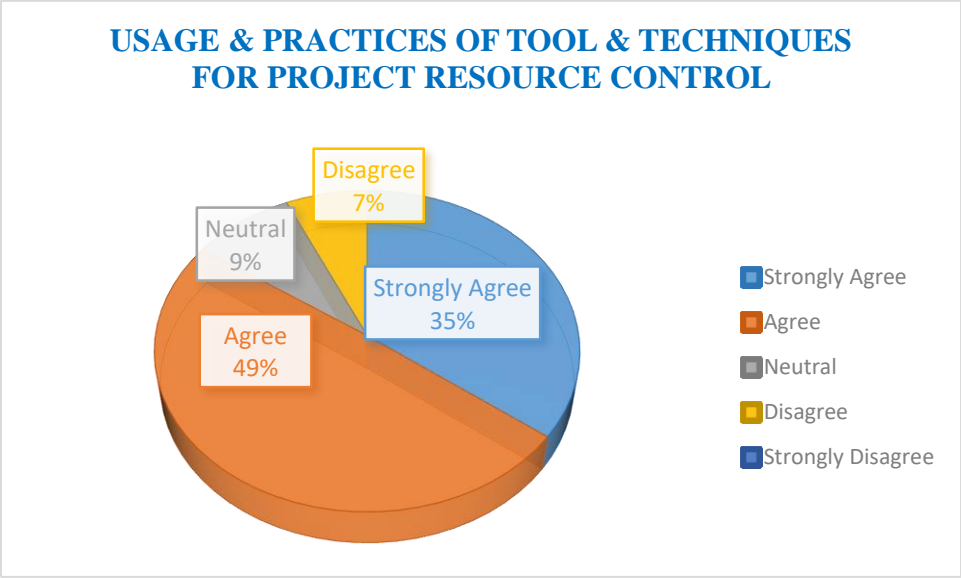


Figure 16: Usage of tool & techniques for Project Resource control

According to the research analysis report on figure 16, around 84 percent of respondents are practicing and applying project resource control tools and procedures (of which 35 percent strongly agreed and 49 percent agreed). However, 79 percent said it was natural, while only 7% said it wasn't. However, virtually all NGOs, in my experience, lack a surge (roaster) team to provide the urgent human resources needed for emergency response within 72 hours of the occurrence of rapid onset catastrophes in order to save the life of the disaster affected community.

Moreover, the SWAN emergency response projects document review indicated that there is no roaster (Surge) team who can be deployed within 72 hours in order to respond to the lifesaving activities for the rapid onset disasters. Only a few number of the consortium staffs are available for both office works and deployment even for big category disaster which requires large size of emergency response personnel's.

4.3.7 Project Communication Management

Project Communications Management refers to the procedures for ensuring that the project's information needs, as well as those of its stakeholders and beneficiaries, are met through the creation of artifacts and the implementation of activities aimed at achieving effective information exchange through cluster coordination among all partners, stakeholders, donors, and line government offices at all levels. The diagram below depicts project communication management in emergency response programs in Ethiopia's Afar region.

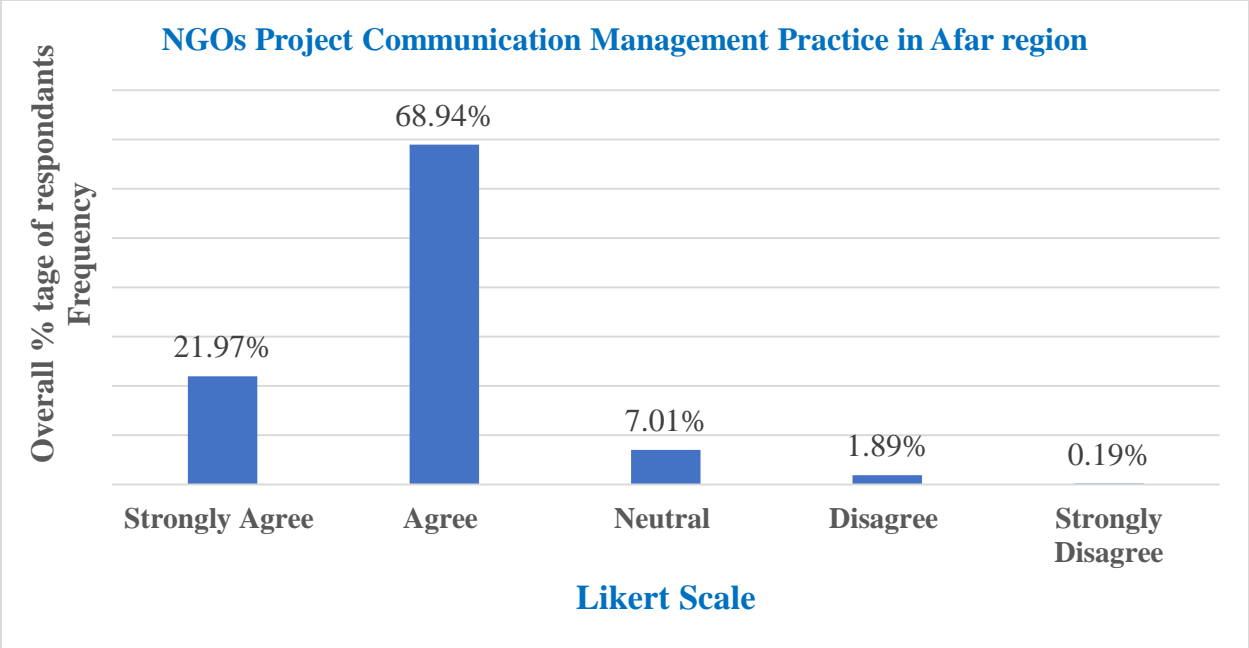


Figure 17: Project Communication Management Practice of NGOs in Afar region

The communication management practice of NGOs in the Afar area is quite good, as seen in Figure 17. More than 90% of those polled believed that communications had been handled well. Cluster coordination and task force meetings have been held often, according to practical observation, which improves stakeholder communication in disaster-affected communities.

