

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**



**ROLE OF LOGISTIC AND PROCUREMENT IN HUMANITARIAN PROJECT
MANAGEMENT-THE CASE OF NORWEGIAN CHURCH AID (NCA)**

By: Mesfin Kinfegabriel

Advisor: Adane A. (PhD)

**A RESEARCH PROJECT WORK SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR DEGREE OF MASTER OF ARTS IN PROJECT MANAGEMENT
(MAPM)**

June 2022

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DECLARATION

I declare that the research project work entitled “**Role of Logistic and Procurement in Humanitarian Project Management-The Case of Norwegian Church Aid (NCA)**” is my research work. Materials and sources used have been properly acknowledged. The work had not been submitted to any educational institutions for the requirement of any award.

Mesfin Kinfegabriel

Date

CERTIFICATE

This is to certify that the above declaration made on the research project work titled “**Role of Logistic and Procurement in Humanitarian Project Management-The Case of Norwegian Church Aid (NCA)**” under my guidance and supervision. Accordingly, I assure you that this research work is appropriate and standard enough to be submitted for the award of Master of Arts in Project Management.

Research Advisor

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Date

Adane A. (PhD)

Acknowledgement

This research was made possible by the valuable feedback, guidance, and extended support of my adviser Adane A. (Ph. D); thus, I would like to extend my sincerely gratitude to Adane A. (PhD). In addition, I would like to thank NCA senior management team for their support and coordination provided during my research work within NCA. Finally, I would like to extend my appreciation to all the research respondents and participants.

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Acronyms /Abbreviations

CR-WASH - Climate Resilient Water, Sanitation and Hygiene

DTM - Displacement Tracking Matrix

ECHO - Humanitarian Aid department of the European Commission

GBV - Gender-Based Violence

IDP - Internally displaced people

IOM - International Organization for Migration

IPC - Integrated Phase Classification

IT - Information technology

MIS - Management information system

NCA - Norwegian Church Aid

NFI - Non-Food Item

NGO - Non-governmental organization

SNNPR - Southern Nations, Nationalities, and Peoples' Region

SRH - Sexual and Reproductive Health

UN - United Nations

UNOCHA - United Nations Office for the Coordination of Humanitarian Affairs

WASH - Water, Sanitation and Hygiene

Abstract

This research is aimed to assess the role of logistics and procurement in humanitarian project management in the case of Norwegian Church Aid (NCA). To conduct the study, a descriptive research design was used through employing qualitative and quantitative approach. Open and closed-ended questionnaires have been used to collect data from respondents and an interview checklist has been also used to collect data from key informant interview participants. In total 15 NCA staff (13 for questioners' completion and 2 for key informant interview) selected from different departments have participated as sources of primary information. The information collected from the primary data source was analyzed through the descriptive analysis technique using the latest version of Microsoft 365 excel.

The key findings showed areas of improvement as well as good practices of NCA regarding logistics and procurement in line with humanitarian project management. Accordingly, the research showed that NCA is good in identifying humanitarian needs and securing funds for humanitarian responses; moreover, NCA is also good in fulfilling equipment and infrastructure for the head office but not the case in the field locations. Regarding policies and procedures, it is identified that there is a gap on policy and procedure for humanitarian programs logistics and procurement process. Moreover, it was identified that the procurement process is often delayed due to lack of staffing, lack of using information communication and technology coupled with other reasons and that also affects the humanitarian program implementation process.

Areas that need improvement in the logistics and procurement department include the development of policy tools, and standards; assigning dedicated staff; use of information communication and technology; coordination; inventory management and prepositioning, and so on. On the other hand, lesson learning and infrastructure and equipment fulfillment to the team identified as a good practice in NCA. Based on the key findings' recommendation and suggestion for future researchers has been proved.

Key Words: - *Logistics, Procurement, Humanitarian context, Humanitarian program, humanitarian program implementation*

CHAPTER ONE

1. Introduction

1.1 Background of the study

This section of the research is covering giving an overall background about humanitarian situation and context globally and particularly in the Ethiopia context. In addition, the section gives information about the critical roles the humanitarian programs play in the context and how logistics and procurement process in humanitarian program implementation is very crucial to address the needs of affected community members.

When conflict breaks out or natural disasters strike, entire communities are affected, disrupting their day-to-day lives and long-term development prospects. Humanitarian aid is designed to save lives and alleviate suffering during and in the immediate aftermath of emergencies through humanitarian programs, whereas development aid responds to ongoing structural issues, particularly systemic poverty, that may hinder economic, institutional, and social development in any given society, and assists in building capacity to ensure resilient communities and sustainable livelihoods (Humanitarian coalition, 2022).

Globally, in 2022, 274 million people needs humanitarian assistance and protection. This number is a significant increase from 235 million people a year ago, which was already the highest figure in decades (OCHA, 2021). In Ethiopia, the needs for humanitarian response have increased across the country with a target number who needs the support estimated 14.8 million people of whom 57 % are children and % women. In addition, the target includes 2.5 million persons with disabilities (OCHA, 2021). The objectives of the humanitarian program are to save lives, alleviate suffering and maintain human dignity during and in the aftermath of man-made crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations. Humanitarian action includes the protection of civilians and those no longer taking part in hostilities, and the provision of food, water and sanitation, shelter, health services and other items of assistance, undertaken for the benefit of affected people and to facilitate the return to normal lives and livelihoods (ReliefWeb, 2022).

Effective logistics systems are central to deliver emergency relief and to have successful humanitarian programs. Logistics is a part of the supply chain to ‘deliver the right supplies, in good condition and the quantities requested, in the right places at the time they are needed’.

Logistics process as part of the supply chain and involve processes and systems involved to mobilize people, resources, skills, and knowledge to deliver humanitarian assistance to people in need. It includes assessment, procurement, transport, tracking, customs clearance, local transportation, warehousing, and final distribution. Security and communications are also important in overall logistics programs (CARE, 2022). In the corporate sector, the key, logistics components are supported by expert staffing, know-how, IT systems, MIS systems, framework agreements, corporate relationships, infrastructure, standardization, and collaborative initiatives. In the humanitarian world, these key support mechanisms are rare. Much of the essential logistics work undertaken by humanitarian agencies and projects is not industry standard and NGOs could learn a lot from the corporate community. Furthermore, the humanitarian environment is becoming increasingly complex, requiring a deeper understanding of conflict, security, and local, national, and international politics to have effective humanitarian project management (Lars G, 2022).

In addition, procurement of supplies and services is an essential function in the achievement of the objectives of humanitarian projects. It is crucial to the effectiveness and speed of response for major humanitarian programs in sectors such as health, food, shelter, water, and sanitation. Moreover, a significant percentage of the funds managed by humanitarian organizations are use through procurement processes. Procurement must be performed bearing in mind the timeliness of the response and the quality/safety of the purchased goods and services as well as the need for equal treatment and appropriate controls (ECHO, 2011). Humanitarian organizations routinely strive to alleviate human suffering through humanitarian program which involve a lot of procurement process and decisions. Their competencies include their ability to rapidly identify needs and engage in fundraising, procuring, transporting, distributing, and delivering products and services to people in need. Procurement of products (e.g., medicines, food, or non-food-items) and services (e.g., transportation, warehousing, and data collection and analysis) is a critical activity for them (Mohammad M, et al, 2021). This project work is meant to assess the role of logistic and procurement in humanitarian project management. Thus, Norwegian Church Aid (NCA) Ethiopia is taken as a case for the purpose of the study.