Moreover, from SWAN Emergency Projects review, communication has been actively managed through frequent cluster coordination meetings and task force meetings at all level. For example, the consortium members closely coordinate with all key in-country actors including UN-led Ethiopia Humanitarian Coordination Team (EHCT), Disaster Risk Management Technical Working Group (DRM-TWG), Inter Cluster Coordination Group, and as a participant in the Health, Nutrition, Protection, WASH, and ES/NFI Clusters, and Humanitarian INGO community (HINGO). At the regional levels, each of the consortium members have been participating in relevant cluster meetings and coordinate with the regional Disaster Prevention and Preparedness Commissions (DPPCs).

4.3.8 Project Risk Management

The total mean score for project risk management practice knowledge is 3.83, which is somewhat higher than the average. This highlights the need to strengthen risk management among NGOs

working in Ethiopia's Afar area. Otherwise, it might mean that the risk management strategy was not conveyed to the responder or that the respondent had no previous knowledge of it.

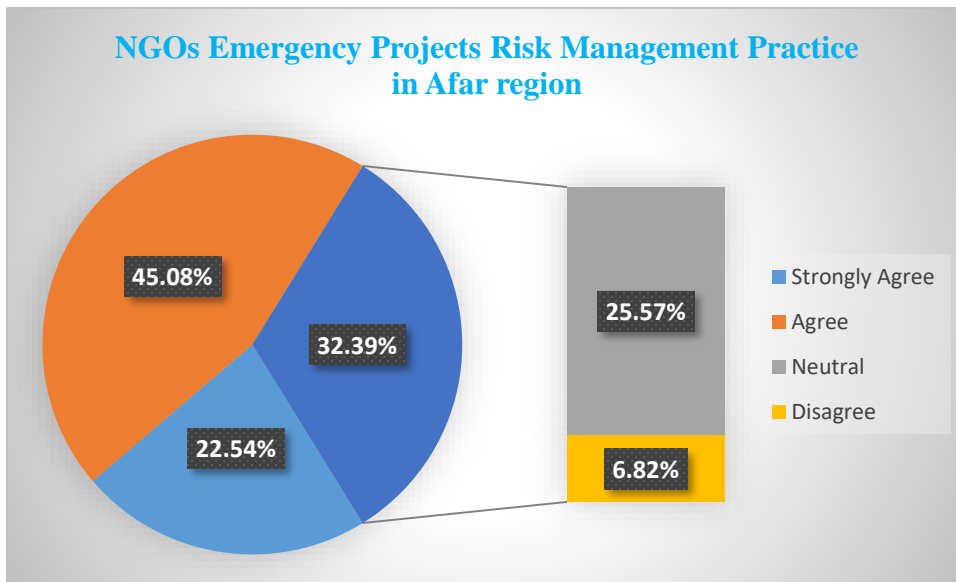


Figure 18: Project Risk Management Practice of NGOs in Afar region

Figure 18 above illustrates that, about 67 percent of respondents agreed that risk management strategies were in place, risks were prioritized, and reaction plans and management were prepared to varying degrees. Almost 26% are undecided, while 7% disagree to varying degrees.

Moreover, from the SWAN Consortium Organizations emergency projects proposals and field monitoring visit reports, all risks were identified along with appropriate mitigation measures. Moreover, all staffs have taken all the necessary safety and security trainings in order to minimize the risks. Security analysis, mapping and update were also handled by consortium organizations based on the identified risks. Therefore, risks have been managed in a good manner for emergency project responses.

4.3.9 Project Procurement Management

Project Procurement Management refers to the procedures for purchasing or obtaining items, services, or results from sources outside than the project team. It comprises the management and control processes needed to create and maintain contracts, purchase orders, memorandums of agreements (MOAs), and internal service level agreements (SLAs). The graphic below depicts project procurement management in emergency response initiatives in Ethiopia's Afar region.

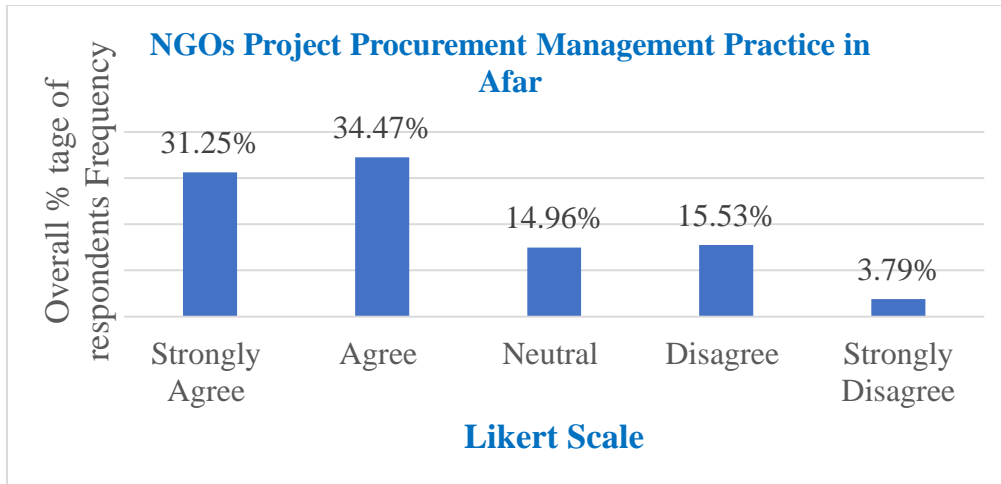


Figure 19: Project Procurement Management Practice of NGOs in Afar

The above figure 19, shows that over 66 percent of respondents agreed to varying degrees that a buy strategy had been established, a procurement requirement had been defined, and viable suppliers had been identified. Nearly 15% of respondents are undecided, while nearly 19% disagree to varying degrees.