1.2. Background of the organization

Norwegian Church Aid began in 1947 as a small fundraising drive by Norwegian churches, but the big breakthrough came at the end of the 1960s because of the relief effort we delivered in Biafra (Nigeria). NCA is a diaconal organization working in 33 countries worldwide and

mandated by Churches and Christian Organizations in Norway to eradicate poverty and injustice. In Ethiopia, Norwegian Church Aid has been operating since 1974, engaged in short term emergency response and long-term development programs.

NCA's intervention in Ethiopia focuses on three Climate Resilient Water, Sanitation and Hygiene (CR-WASH); Faith-Based Climate Action; Peacebuilding; Gender-Based Violence (GBV)/ Sexual Reproductive Health (SRH) and Humanitarian emergency. To save lives and protect vulnerable people during emergencies occurring the country, NCA engaged in humanitarian and refugee response. It operates in six regions and one city Administration: Tigray, Amhara, Oromia, Somali, Gambella, Southern Nations Nationalities and People's State and Addis Ababa respectively.

To achieve the organization development goals and bring positive social change, it works mainly with Faith Based Organized, which have demonstrated strong grassroots reach and influence in the society. The organization also coordinate their efforts with resource partners that have long years of experience in water, sanitation, and hygiene, reproductive health, and climate (NCA, 2022).

1.3. Problem statement

Ongoing conflict, desert locust invasion, recurrent climatic shocks such as floods and droughts, and socioeconomic impact of COVID-19 are the key driver of humanitarian needs in Ethiopia. Amidst the political transition, armed conflict and community violence remains a critical concern across Ethiopia, from Benishangul Gumuz, to Oromia, to Tigray. Heightened competition over resources due to pressures from climatic shocks, COVID-19 containment measures, and desert locust infestation in certain areas, create further inter-communal tension, violence, and displacement. Of an estimated 2.7 million people currently internally displaced in Ethiopia, 1 million of which occurred in 2020, approximately 68 per cent were displaced by conflict, underlining the rapidly evolving protection crisis in Ethiopia (OCHA, 2021).

Moreover, Ethiopia has one of the world's largest internally displaced populations, with displacement risks remaining high in 2022. According to IOM's Displacement Tracking Matrix (DTM), National Displacement Report, 2021, a total of 4.2 million people are internally displaced across Ethiopia. The report showed that the primary drivers of this displacement were conflict,

displacing 3.5 million (85%), as well as climatic shocks such as drought, floods and locusts. Ethiopia's internal displacement increased dramatically in 2021, with armed conflict expanding from Tigray Regional State to neighboring Amhara and Afar regions, resulting in a tense and volatile humanitarian situation. Simultaneously, the report showed that approximately 2.11 million persons were internally displaced by the Northern Ethiopia Crisis in Tigray, Amhara and Afar regions, with active fighting in several areas continuing and likely to cause further displacement. Incidences of political and intercommunal violence also flared up in several other regions of the country, namely parts of Oromia and Benishangul Gumuz regions, posing high stakes for the stability of the entire country. Ethiopia is also the second-largest refugee-hosting country in Africa, hosting refugees from South Sudan, Somalia, Eritrea, and Sudan. Most refugees are accommodated in 26 refugee camps with limited services and depend largely on humanitarian assistance (IOM, 2022).

Humanitarian organizations deal with emergency humanitarian issues such as supply of drugs, food aid, water and sanitation, providing shelter to the affected communities among others. Humanitarian programs put a lot of effort into helping nations and people to recover from disasters by providing relief commodities. Responding adequately to a disaster is difficult due to its complexity and uncertainty associated with it. Flexible but efficient supply chains are creating high demand on procurement operations (Berger & Garyfalakis, 2013). One of the biggest hurdles to overcome in humanitarian relief supply chain is the huge uncertainty in demand and supply as well as the assessment of the needs accompanied by time pressure to supply on time. Hence humanitarian logistics is complex making the procurement field the most expensive part during humanitarian programs especially with about 80% of total expenditures (Wassenhove, 2006). The total quantity of purchased humanitarian items is rising, which makes disaster relief procurement important. The main reason for this rise is that humanitarian organizations often prepare for disasters through pre-stocking of critical relief supplies in strategic locations around the world. Although this method increases the ability to respond to a disaster quickly, it also comes with immense costs (Balcik, 2008).

In addition to procurement, behind all frontline emergency response and success of humanitarian projects lies a major logistics exercise, and it is almost inherently true that crisis situations require the rapid delivery of personnel, supplies and services to difficult-to-reach locations. Logistics

includes a broad range of activities, from management of the humanitarian operational environment (security, communications systems) to the land, sea and air transport/storage/distribution of program supplies and staff. Logistics also plays an important role in preparedness and is fast evolving in terms of its capacities and technologies (PHAP, 2022). In recent years, although logistics and procurement has become very important factors for successful project management in humanitarian response, the issues remain under examined in Ethiopia context. In addition, the emerging humanitarian situations in Ethiopia needs a coordinated service delivery in a humanitarian program through having string logistics and procurement practice. Therefore, this study aimed to assess the role of logistics and procurement in humanitarian project management in the case of NCA Ethiopia.

1.4. Research questions

This project work will attempt to address below research questions: -

- What are the focuses and nature of NCA humanitarian projects?
- How logistics and procurement practiced under NCA humanitarian projects?
- What are the NCA logistics and procurement good practices and challenges in line with humanitarian project implementation?

1.5. Objectives of the Study

1.5.1. General objective of the study

- The general objective of this study is assessing the role of logistics and procurement under humanitarian project management of NCA

1.5.2. Specific objective of the study

- To assess the nature and focuses of NCA humanitarian projects
- To assess the practice of logistics and procurement under NCA humanitarian programs
- To identify good practice of the logistics and procurement of NCA to its humanitarian project management success
- To identify challenges of NCA's humanitarian projects caused by logistics and procurement practice

1.6. Definition of terms and concepts

Disaster: -

“...A disaster can be defined as a shocking event that seriously disrupts the functioning of a community or society, by causing human, material, economic or environmental damage that cannot be handled by local agencies through standard procedures”. So, it can be said that a disaster is an unexpected event that disrupts the normal functioning of the system, due to natural or technological causes, and leads to human, economic, material, and environmental losses. It requires the intervention of the various actors of the community to regain initial balance...” (Lamia, H. et al 2020).

Humanitarian projects/programs: -

“...Humanitarian programs /projects are designed to save lives and alleviate suffering during and in the immediate aftermath of emergencies. Humanitarian programs are short-term and delivered in disaster zones to responds to an incident or event and their focus is for saving lives...”(Humanitarian Coalition, 2022).

Logistics: -

“...Logistics refers to the overall process of managing how resources are acquired, stored, and transported to their destination. Logistics management involves identifying prospective distributors and suppliers and determining their effectiveness and accessibility. Logistics managers are referred to as logisticians...” (Will, K. 2022).

Humanitarian procurement: -

“...Procurement involves every activity involved in obtaining the goods and services a company needs to support its daily operations, including sourcing, negotiating terms, purchasing items, receiving, and inspecting goods as necessary and keeping records of all the steps in the process. Humanitarian procurement

efforts include pre-positioning supplies procured in advance of a disaster and procurement of additional supplies immediately after the disaster...” (M. Moshtari et al, 2021).

Contract management: -

“...Contract management is a strategic management discipline employed by both buyers and sellers whose objectives are to manage customer and supplier expectations and relationships, control risk and cost, and contribute to organizational profitability/success. For successful service contract administration, the buyer needs to have a realistic degree of control over the supplier’s performance. Crucial to success in this area is the timely availability of accurate data including the contractor’s plan of performance and the contractor’s actual progress...” (Dobler, D.W., & Burt, D.N, 1996).

CHAPTER TWO

2. Literature review

The literature review section is concerned with presenting some previous works related to the issue at hand. It tries to elaborate the meaning and related concepts in humanitarian programming, logistics and procurement from humanitarian program management perspective. It also attempts to discuss the contribution of logistics and procurement for effective humanitarian program management, as well as challenges of humanitarian logistics and procurement from humanitarian organizations and program perspective.

2.1. About humanitarian context and humanitarian projects

2.1.1. Global humanitarian context

The number of people in need of humanitarian assistance is growing. Armed conflict continues to be a driver of humanitarian need. The absence of political solutions has led to protracted crises in many countries and resulted in widespread destruction, the dislocation of people internally and to neighboring countries, and a breakdown of law and order. Natural hazards also are an increasing risk. Climate change is modifying weather patterns, making hazards more frequent, less predictable and longer lasting. This magnifies the risk of disasters everywhere, but especially in those parts of the world where there are already high levels of vulnerability due to rapid population growth, food and energy price volatility, poverty, and environmental degradation, among a range of factors. The combined effect is wide-reaching and recurrent humanitarian crises around the globe(IASC, 2015).

Globally in 2022, 1 in 29 people worldwide needs humanitarian assistance – a significant increase from 1 in 33 in 2020 and 1 in 45 in 2019, which were already the highest figures in decades. The UN and partner organizations aim to assist 183 million people most in need across 30 countries and 7 regions and require a total of \$ 41 billion to do so. Without immediate and sustained action, 2022 could be catastrophic for those living in humanitarian contexts (OCHA, 2022).The COVID-19 pandemic is taking a heavy toll in developing countries, civilians continue to be the most affected by conflict and extreme poverty is rising. Climate change effects are devastating, forced displacement is at record levels and 161 million people face acute food insecurity (OCHA, 2022).

2.1.2. Humanitarian Context of Ethiopia

Similarly, more than 23 million people in Ethiopia are estimated in need of humanitarian assistance due to internal conflict, displacement, recurrent natural hazards, and the socioeconomic impact of COVID-19. A huge portion of Ethiopia's population urgently needs humanitarian support, with armed conflict, climate shocks (including drought and flooding), disease outbreaks, a desert locust invasion and the continuing socioeconomic impacts of COVID-19 undermining the significant development gains made over recent years. The impacts of frequent and extreme weather events continue to negatively affect access to food from cultivated crops, access to land for pasture, livestock production and market functionality. Several hundred thousand people are typically displaced each year due to floods, and on average approximately 3 million people experience crisis levels of food insecurity due to poor rains or drought conditions each year. Displacement caused by the intensification and expansion of the conflict in northern Ethiopia in addition to long-standing intercommunal tensions and regional border disputes are the main drivers of humanitarian needs (OCHA, 2022).

Nearly 4.23 million people are living in displacement across Ethiopia as of September 2021. In addition, Ethiopia hosts more than 817,000 refugees from South Sudan, Somalia, Eritrea, and Sudan. Most of them have been living in camp settings in Gambella, Somali, Benishangul-Gumuz, Afar, and Tigray regions. 1.5 million IDP returnees face heightened needs. They also often lack legal documentation and therefore have limited ability to move and access services such as shelter, education, health, and humanitarian assistance. Recurrent natural hazards, primarily drought and flooding, resulting in humanitarian needs. Several consecutive years of drought in southern and southeastern Ethiopia have led to worsening food security and disrupted the livelihoods of hundreds of thousands of farmers and herders. In northern Ethiopia, the ongoing conflict has resulted in the displacement of more than 2.1 million people and high levels of humanitarian need. Between May and June 2021, 5.5 million people (61% of the population analyzed) in Tigray and neighboring regions of Afar and Amhara were facing Crisis or higher (IPC Phase 3 or above) levels of food insecurity, including 350,000 people in Tigray in Catastrophe (IPC Phase 5). Food insecurity in Tigray is expected to worsen at least through September, with 74% of the analyzed population projected in Crisis or higher levels, including 401,000 projected in Catastrophe (ACAPS, 2022).

2.2. About humanitarian projects

Humanitarian Assistance through humanitarian projects seeks to save lives and alleviate suffering of a crisis affected population. Humanitarian assistance must be provided in accordance with the basic humanitarian principles of humanity, impartiality, and neutrality, as stated in General Assembly Resolution 46/182. Assistance may be divided into three categories - direct assistance, indirect assistance, and infrastructure support - which have diminishing degrees of contact with the affected population (OCHA, 2003).

The humanitarian action that is the focus of this entry is the Dunantist tradition of humanitarianism that adheres to the humanitarian principles of impartiality, neutrality, and independence. In its current form, humanitarian action is enshrined in international humanitarian law and provided by intergovernmental organizations and international nongovernmental organizations. Bioethical issues are numerous and profound. Humanitarian action constantly negotiates between a minimalist and secondary morality, struggling to save lives but also to further human dignity among adversity and animosity. It challenges current arrangements of power and demonstrates an ethic of refusal (John, P. and Matthew, H, 2015).

Humanitarian operations and projects range from short-term humanitarian relief in response to acute emergencies to medium and sometimes long-term assistance focusing on recovery and reconstruction in post-emergency contexts. Due to the substantial mobilization and deployment of material and financial resources involved, these kinds of operations rely to a large extent on effective and efficient supply chain management (Alexander, B., 2009).

2.3. Humanitarian projects logistics and contract administration or management

2.3.1. Humanitarian project logistics

Humanitarian project logistics encompasses the process of mobilizing people, resources, skills, and knowledge to help the disaster's victim. In the humanitarian process, logistics is the center of all the mobilization activity as it served as the bridge between disaster preparedness and response, procurement, and distribution, and headquarters and the field. It also can be one of the most expensive parts of the relief operation and the effectiveness of the operation is always being monitored to improve the operation and minimize the operating cost with the maximum result of the operation. Evidence can be found that humanitarian logistics refers to the activities which

manage the logistical flows, in case of disasters. It is to save lives and make available the resources corresponding to the needs determined by respecting the type and impact degree of the disaster, the service expected, safety and security conditions deemed satisfactory (Daud, M.S.M., 2015). Whether there is an actual or potential large-scale emergency, agencies have to get the right assistance to the right place at the right time at the right cost. The challenges faced in achieving this are many and complex. NGOs can and do play a key role in logistics management during humanitarian responses, particularly at the field level. Much of this is done very well. But systems and approaches are often antiquated.

Humanitarian logistics involves organizational components such as transportation, warehousing, inventory management, trace, and tracking, bidding, and reverse bidding, reporting and accountability. In the corporate sector, these components are supported by expert staffing, know-how, information technology IT systems, management information system (MIS), framework agreements, corporate relationships, infrastructure, standardization, and collaborative initiatives. In the humanitarian world, these key support mechanisms are rare. Much of the essential logistics work undertaken by humanitarian agencies is not industry standard and NGOs could learn a lot from the corporate community. Furthermore, the humanitarian environment is becoming increasingly complex, requiring a deeper understanding of conflict, security, and local, national and international politics. Each year about one in three field staff quits because of burnout. Consequently, the NGO community and multilateral and international organizations such as the UN agencies and the Red Cross need to focus much more on capacity building (Lars, G. 2005).