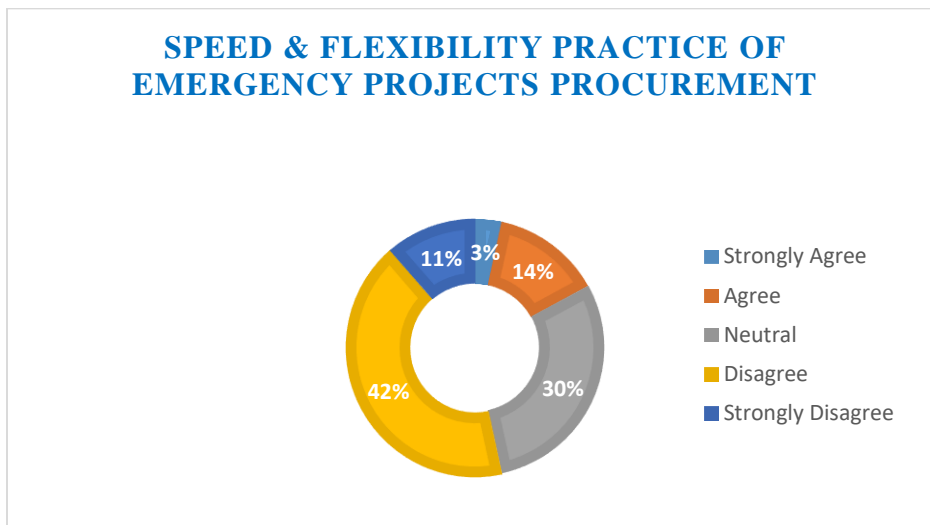


Figure 20: Speed & flexibility of Emergency Project Procurement Procedure

According to figure 20, over 53% of respondents disagree with the practice of quick and flexible emergency procurement procedures (11 percent strongly disagree, and 42% disagree). Furthermore, 30% said they were neutral, and 17% said they agreed to varying degrees. Most

NGOs' procurement practices, based on the study observations analysis results, are neither fast enough or flexible enough to respond to the needs of the disaster affected community.

Moreover, most of the SWAN emergency projects monitoring and closure reports review showed that the procurement process was very slow and they were not flexible as a result of the consortium organizations procurement policy and guidelines which is not fit for the emergency response projects. Due to this, the lifesaving service delivery for the disasters affected community was challenged.

4.3.10 Project Stakeholder Management

In terms of stakeholder management, non-governmental organizations (NGOs) have been closely and actively engaged in Cluster Coordination at all levels of emergency response operations in Ethiopia, and they have a solid working relationship with the government. The key areas of collaboration between inter NGOs and government stakeholders have been prioritizing response sites, targeting beneficiaries, project monitoring, and final evaluation.

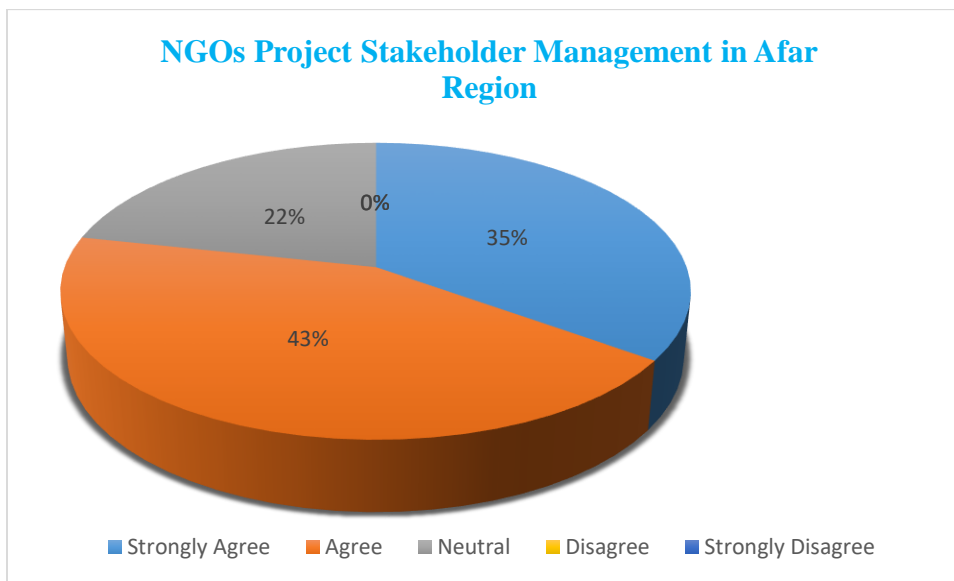


Figure 21: Project Stakeholder Management Practice of NGOs in Afar region

According to the analysis results above in fig 21, there is excellent practice in identifying stakeholders among NGOs and sector government organizations working in the Afar area, resulting in the highest mean value of 4.36. For the project stakeholders' identification, 34.94

percent of respondents strongly agreed and 43.47 percent agreed. There is no disagreement among respondents, and just 21.59 percent are neutral. All humanitarian emergency response NGOs currently operating in the Afar area are active participants in all cluster coordination and task force meetings, and take the lead when necessary. Cluster coordination is critical for preventing resource duplication and harmonizing service delivery across the disaster-affected population. As a result, the respondent's cumulative mean value of 4.13 for this knowledge domain is trustworthy and triangulated with current documentations on stakeholder management of NGOs working in Ethiopia's Afar region.

Moreover, from SWAN Consortium Emergency Project document review. the consortium members closely coordinate with all key in-country actors including UN-led Ethiopia Humanitarian Coordination Team (EHCT), Disaster Risk Management Technical Working Group (DRM-TWG), Inter Cluster Coordination Group, and as a participant in the Health, Nutrition, Protection, WASH, and ES/NFI Clusters, and Humanitarian INGO community (HINGO). At the regional levels, each of the consortium members will participate in relevant cluster meetings and coordinate with the regional Disaster Prevention and Preparedness Commissions (DPPCs). The cluster coordination meetings serve as a platform for information sharing among implementing partners based on changing needs, emerging trends, and response actions, and Ethiopia Operational Activities through the 4W matrix. The SWAN members have representative staff attend all Zonal/Woreda humanitarian coordination forums, including sector-specific meetings, and attending regular meetings.

4.4 Challenges in Emergency Project Implementation (Internal/External)

Project management is never without its difficulties. In comparison to a development project, the hurdles in an emergency situation may be greater. This is due to the fact that there is a limited amount of time to respond to an emergency, and resource mobilization may be challenging to handle in such things in a short period of time. The respondents in this survey mentioned a variety of challenges that have an impact on the effectiveness of the emergency project implementation. There are both internal and external problems.

Internal challenges

From the survey, the following internal difficulties were identified: Lack of time to finish all deliverables, financial constraints, and timely delivery, too ambitious planning and a lack of clarity on the scope of the emergency project, and Project supply delays are one of the issues associated with procurement.

Furthermore, some of the issues that may be grouped under the knowledge areas of resource management include a shortage of experienced professional emergency personnel's, delays in employee recruitment and turnover, and a lack of attention by the human resource department for surge (roaster) staffs.

Other issues raised by a few respondents include management's delayed decision-making process, organizational culture (preferences for resilience and development initiatives), and a lack of regular monitoring and assessment by the concerned head office unit.

External challenges

Similarly, the respondents indicated the external difficulties that they believe have an impact on emergency project management success. Technology-related issues were mentioned as a factor influencing the implementation of emergency projects, among other things. The majority of the tasks, such as procurement, communication, and beneficiary tracking, are supported by an IT-developed system. This has been perceived as posing a challenge to newcomers and those who wish to keep things as they are. One major external obstacle is the influence of funders. It's critical to keep in touch with contributors and get their feedback on a regular basis. Even if the modification is desperately required, the donor may refuse to accept it. It was challenging because of the work environment, which lacked security guarantees. The area's top issues are security volatility and safety. Terrorism was caused by a security issue and tensions. The expectations and demands of the beneficiaries might occasionally be out of sync with the project's goals. For the implementers, this was also a problem and a source of pain. The unforeseen obstacle in this project is changing government rules and procedures connected to administration structure changes. Additional obstacles in the project response were due to the government's project evaluation taking a lengthy time and, in most cases, nonfunctional administrative structures. Furthermore, the response was hampered by daily allowance expectations from certain government employees, as well as the dispersed nature of the disaster affected community in the arid region of Afar, which made them unreachable at times owing to poor road and weather conditions. The constraints

included project overlap with other partners, such as sharing the implementation area with the activity and duplications of effort, as well as the government's ineffective targeting of beneficiaries. This, along with a paucity of resources, made it difficult to address the needs of the poor. External obstacles noted by the respondents include a lack of accurate raw data on the ground, material price increases, and a lack of knowledge from both the partner and beneficiary sides.

The issues stated above have had a significant impact on NGOs working on emergency projects in the Afar area. The security difficulty, for example, limited the movement of various water trucks, food and non-food goods, water scheme maintenance, and other activities. As a result, the target beneficiary's needs were not met. As a result, the difficulties are interconnected. Most emergency projects last 3 to 9 months, and any further delays caused by obstacles such as security issues would have a significant impact on budget expenditure progress, putting a lot of strain on the donor side and perhaps affecting future donations.

4.4.1 Challenges in Procurement and Financial System Procedures

The study evaluated the procurement and finance procedures' flexibility in meeting the requirement for emergency project response. The following are some of the findings of an examination of internal challenges to NGOs working in the Afar region's finance and procurement operations. The researcher emphasized on finance and procurement due to most of the respondents' responses on the open ended questions were talking about it.

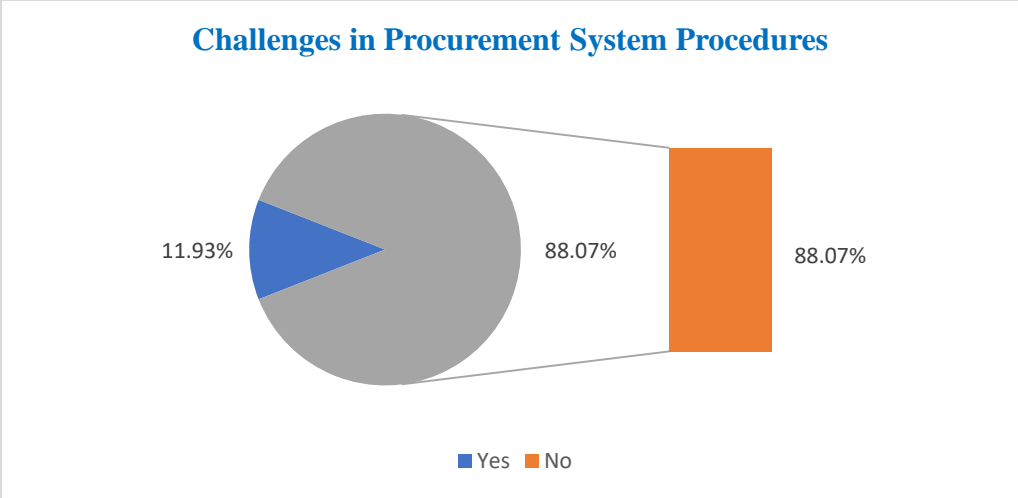


Figure 22: Procurement procedures to meet the need of emergency projects

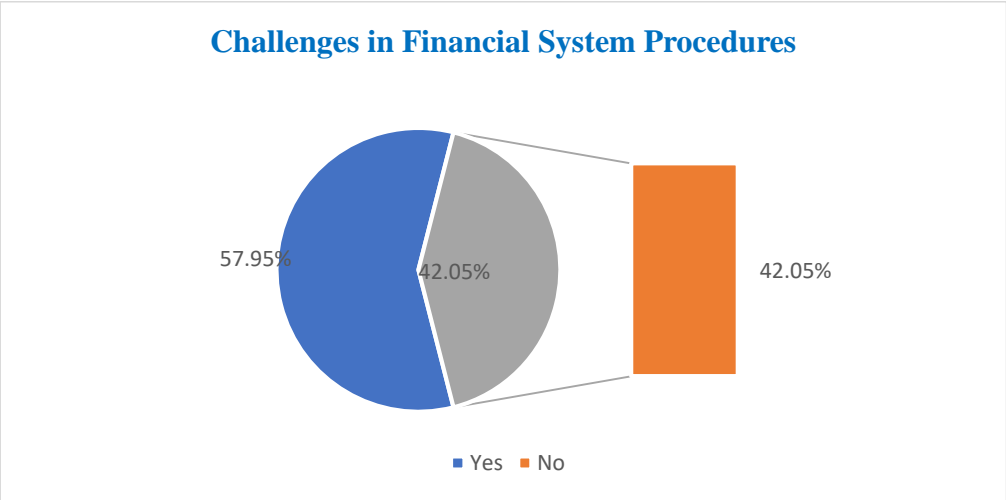


Figure 23: Financial procedures flexibility to meet the need of emergency projects