Logistics has been recognized as being of crucial importance for the effectiveness and efficiency of humanitarian projects. However, many humanitarian actors have not yet acknowledged this importance and continue to mainly concentrate their efforts on fundraising, communications, or public relations. Logistics is commonly viewed as a necessary expense rather than having an interface and management function decisive for the success of humanitarian operations. Large international humanitarian nonprofit organizations conducting operations world-wide can be summarized as follows: There is a high degree of complexity involved in the logistics and supply chain management of humanitarian operations. Humanitarian organizations neglect logistics and supply chain process modelling, control, and management. These organizations are frequently not clear on roles and responsibilities in the humanitarian supply chain. Humanitarian organizations

do not adequately measure the performance of their supply chains or the associated logistics activities, nor do they have the capability to do so (Alexander and Blecken, 2009).

Unlike logisticians in the private sector, humanitarians are always faced with the unknown. As one would expect, the greatest unknowns in humanitarian logistics are the time, place, and severity of a disaster in terms of both people and property. However, more specific factors influence the efficiency and effectiveness of the logistics response. Chief among these concerns are the amount, type, and usability of infrastructure (e.g., bridges) and equipment (e.g., material handling equipment). The importance of a timely response is much different in the humanitarian sector than in the commercial sector. While a delay in the commercial supply chain is costly in terms of productivity and/or customer satisfaction, a delay in the humanitarian supply chain could mean the difference between life and death for those most severely impacted by the disaster (Robert E, et al, 2010).

2.3.2 Humanitarian project procurement

Humanitarian procurement contributes to a high extent to its overall cost. Procurement accounts for 65 % of total expenditures within disaster relief logistics. Administration, field personnel and transportation contribute only minor to the overall cost. The main reason for this high amount is that humanitarian organizations often prepare for disasters through pre-stocking of critical relief supplies in strategic locations around the world to increase the ability to respond immediately. Furthermore, humanitarian organizations must face increasing pressure from donors to prove, that the money provided for aid is reaching those in need. Hence, the organizations' outcomes need to be transparent and operations result-oriented, which pressures them to use their resources more efficiently. These factors influence procurement decisions in humanitarian organizations and highlight the importance of efficient purchasing operations. Procurement in the humanitarian sector basically has the same goals and intentions as in private business. As buyer, organizations want the best possible value at a reasonable price. Humanitarian procurement processes try to ensure, that organizations have all supplies required to meet the needs to provide adequate disaster relief (PAHO, 2001).

In the humanitarian/disaster situations, the procurement of relief goods in the right quantity, at the right quality and at the right price is of utmost importance, aside from other activities in the immediate response phase. Operations performed during this phase aim to respond flexibly and

quickly to upcoming needs and to cover demand patterns of crisis-hit populations under cost-efficiency. When disasters devastate regions, procurement processes are mostly initiated on an ad-hoc basis. Chaotic post disaster environments, the absence of efficient resource allocation and the high number of different stakeholders are characteristic for procurement coordination in disaster settings. In order to handle the altered situations of coordinating humanitarian procurement, it became increasingly important to implement preparedness strategies, which speed up the supply process in the case of an emergency. Procurement in advance leads to pre-positioning of inventories at critical locations, where the threat of disasters is considerably high. This approach relaxes the demand satisfaction process in the first hours after the disaster considerably, as initial demand can be quickly covered by pre-positioned relief items (Wankmüller, C. and Reiner, G., 2021).

2.3.3. Role of logistics and procurement in humanitarian projects

Logistics and procurement of humanitarian projects are known as most expensive part and required sustainable solutions. Humanitarian programs and organizations must utilize their funds effectively and efficiently. Today humanitarian organizations are coming under increasing competition from United Nations humanitarian agencies, for-profit organizations, and government departments to deliver humanitarian services utilizing scarce funding resources. Donor funding behavior is shifting from “project based” toward “performance based” disbursement of funds, in which only with the submission and successful evaluation of activity completion reports will donors release funds to the organizations, and only for activities deemed achieved. In this environment of increased competition and pressure from performance-based funding, the importance of efficiency in humanitarian organizations and program is very critical and in which logistics and procurement lay a very crucial role (Muhammad, S. and Kullapa S. 2019).

As much as creating and enhancing infrastructures can mitigate the effects of disasters, humans are still required to devise better proactive plans and improve the implementation of relief operations. One main aspect of such planning and implementation is the logistics and procurement of relief operations. This part of the relief operation is crucial to the effectiveness and speed of relief operations and programs. The variety of logistical and procurement operations in disaster relief are so extensive that they make it the most expensive part of disaster relief operations. Also, relief operations require deploying a huge number of logistical vehicles, equipment, and personnel.

The effective and efficient implementation of a huge operation, considering the chaotic nature of the situation (e.g., public panic and the destruction of transportation and communication infrastructures), is a complex and difficult one (Nikbakhsh E.and, Zanjirani Farahani R., 2011). Globally, one of the notable aspects of the humanitarian projects efforts following the 2004 Asian Tsunami was the public acknowledgement of the role of logistics in effective relief work. In the immediate aftermath of the Tsunami, as relief goods flooded the airports and warehouses in the affected regions, aid agencies struggled to sort through, store and distribute the piles of supplies while disposing of those that were inappropriate. The same is also true for the different crises happen in the world and the humanitarians' reposes. It became understandable by many humanitarian workers that to have effective humanitarian programming the logistic part is playing a very crucial role. Humanitarian Logistics, the function that is charged with ensuring the efficient and cost-effective flow and storage of goods and materials for the purpose of alleviating the suffering of vulnerable people (Anisya, T. and Laura, R. 2007).

2.4. Empirical review

There is a limited number of studies conducted in role of logistics and contract administration under humanitarian project management in general and in the Ethiopia context. This empirical review, the study took the studies that focus on humanitarian logistics and procurement related studies conducted by different researchers in relation to humanitarian projects. Accordingly, the research tried to review exiting studies from global and Ethiopia context on above mentioned issues.

2.4.1. Global context of review

Vaillancourt, A. (2017), conducted a study focuses on reviewing the practice of humanitarian logistics and its challenge. The study conclude that humanitarian organizations still need to build their competencies to achieve their social goals. And the finding of the study demonstrates that the broad concepts of dynamic capability can offer theoretical support in humanitarian logistics where theory is scarce.

Research conducted in Indonesian which aims to the impact of the traceability of the information systems on humanitarian logistics performance, concluded that there is an influence between the information system quality on traceability in humanitarian logistics. It indicates that traceability

has a significant effect on humanitarian logistics performance. Providers of humanitarian logistics services in Indonesia can take satisfaction measurements to determine humanitarian logistics performance (Ilyas, M. et al, 2021)

A case study conducted by Charles, M. (2010) in Zimbabwe with selected organizations including Red Cross Society and the Zimbabwe Red Cross Society, the World Health Organization, the United Nations Children's Fund and the Zimbabwean Civil Protection Organization in Zimbabwe on reviewing their experience around humanitarian logistics, revealed that the organizations are facing difficulties and problems faced such as the lack of trained logistics personnel, lack of access to specialized humanitarian logistics courses and research information, the difficulty in using and adapting existing logistics systems in attending to humanitarian logistics and the lack of collaborative efforts that address the area specifically(Charles, M. 2010).