Figure 25 and 26 above illustrates respectively that, 88.07 percent of respondents thought the procurement procedure is not flexible or quick enough to address emergency demands. When asked about speed and flexibility, just 11.93 percent of respondents said yes. Similarly, 42.05 percent of respondents said their financial procedures aren't adaptable, while 57.95 percent said their financial procedures are flexible to address emergency demands in their organizations. The procurement methods are clearly unsuitable for emergency project management, as seen by this result. Emergency projects necessitate a quick and efficient procurement process that is flexible enough to meet the deadlines of life-saving emergency initiatives. The accountability is very low when there is no lead time to buy and distribute things. In order to speed up the procurement

process and hold employees accountable, emergency projects must have a shorter lead time than normal resilience and development projects. Finance procedures must also be supportive and updated in order to meet the purchase urgency need. Organizational policies and guidelines must complement one another. Finance must back procurement policies and procedures; otherwise, the needed degree of success will not be met.

4.4.2 Measures to Improve Emergency Procurement Management

Respondents had a variety of ideas about how to deal with the procurement problems that the humanitarian emergency response sector faces today. One proposal from the reply was to eliminate financial bureaucracy and resolve difficulties quickly. Training and other on-the-job mentorship can help shift the procurement team's mentality. Furthermore, NGOs may consider imposing a time restriction on the procurement process so that it can be completed as quickly as possible while adhering to industry standards. Procurement should have a clear timeline. Some have also advised forming a distinct and independent procurement team for emergency situations. In addition, guidelines for emergency project finance monitoring and budget use should be tailored to the urgency and flexibility required for efficient project implementation. Furthermore, procurement policies should be tailored to meet the needs of humanitarian emergencies in order to respond quickly and save the lives of those in need. For a better and faster response to emergency projects, financial policies and standards should be examined and updated to fit with emergency procurement demands.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter summarizes the study's analysis findings, which including conclusions and recommendations(suggestions).

5.1 Summary of Findings

The results of the content analysis of open-ended surveys, descriptive analysis, and a study of existing emergency project management documentations of various NGOs working in the Afar area were triangulated. The document review reveals that emergency response in unsecured areas imposes several constraints on project planning. The security problems, along with the area's recurrent drought, make it difficult to gain a good grasp of the present condition; rapid assessments may not provide a complete picture of the situation, making scoping problematic. Furthermore, the Project scoping procedure has a mean value of 3.67 according to the analytic analysis. This demonstrates that scoping is not an advanced technique. On the scoping practice, the majority of respondents are hesitant to declare "strongly agree." Furthermore, the WBS (Work Breakdown Structure) practice has a mean value of 3.46, which is considerably lower.

When compared to other knowledge areas, project time management has the lowest mean rating of 3.75. Most NGOs working in the Afar area are still in the early stages of employing time management tools like software, with a mean score of 2.91. This has been backed up by the document review. There are no guidelines for utilizing a sophisticated software's program for planning purposes.

According to the respondents of the survey, procurement management practice is hampered by a lack of speed and flexibility. When it comes to the flexibility of the procurement method and whether it is appropriate for an emergency response, the majority of respondents disagreed and remain indifferent. This issue has a mean score of 2.5.

From emergency response projects document review indicated that there is no roaster (Surge) team who can be deployed within 72 hours in order to respond to the lifesaving activities for the rapid onset disasters. Only a few number of the consortium staffs are available for both office works and

deployment even for big category disaster which requires large size of emergency response personnel's.

5.2 Conclusions

It is impossible to argue that the practice of emergency project management by NGOs operating in Ethiopia's Afar area is good. There are various places where the researcher has seen some issues and which, as a result, require improvement. The scope, time/schedule, and procurement of the project were not managed in accordance with the necessity for an emergency project response. Procurement must be quick, flexible, and adaptable to the situation; project scoping must take into account the difficult conflict scenario as well as the expanding and changing situation; and cost and time management must be supported by existing project management tools like Work Breakdown Structure and Cost Breakdown Structure software.

Emergency response is hampered by financial and procurement constraints. The respondents were dissatisfied because of their development project orientation and rigidity, which necessitates revisiting and critically reviewing the existing finance and procurement procedures, practices, guidelines, and policy in an excellent manner so that the best policy is in place for better response. Similarly, the logistics/transportation strategy must be given proper consideration in order to make it viable for emergency response, particularly in situations such as Afar, where war in bordering districts with Tigray area has frequently impeded travel and movements.

Generally, the level of usage of Project Management knowledge areas by Non-Governmental Organizations' in Afar region of Ethiopia for emergency response projects is low and requires attention by all stakeholder in order to provide the lifesaving service delivery in quality and timely manner.

5.3 Recommendations

The following recommendations are provided based on the evaluation analysis result of the study results and conclusion. The control of project scope, cost, and time (Triple Constraints) is essential in emergency project management. Work Breakdown Structure and Cost Breakdown Structure are the basic blocks for managing these three Project constraints. As a result, the humanitarian Organizations should make good use of the WBS and CBS tools in order to effectively control

scope and cost in emergency projects. Furthermore, the business should utilize appropriate management tools, such as scheduling software's, to manage Project time.

Despite the fact that the majority of NGOs have their own security and safety plans, the respondent gave a mean average score of 3.83. This might be due to a communication breakdown at the lowest levels of the organization's hierarchy. As a result, all stakeholders in the company, including the implementing staffs, should be adequately informed on Project Risk and its management strategy.

In order to save lives and respond quickly to disaster-affected communities, emergency procurement must be quick and adaptable. As a result, the Procurement & Finance guidelines/handbook has to be reviewed. Furthermore, the company should consider forming an independent procurement team to meet the business's ever-increasing emergency project response demands. Moreover, contingency planning for ESNFIs, WASH NFIs and roaster (Surge) staffs to be pre-positioned in order to respond to the rapid onset disasters within 72 hours' time.

5.4 Limitation and Suggestion for further study

The dynamic nature and situation in the Afar regional state of Ethiopia, such as security challenges (manmade disasters such as conflict) coupled with the nature of the areas (natural disasters such as drought), necessitated data collection via an online google form from 176 respondents from 14 NGOs working on emergency response in Afar. Staff from government offices were not included in this study due to the two difficulties mentioned above. As a result, the study technically limited the involvement of government sector office personnel who have responded to emergency situations and are familiar with the scenario.

As a result, by considering all NGOs and government sector office staffs in the Afar area, including donor organizations, all practical elements of emergency project management in all districts of the region can be studied in a thorough and comprehensive manner.

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Appendix 1: Questionnaires Distributed to Respondents

Dear Respondents,

Below is a research questionnaire for the fulfillment of a master of Arts in Project Management at Addis Ababa University School of Commerce on a specific topic “**Emergency Response Project Management Practice in Ethiopia; The Case of Humanitarian Crises Response Projects by NGOs in Afar Regional State of Ethiopia.**”

The questionnaire is design to enable achievement of the following research objectives:

1. Asses the emergency response Project management Practice and the level of usage of Project Management knowledge areas by Non-Governmental Organizations’ in Afar region of Ethiopia for emergency response projects.
2. Identify the challenges of emergency response project management.

Your responses will be maintained throughout the research process as per the research ethical procedure.

Thank you in advance for responding to the questionnaires’ and Cooperation.

Name: Temesgen Samuel

Tel: +251934100068

Email: temesgensamuel544@gmail.com

Direction: There is no need in writing your name; Put on “**X**” on the provided place and for the open-ended items, give brief answer in the space provided.

Part I: Demographic characteristics and general background of the respondents

S/No.	Respondent’s information	Put on “X” sign below
1.	What age group do you belong to?	<30
		30-40
		40-50
		>50
2.	What gender are you?	Male
		Female
3.		PhD
		MA/MSc

	What is the highest level of education you have received?	BA/BSc	
		Diploma	
		If Other, please specify. _____	
4	What is your organization's name?	_____	
5	What is/are the different types of disasters to which your organization has provided life-saving humanitarian assistance?	Manmade like conflict/war etc. Natural disaster like drought, flooding, Locust, Earth quick, Landslide etc. Complex (both manmade and Natural disaster) If Other, please specify _____	
6.	What is your degree of expertise?	Director/ Technical Program Head	
		Manager	
		Coordinator/Specialist	
		Officer	
		If Other, please specify _____	
7.	Could you kindly state your organization's department/division?	WASH	
		Food Security and Livelihood	
		Humanitarian Emergency Affair (HEA)	
		Finance	
		Support Service - Procurement	
		GAM – Grant Acquisition Management	
		Other, specify _____	
8.	How long have you been working with Humanitarian Relief Organizations (HROs)?	< 1 years	
		1- 3 years	
		3- 7 years	
		>7 years	

Part II. Project management Practice & level of using all of PM knowledge areas in Emergency Response Project

Based on experience in Emergency response Projects, please show to what extent you have used the project management knowledge areas in emergency response

(5=Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

PM Knowledge Areas	5	4	3	2	1
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A. Project Integration Management				
1. Emergency Response Project integration plan with existing Project Resource was developed				
2. Emergency Response Project integration was managed per the plan				
B. Project Scope Management				
1. Scope management plan was defined for the emergency Responses (As a basis for future project decisions.)				
2. WBS was created (WBS Work Breakdown Structure is a key project deliverable that organizes the team's work into manageable sections)				
3. Changes to the emergency projects scope was controlled & Documented				
C. Project Time management (Planning/ scheduling)				
1. Emergency Project Schedule management plan was developed				
2. Activities were defined & sequenced				
3. Changes to the project schedule was controlled				
4. There are clear policies, procedures, and documentation for project schedule				
5. Scheduling software used for the emergency Project activity (MS project or any other)				
D. Project Cost Management				
1. The quantity of the necessary resources were Determined & cost well-defined and established based on WBS (WBS Work Breakdown Structure is a key project deliverable that organizes the team's work into manageable sections)				
2. Required budget was determined				
3. Clear policies, procedures, and documentation in the company for project cost management.				
E. Project Quality Management				
1. Quality management plans were developed and in a place in order to control quality of the projects				
2. Appropriate quality control tools and techniques were used during emergency projects implementation.				
3. During Quality control process change requests were processed for review and disposition through the Perform Integrated Change Control process which may impact any of the components of the project management plan or project documents				
F. Project Resource Management				
1. All required resources were identified and acquired in order to implement the emergency projects				
2. Resource management plans were developed and in a place in order to implement the emergency projects				

3. Appropriate resource control tools and techniques were used during emergency projects implementation.					
G. Project Communication Management					
1. Appropriate approach and plan for the project communication activities were determined					
2. information's have been communicated to formalize phase or project completion					
3. Communication have been monitored					
H. Project Risk Management					
1. Risk management plan was developed & Risks identified					
2. Risks were prioritized and their implication on the project was estimated					
3. Risk response plan & management was developed					
I. Project Procurement Management					
1. Resources need determined & Requirements of the project materials were Documented (purchase plan)					
2. Potential sources were identified (in which you procure the items)					
3. The procurement procedure is fit to the emergency response need in terms of Time (fastness) and flexibility					
J. Project Stakeholder Management					
1. Project stakeholders were identified clearly					
2. Stakeholder management plan was defined & effective communication established					

Part III. Challenges of Emergency Response Project Management

1. Major Internal Challenges in Emergency Project implementation which affect the performance of the Emergency project (Rank from 1 up to 5, give 1 for very high effect, 2 for high effect, 3 = Medium, 4 = low, 5= Very low).

Lack of clarity on the scope of the emergency project	
Lack of time to complete all the deliverables (Short time)	
Lack of budget/ Resource	
Management decision making	
Organization Culture (gravity towards resilience and development Projects)	

2. List other internal challenges or Problems that you encountered during the project startup, implementation or closure.