Ganga, A. (2020) gave an overview of supply chains and then explore some of the challenges and potential solutions in delivering goods and services effectively and efficiently in humanitarian context. This study also analyze procurement, maintaining quality goods, incentivizing countries to act, collaboration, verification, possible losses in the supply chain, and ensuring appropriate use of product. The study concludes that although humanitarian supply chains pose unique challenges, there is surprising efficiency in the system. Another research conducted by Nidam, S. (2019) aims to identify role of power on procurement and supply chain management systems in a humanitarian organization revealed that the underlying argument is that the actions and events that lead to decision-generation within humanitarian relief systems are politically motivated and facilitated by power dynamics because relief systems are mainly instruments used by organizational actors to achieve desired results. Hence, understanding this social world is important to aid analysis of the relations between people and actions in disaster relief operations.

A study conducted by Emmanuel, S. (2021) showed that cross-training, flexible contracting, and financial resilience are critical to attaining humanitarian supply chain as they influence many of the identified formative elements. In addition, Mohammad M, et al, (2021), conducted reviewing of 51 scholarly articles related to procurement in the context of humanitarian operations and analyzes them from multiple angles including specific procurement tasks, key problems/research questions, data sought, and methods used. They also complement the insights from the literature review with those from a set of interviews of humanitarian practitioners and humanitarian

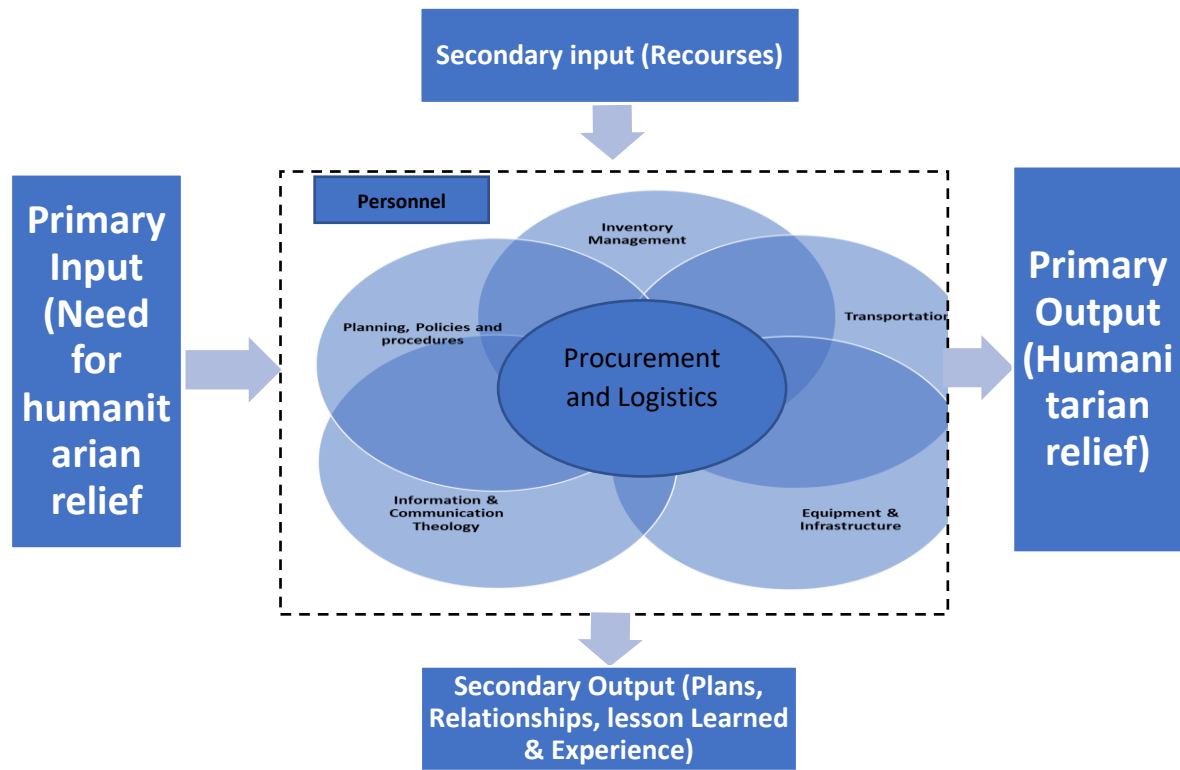
organizations suppliers of products and services. Moreover S.A. Torabi, et al, (2016) conducted research on novel procurement model for humanitarian relief supply chains and they propose a multi-attribute reverse auction mechanism to purchase required relief items after a disaster strikes. Five bid attributes are considered in our analysis: price, quality, delivery time, quantity, and probability of on time delivery.

2.4.2. Ethiopia Context of review

A study conducted by Fuad Ismael (2017) which aimed review practices and challenges of humanitarian logistics under humanitarian organizations in Ethiopia conclude that bad condition of infrastructure, strict cargo clearance procedure, and scarcity of warehouse space and lack of appropriate information management system are the major challenges of case organizations has a potential to cut off those affected from aid assistance.

Moreover , Wolde, W (2019) conducted his research on practice, challenges and performance of humanitarian logistics particularly through taking the case of Plan International Ethiopia and he found that there are both internal and external factors that challenge the performance of the humanitarian logistics practices of in the organization where lack of appropriate technology and insecurity from the external factors and disorganized processes and procedures are mentioned to be the main factors affecting the performances of the organization.

2.5. Conceptual frameworks



Adopted from (Robert E, et al,2011) -Research in Humanitarian logistics

This conceptual framework adopted from the work of ((Robert E, et al,2011) focuses on humanitarian logistics research and modified to capture on the framework both logistics and procurement component of this research. In this framework the dotted boundary represents the sphere of control of the logistician and procurement team and is represented by a dotted line to signify the influence environment can have on logistics and procurement and the possible influence that the team can have on their environment. The central elements of humanitarian logistics and procurement which are found inside the dotted line are the procurement process itself, the organization's personnel, equipment/infrastructure, transportation, information technology/communication, planning/policies/procedures, and inventory management.

The primary input into this system is the need for humanitarian relief and the reason for the system's existence – everything done up to the point of the relief request is preparation. Secondary inputs are the resources needed to respond to those requests. These inputs are the material requirements, predominately monetary donations, needed for the system to function. The primary output of the system is humanitarian relief which is very crucial and considered as successful

humanitarian project management. “A successful humanitarian operation mitigates the urgent needs of a population with a sustainable reduction of their vulnerability in the shortest amount of time and with the least number of resources. Secondary outputs can include, but are not limited to, on-the-shelf plans for the next disaster, relationships with other humanitarian organizations, experience in disaster response, and organizational lessons learned.

CHAPTER THREE

3. Research Methodology

3.1. Research Approach

Both quantitative and qualitative research methods are used to grasp the relevant information needed for the purpose of the study. Qualitative research is a process of naturalistic inquiry that seeks an in-depth understanding of social phenomena within their natural setting. It focuses on the "why" rather than the "what" of social phenomena and relies on the direct experiences of human beings as meaning-making agents in their everyday lives. Rather than by logical and statistical procedures, qualitative researchers use multiple systems of inquiry for the study of human phenomena including biography, case study, historical analysis, discourse analysis, ethnography, grounded theory, and phenomenology.

Quantitative methodology is the dominant research framework in the social sciences. It refers to a set of strategies, techniques, and assumptions used to study psychological, social, and economic processes through the exploration of numeric patterns. Quantitative research gathers a range of numeric data (Ahmad S, Wasim S, Irfan S, et al, 2019).