3. Major External Challenges in Emergency Project implementation (Rank from 1 up to 5, give 1 for very high challenge, 2 for high challenge, 3 = Medium, 4 = low, 5= Very low).

Technology challenges	
Donors influence	
Work Environment (security volatility & safety related)	
Governmental rule and procedure also related to administration structure	
Beneficiaries expectation and demand	

4. List other external challenges or Problems that you encountered during the project startup, implementation or closure.

5. Is the procurement processes flexible and fast to meet the emergency humanitarian crises needs?

Yes No

6. If your answer is No for Q12, What is your suggestion to make the Procurement process more fit to the emergency projects? Detail assessment should be carried at grass root or beneficiaries level on the needy of illegible group and by identifying neediest needy and carry out accordingly

7. Is the financial procedures flexible to meet the emergency needs in your Organization?

Yes No

8. If your answer is No for Q14, what is your suggestion to make the finance procedure more fit to the emergency projects?

9. Make a list of any additional elements you believe have an impact on the emergency response project's performance (Could be related to admin, logistics, management, or any other)

Appendix 2: Lists of NGOs Working in Afar Regional State of Ethiopia Along with Total Survey Population Sizes

S/NO.	Consortium Partner/NGOs	Region	Zone	Woreda	Sector of expertise of consortium partner	Number of Emergency Response Staffs at Head Office & Field Offices
1	Plan International	Afar	Administrative Zone 1: Awsi Rasu	Afambo	Nutrition	33
				Korri	Nutrition	
				Megale	Nutrition	
			Administrative Zone 2: Kilbet Rasu	Kuneba	Nutrition	
				Aba`Ala	Nutrition	
				Afdera	Nutrition	
				Erebt	Nutrition	
Bidu	Health and					
2	Islamic Relief	Afar	Administrative Zone 1: Awsi Rasu	Chifra	Food, ES- NFI, water trucking, Protection & GBV	23
			Administrative Zone 2: Kilbet Rasu	Megalle		
			Administrative Zone 4: Fanti Rasu	Ewa		
			Administrative Zone 4: Fanti Rasu	Awura		
			Administrative Zone 4: Fanti Rasu	Gulina		
Administrative Zone 4: Fanti Rasu	Yallo					
3	AMREF	Afar	Administrative Zone 1: Awsi Rasu	Adaár	Food	12
			Administrative Zone 1: Awsi Rasu	Dubti	Water Trucking	
4	VSF- Germany	Afar	Administrative Zone 1: Awsi Rasu	Kilelu	Water Trucking	4
			Administrative Zone 1: Awsi Rasu	Mille	Water Trucking	
5	APDA	Afar	Administrative Zone 1: Awsi Rasu	Chifra	Food, ES- NFI &	8
			Administrative Zone 4: Fanti Rasu	Ewa	food & ES_NFI	
6	COOPI	Afar	Administrative Zone 1: Awsi Rasu	Chifra	ES-NFI	10
			Administrative Zone 4: Fanti Rasu	Yallo	ES-NFI	
7	AISDA	Afar	Administrative Zone 1: Awsi Rasu	Chifra	ES- NFI, Cahs	18
			Administrative Zone 2: Kilbet Rasu	Aba-ala	ES- NFI, Cahs	
8	FSA	Afar	Administrative Zone 1: Awsi Rasu	Chifra	Chash transfer	11
			Administrative Zone 2: Kilbet Rasu	Koneba	Food	
			Administrative Zone 4: Fanti Rasu	Ewa	Chash transfer	
9	IMC	Afar	Administrative Zone 1: Awsi Rasu	Chifra	Mobile health	12
			Administrative Zone 4: Fanti Rasu	Ewa	Mobile health	
10	Save The Children International	Afar	Administrative Zone 2: Kilbet Rasu	Megalle	food & ES_NFI	9
			Administrative Zone 4: Fanti Rasu	Ewa	food & ES_NFI	
11	Darul hijireteyni foundation	Afar	Administrative Zone 4: Fanti Rasu	Ewa	food & ES_NFI	13
				Berhale	food & ES_NFI	
			Administrative Zone 2: Kilbet Rasu	koneba	food & ES_NFI	
12	DCA	Afar	Administrative Zone 4: Fanti Rasu	Yalo	ES-NFI	8
			Administrative Zone 2: Kilbet Rasu	Berhale	Chash transfer	
			Administrative Zone 1: Awsi Rasu	Chifra	Chash transfer	
			Administrative Zone 5: Hari Rasu			
13	WVI	Afar	Administrative Zone 1	Chirfa	WASH, Health & Nutrition, Protection, Multi-purpose Cash transfer	46
			Administrative Zone 4	Teru		
			Administrative Zone 4	Ewa		
			Administrative Zone 4	Awura		
			Administrative Zone 2	Afdera		
			Administrative Zone 4	Kelewan		
14	ActionAid	Afar	Administrative Zone 1	Kori	Multipurpose Cash Transfer ,Food, NFI and protection	25
			Administrative Zone 4	Ewa		
			Administrative Zone 4	Kala		
			Administrative Zone 4	Yallo		
			Administrative Zone 4	Gullina		
Administrative Zone 4	Awura & Ero					
			Administrative Zone 4	Teeru		
Total Staffs						232

Appendix 3: Questioner Analysis Result

Part II. Project Management Practice and level of using all of PM Knowledge areas in Emergency Response Project							
	Number of Occurrence (Frequency)						
PM Knowledge Areas	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
A. Project Integration Management							
1. Emergency Response Project integration plan with existing Project Resource was developed	62	82	24	7	1	176	4.12
<i>%tage</i>	35.23	46.59	13.64	3.98	0.57	100	
2. Emergency Response Project integration was managed per the plan	60	112	4	0	0	176	4.32
<i>%tage</i>	34.09	63.64	2.27	0.00	0.00	100	
Overall Practice %tage	34.66	55.11	7.95	1.99	0.28	100	4.22
B. Project Scope Management							
1. Scope management plan was defined for the emergency Reponses (As a basis for future project decisions.)	69	73	27	5	2	176	4.15
<i>%tage</i>	39.20	41.48	15.34	2.84	1.14	100	
2. WBS was created (WBS Work Breakdown Structure is a key project deliverable that organizes the team's work into manageable sections)	32	64	45	23	12	176	3.46
<i>%tage</i>	18.18	36.36	25.57	13.07	6.82	100	
3. Changes to the emergency projects scope was controlled & Documented	27	61	52	28	8	176	3.40
<i>%tage</i>	15.34	34.66	29.55	15.91	4.55	100	
Overall Practice %tage	24.24	37.50	23.48	10.61	4.17	100	3.67
C. Project Time management (Planning/ scheduling)							
1. Emergency Project Schedule management plan was developed	62	76	27	11	0	176	4.07
<i>%tage</i>	35.23	43.18	15.34	6.25	0.00	100	

2. Activities were defined & sequenced	67	84	15	9	1	176	4.18
<i>%tage</i>	38.07	47.73	8.52	5.11	0.57	100	
3. Changes to the project schedule was controlled	58	81	29	7	1	176	4.07
<i>%tage</i>	32.95	46.02	16.48	3.98	0.57	100	
4. There are clear policies, procedures, and documentation for project schedule	31	83	51	9	2	176	3.75
<i>%tage</i>	17.61	47.16	28.98	5.11	1.14	100	
5. Scheduling software used for the emergency Project activity (MS project or any other)	11	57	45	32	31	176	2.91
<i>%tage</i>	6.25	32.39	25.57	18.18	17.61	100	
Overall Practice %tage	26.02	43.30	18.98	7.73	3.98	100	3.80
D. Project Cost Management							
1. The quantity of the necessary resources were Determined & cost well-defined and established based on WBS (WBS Work Breakdown Structure is a key project deliverable that organizes the team's work into manageable sections)	40	68	41	15	12	176	3.62
<i>%tage</i>	22.73	38.64	23.30	8.52	6.82	100	
2. Required budget was determined	91	46	39	0	0	176	4.30
<i>%tage</i>	51.70	26.14	22.16	0.00	0.00	100	
3. Clear policies, procedures, and documentation in the company for project cost management.	72	86	18	0	0	176	4.31
<i>%tage</i>	40.91	48.86	10.23	0.00	0.00	100	
Overall Practice %tage	38.45	37.88	18.56	2.84	2.27	100	4.07
E. Project Quality Management							
1. Quality management plans were developed and in a place in order to control quality of the projects	43	115	17	1	0	176	4.14
<i>%tage</i>	24.43	65.34	9.66	0.57	0.00	100	
2. Appropriate quality control tools and techniques were used	58	104	13	1	0	176	4.24

during emergency projects implementation.							
<i>%tage</i>	32.95	59.09	7.39	0.57	0.00	100	
3. During Quality control process change requests were processed for review and disposition through the Perform Integrated Change Control process which may impact any of the components of the project management plan or project documents	50	68	52	6	0	176	3.92
<i>%tage</i>	28.41	38.64	29.55	3.41	0.00	100	
Overall Practice %tage	28.60	54.36	15.53	1.52	0.00	100	4.10
F. Project Resource Management							
1. All required resources were identified and acquired in order to implement the emergency projects	72	88	16	0	0	176	4.32
<i>%tage</i>	40.91	50.00	9.09	0.00	0.00	100	
2. Resource management plans were developed and in a place in order to implement the emergency projects	60	104	12	0	0	176	4.27
<i>%tage</i>	34.09	59.09	6.82	0.00	0.00	100	
3. Appropriate resource control tools and techniques were used during emergency projects implementation.	62	87	15	12	0	176	4.13
<i>%tage</i>	35.23	49.43	8.52	6.82	0.00	100	
Overall Practice %tage	36.74	52.84	8.14	2.27	0.00	100	4.24
G. Project Communication Management							
1. Appropriate approach and plan for the project communication activities were determined	42	116	7	10	1	176	4.07
<i>%tage</i>	23.86	65.91	3.98	5.68	0.57	100	
2. information's have been communicated to formalize phase or project completion	48	126	2	0	0	176	4.26
<i>%tage</i>	27.27	71.59	1.14	0.00	0.00	100	
3. Communication have been monitored	26	122	28	0	0	176	3.99
<i>%tage</i>	14.77	69.32	15.91	0.00	0.00	100	

Overall Practice %tage	21.97	68.94	7.01	1.89	0.19	100	4.11
H. Project Risk Management							
1. Risk management plan was developed & Risks identified	37	86	45	8	0	176	3.86
%tage	21.02	48.86	25.57	4.55	0.00	100	
2. Risks were prioritized and their implication on the project was estimated	34	76	52	14	0	176	3.74
%tage	19.32	43.18	29.55	7.95	0.00	100	
3. Risk response plan & management was developed	48	76	38	14	0	176	3.90
%tage	27.27	43.18	21.59	7.95	0.00	100	
Overall Practice %tage	22.54	45.08	25.57	6.82	0.00	100	3.83
I. Project Procurement Management							
1. Resources need determined & requirements of the project materials were documented (purchase plan)	78	82	14	2	0	176	4.34
%tage	44.32	46.59	7.95	1.14	0.00	100	
2. Potential sources were identified (in which you procure the items)	81	76	13	6	0	176	4.32
%tage	46.02	43.18	7.39	3.41	0.00	100	
3. The procurement procedure fit to the emergency response need in terms of Time (speed) and flexibility	6	24	52	74	20	176	2.56
%tage	3.41	13.64	29.55	42.05	11.36	100	
Overall Practice %tage	31.25	34.47	14.96	15.53	3.79	100	3.74
J. Project Stakeholder Management							
1. Project stakeholders were identified clearly	86	68	22	0	0	176	4.36
%tage	48.86	38.64	12.50	0.00	0.00	100	
2. Stakeholder management plan was defined & effective communication established	37	85	54	0	0	176	3.90
%tage	21.02	48.30	30.68	0.00	0.00	100	
Overall Practice %tage	34.94	43.47	21.59	0.00	0.00	100	4.13