Mixed research methods are on other and, new and still under development (Creswell, 2003). A mixed method combines quantitative and qualitative methods in the same study to get a full understanding of the phenomenon under study. Thus, a mixed research method usually results in profound research due to its "methodological pluralism or eclecticism" (Johnson & Onwuegbuzie, 2004, p. 14)

3.2. Type/design of Research

The study is used a descriptive design to describe the role of logistics and procurement under the humanitarian project management of NCA. In addition, the descriptive design helped the researchers to show the dynamic nature of logistics and procurement under humanitarian projects. The study used a descriptive research design as the design allows the study to identify and obtain information on the characteristic of a particular issue like community, group, or people (Inaam, 2016). The main purpose of descriptive research is an explanation of the set of circumstances as it is present as such and scientists do not have direct control over the variables (Shashi & Shanti, 2019).

3.3. Sampling Design

The study population of this research are staff of NCA who are selected from humanitarian projects, logistics department team, and leadership team through employing purposive sampling based on knowledge of the team members on humanitarian project implementation, logistics, and contract administration.; in total 15 NCA staff have participated; out of which 13 of them participated in completing the questions and two of them participate in Key informant interviews. In addition to knowledge of the area of inquiry of this research, the respondents were selected based on their willingness to participate in the research process.

3.4. Sources of Data Collection

The combinations of primary and secondary data sources were employed in the study. For primary data sources, questionnaires and key informant interview data collection methods were carried out. Concurrently, appropriate, and related secondary data sources, both published and unpublished were also used.

3.5. Research Instrument

Primary data were collected using close and open-ended questionnaires consisting of main and sub-questions has been developed and distributed to NCA staff to understand the intended research objectives. At the same time, interview checklists were prepared based on the objectives of the research, and participants (staff of NCA from humanitarian projects, leadership team, and procurement and logistics department team) were asked. The secondary was also collected from books, journals, the organizations' websites, and unpublished materials.

3.6. Methods of data analysis

Given the sample size of this research, a descriptive analysis has been used to describe the information collected from primary data sources. To do the disruptive analysis, the latest version of excel which is Microsoft 365 excel was used. Table, graphs, and pie charts have been also used to summarize the finding from the respondents.

3.7. Study area and target population

The study was conducted in Addis Ababa head offices of NCA and the field office (Gambella office) of NCA.

CHAPTER FOUR

4. Result discussion and Analysis

This chapter is mostly focusing on presenting the key findings collected from 13 questionnaire respondents and 2 key informant interview participants. The questionnaire was distributed to 13 NCA staff members selected from the humanitarian projects team, logistics and procurement department team, and leadership team based on the purposive sampling technique depending on their deep knowledge and understanding of the humanitarian programs and involvement and relationship with the logistics and procurement department. In addition, two NCA staff (one from the program and one from the operation) department has been selected for the key informant interview and engaged in this research process as a participant. The two key informant interview participants were selected because of the key position that they have in the organization and their deep understanding of organizational issues in terms of programming and operation including humanitarian programming and logistics and procurement from the operational sides.

The result discussion and analysis used all the information collected from the 15 participants (respondents) of the questionnaires and key informant interviews. The discussion and the analysis are organized in a way to address the research question and capture the key concepts and variables in the conceptual framework. The information from the primary data source (both the qualitative and quantitative) is also substantiated by the information from the literature review. Accordingly, this chapter is organized into three main sections which include demographic information of the research participants (respondents), humanitarian programs of NCA, and the practice of logistics and procurement in NCA in relation to humanitarian program management (this section includes different subsections).

4.1. Demographic information

To have a general sense of information about this research respondents, information has been collected about age, gender, educational levels, years of experience with NCA, current field office, position, and the project they are working on. Accordingly, the below table is a general summary of the 13 respondents of the questionnaires and two participants of the key informant interview in a total of 15.

Table 4.1 Demographic information

Variables		Frequency	Percentage
Age	20-30	3	20%
	30-40	8	53%
	40-50	3	20%
	50 and above	1	7%
Gender	Male	7	53%
	Female	8	47%
Educational level	Master's Degree	15	100%
Position in the organization	Junior	1	6%
	Mid-level managerial position	10	67%
	Highest level manages	4	27%
Field office	Addis Ababa	13	87%
	Gambella	2	13%
Duration stays with NCA	1-2 years	5	33%
	2 years and above	10	67%

4.2. NCA's humanitarian programs

Based on the information gathered from the respondents, NCA humanitarian programs are mostly focusing on Water, Sanitation and Hygiene (WaSh), Gender-Based Violence (GBV) as part of the sexual and reproductive health components, Non-Food Item (NFI) distribution, Nutrition, and Food security or Livelihoods related activities. These all-humanitarian responses

are focusing on emergency-affected areas with affected community members including refugees, internally displaced people (IDPs), and host communities affected by various human-made and natural disasters (climate-related challenges) including drought and conflict. For NCA humanitarian programs, emphasis is given to prioritizing women, girls, children, and other vulnerable community members. Regarding the geographic focus, NCA is operating its humanitarian programs in six different regions which include the Somali, Amhara, Tigray, Gambella, SNNPR, and Oromia regions of Ethiopia. NCA implements in these regions along with its partner organizations.

In terms of how effective NCA humanitarian programs regarding addressing the needs of an affected community member, most of the respondents (36 %) agreed that NCA is effectively addressing the need of the vulnerable community members; in addition, 23 % of respondents responded that they strongly agreed about NCA humanitarian program effectiveness. In contrast, 31% of respondents do not believe that NCA is addressing the needs of affected community members and the remaining 8% of respondents have a neutral feeling.

Among the respondents who strongly agree and agree about NCA's effectiveness to address the needs of affected communities, they believe that NCA is providing its services based on the need-based principle. Moreover, having strong humanitarian teams who dare to travel to risky areas coupled with long years of organizational expertise would also contribute to its effectiveness. The literature review part also supported the idea that humanitarian assistance through humanitarian projects seeks to save lives and alleviate the suffering of a crisis-affected population.

Those who disagree with NCA's effectiveness of humanitarian programs regarding addressing the needs of affected communities put a reason that NCA is not doing proper targeting of affected communities; they also indicated that, as NCA is doing most of the work by its partners, it is difficult to monitor how the partners are effectively addressing the need of affected communities. In addition to the effectiveness of the humanitarian programs of NCA, there is feedback given from the respondents indicating that logistics and procurement-related issues (which counts for 62% of the total respondent) as well as funding problems which also count for 54 % are key challenges. Access issues to reach beneficiary locations, partners' lack of timeliness, and gaps in the country strategy is also mentioned as a challenge by the respondents.

4.3. Logistic and procurement related practices in line with humanitarian programs

4.3.1. Humanitarian needs identification and funding

Regarding assessing various humanitarian needs in the country and assessing various funding opportunities, most of the respondents agreed that NCA is good at assessing the funds; however, regarding assigning funds for its various functions including procurement and logistics departments the respondents have a concern that NCA is not assigning proper budgeting for the various functions. It is also confirmed from the qualitative information that there is a need for proper budget allocation to increase staffing number, improve the system of the department and increase staff capacity through engaging in various training and capacity building supports. The literature review part also indicated a similar concern with this date, ate, logistics, and procurement practices are not often a key program management function in humanitarian programs it considers an extra function that also affects the effectiveness of humanitarian programs.

Moreover, it was mentioned during the key informant interview that there is a need to have a dedicated logistic and procurement person in the humanitarian department who is skilled in humanitarian logistics and procurement and also understands the urgency of moving things within acceptable internal rules and international standards to speed up any logistics and procurement and to deliver requested items and services in a timely manner so that to address the needs of affected community members. For this to happen, there is a need to pay attention to the department and assign a budget properly to have a dedicated staff for logistics and procurement for the humanitarian department.

4.3.2. Planning, procedures, and policies

In general, most of the respondents to the questionnaire indicated that they believe that NCA has standard policies, procedures, and tools that facilitate the logistics and procurement-related works in general. Similarly, most of them also believe that NCA has tools and practices of proper planning for logistics and procurement-related works. However, when it comes to humanitarian programs both the respondents of the questionnaire and the information collected from the qualitative tool indicated that NCA has a gap in having a separate policy, procedure, and tools including planning procedures to facilitate the humanitarian programs and to speed the process

to effectively address the needs of the affected community members and to effectively utilize the fund allocated in a timely manner.

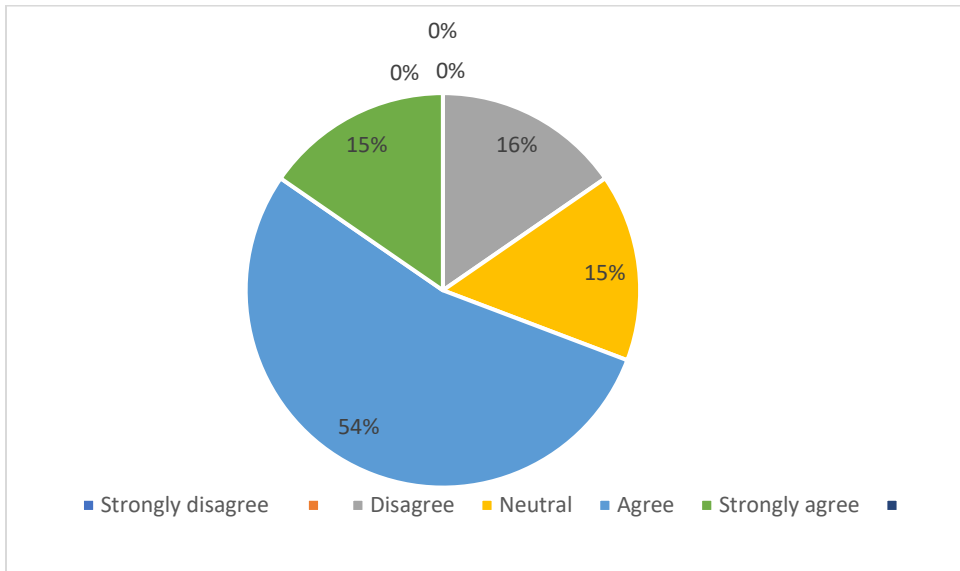
One of the key informant interview participants indicated that ...” *NCA needs to have a clear emergency procurement and logistics policy and inform all the procedures to the humanitarian department. Most of all, as NCA is implementing most of its projects through partners, it will be mandatory as well as beneficial to have a successful humanitarian program if its partners are vested with emergency logistics and procurement policy and procedure...*”. The literature review part supported the need to have proper planning, proper procedure, and preparedness to have timely service delivery and lifesaving activities. Literature also advised that, in the humanitarian sector it is still needed to have a comprehensive planning process and procedures to improve humanitarian service provision.

4.3.3. About logistics and procurement staff capacity and skill

Literature indicated that humanitarian responses need to have a substantial number of logistics and procurement team deployments. Accordingly, respondents of the questionnaires have different views regarding whether NCA has adequate and enough staffing for logistics and procurement work. Among the participants, 39% of them agree that NCA has adequate staffing and 30% of them disagree and they believe that NCA does not have adequate staffing. Moreover, 15.4% of them have a neutral opinion about these issues and similarly.

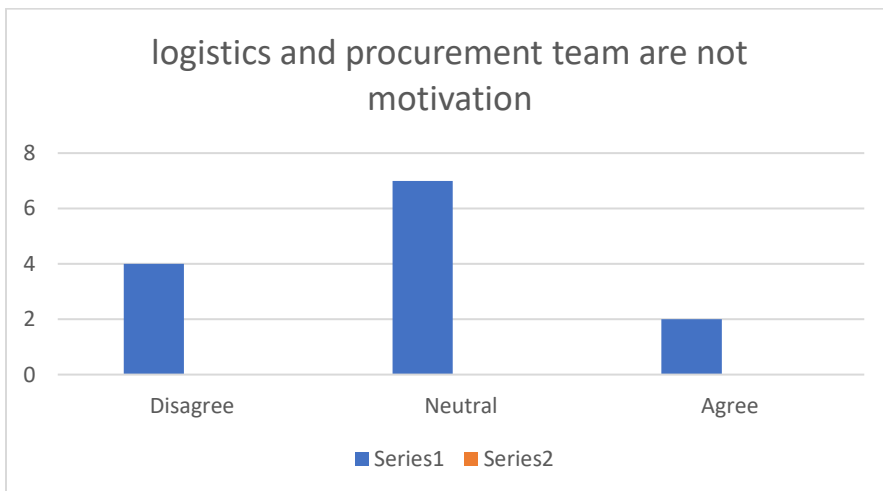
In addition to the number of staff, the respondents were asked about what they feel or believe about the logistics and procurement team capacity and educational background or readiness to perform the tasks. Accordingly, as described below on the pie chart, most of the respondents (54%) agreed that the team has the needed skills and educational readiness. On the other hand, 16% of the respondents indicated that they do not believe that the team has the skills and educational readiness needed. Of the rest of the respondents, which have an equal share 15% indicated that they have a neutral feeling about the issues, and the other 15% strongly agreed that the team has the needed skills and educational background.

Fig. 4.1. Team under logistics and procurement skill and educational background



Moreover, the respondents were asked about the logistics and procurement team's motivation to support the humanitarian program's needs. Accordingly, out of the 13 respondents, seven of them have a neutral feeling about the team's motivation and two of the respondents indicated that they believe the team is not motivated to support the humanitarian program's needs; and the remaining four respondents believe that the logistics and procurement team are supportive for the needs of the humanitarian department to have successful and timely program implementation.

Fig 4.2. logistics and procurement team motivation



The information for the qualitative data also indicated that the procurement system of NCA is highly lengthy and boreoartic which hardly facilitates humanitarian response in a timely manner. In addition, it is also indicated that the logistics and procurement team mostly rely on the normal logistics and procurement policies and manuals which often do not support the urgency of the humanitarian programs and needs. In contrast, the literature stated that the humanitarian sector logistic and procurement practices need to be supported in a separate policy and procedure to speed up the process and save lives to meet the goal of the humanitarian programs.

Regarding the team workload in the organization, 38% of the respondents feel neutral and similarly, 38% of the respondents believe that the team is overwhelmed by many requests from the humanitarian and other departments and functions. However, 23% of respondents do not believe that the logistics and procurement team are overwhelmed by the support needed. Works of literature d that the unknowns and uncertainties in the humanitarian logistics and procurement process, the severity of the crisis coupled with other factors influence the humanitarian sectors logistics and procurement staff and puts them in a burnout. The qualitative information also indicated that the procurement and logistics team and program team have not had a practice of closely collaborating and developing plans together; thus, especially, program teams always tend to complain that procurement had not complied with their time schedule.

4.3.4. Procurement practice

As stated in the literature, procurement in the humanitarian sectors, account majority of the fund. In addition, procurement in humanitarian sectors is influenced by donor pressures and the need to save lives. Therefore, it is stated that humanitarian procurement should address the donor interest and the need for lifesaving through employing a very efficient procedure. However, most of the respondents of this research indicated that they do not believe that NCA has a system and procedure to speed up the procurement and logistics process of the humanitarian program.

One of the key informant interview participants also stated that “... *I think the logistics and procurement department need to strengthen strengthened through the system, building the capacity of team members, and able to operate using the humanitarian standards. I see the department is operating in a manual system which is by far behind many humanitarian actors'*

logistic and procurement department...”. It is also indicated during the key informant interview that humanitarian logistics and procurement practice and the procedure are not well known both by the logistics and procurement team as well as the program team and that also creates miscommunication and delay in service delivery.

On the contrary, most of the respondents, which counts 54% of the respondents stated that they have proper planning regarding logistics and procurement, but they believe that their plan is not professionally managed by the logistics and procurement team. Most of the respondents (54%) do also believe that there is a delay in the timely delivery of requested items and services by humanitarian programs. However, the literature clearly showed that “delay in the commercial supply chain is costly in terms of productivity and/or customer satisfaction, a delay in the humanitarian supply chain could mean the difference between life and death for those most severely impacted by the disaster”.

In terms of the quality of the purchased items, among the respondents, 46% have neutral feelings regarding the quality of the purchased item whether they meet the quality standards or not described by the humanitarian team and 23% of the respondents do not believe that the items and services meet the required quality standards.

4.3.5. Inventory management

Respondents of the questioners have varied views regarding NCA’s policies and procedures to effectively manage and follow the flow of items and goods to, though, and out of the warehouse. Among the 13 respondents, 4 of them believe that NCA has policies and procedures to manage the warehouse; in contrast, again 4 of the respondents do not believe that NCA has policies and procedures to manage the warehouse; 3 of the respondents have neutral feelings; the remaining two respondents have strongly and strongly disagreed (each of them counts 1 respondent). In terms of having an organized warehouse for prepositioning/temporally storing emergency items, one of the key informant interview participants indicated that NCA has no warehouse that hinders the prepositioning of items for emergency responses.

Most respondents to the questionnaire (46%) believe that NCA does not have an organized warehouse for prepositioning emergency items in a temporary base. The participants of this research also believe that the lack of temporary warehousing for emergency items and the lack

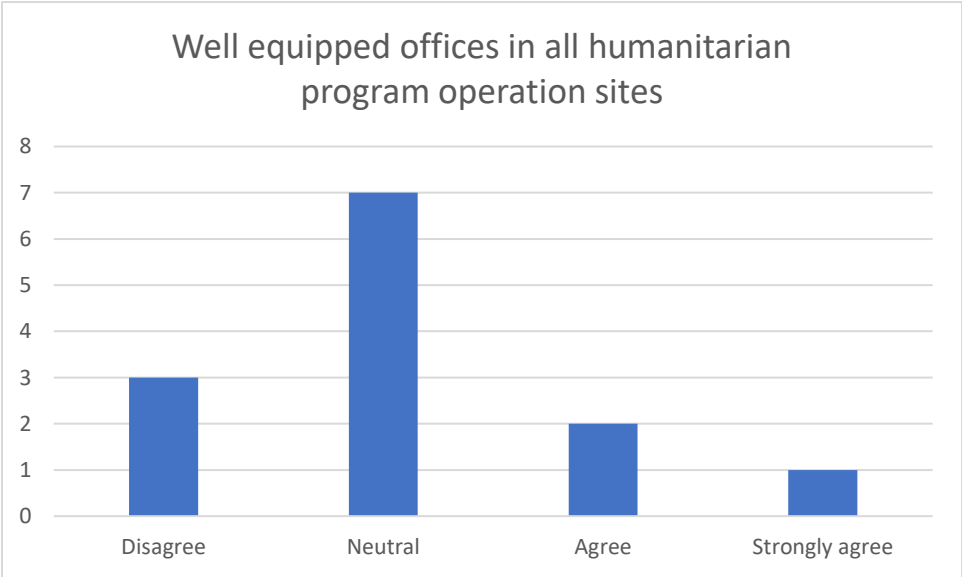
of that practice affects the timely services to affected community members. Regarding prepositioning, the literature suggests that, for humanitarian organizations, it is a good practice to have prepositioning humanitarian items to be able to deliver services within a few hours during the onset of an emergency to save lives.

4.3.6. Equipment and infrastructure

Regarding, the procurement and logistic team's necessary equipment such as laptop, internet dongle, office furniture etc almost all the respondents of the questionnaire (12 out of 13) agree and strongly agree that the team has all the necessary equipment and infrastructures that supports the day-to-day activities of them. Moreover, to facilitate the logistics work equipment for procurement and logistics related works such as vehicles majority of the respondents (10 out of 13) believe that NCA has the needed equipment and 3 of them disagree in this regard.

Although, most of the respondents believe that the team has the necessary equipment, the offices in the humanitarian sites and locations are not well equipped as presented in the below graph. They also believe that the office situation would negatively affect the humanitarian program implementation and its timeliness. Literature also acknowledges that; the humanitarians’ sectors of logistics and procurement work are not as per standards compared to the corporate sectors as they believe that it lacks many infrastructures and systems.

Fig. 4.3 Office equipment



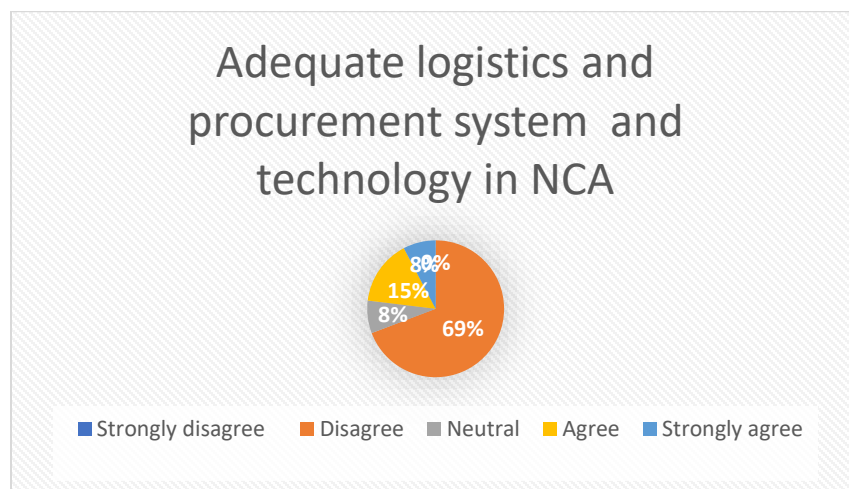
In addition to the internal process and practices regarding logistics and procurement practices regarding humanitarian programs, the respondents were also asked about some external factors and how that might affect the effectiveness of humanitarian program implementation. Accordingly, it is indicated that 54% of respondents believe that road infrastructure to the program sites is not convenient and that also affects the implementation process. Moreover, 46% of respondents believe that there are no adequate suppliers in all NCA emergency operation areas to speed up the logistics and procurement activities.

Moreover, it is discussed during the key informant interview that current inflation has a huge impact on the procurement and logistics process, as well as the humanitarian response. The security situation in some implementation sites is another challenge for timely transporting items to the project site. It is also stated in the literature section that, the humanitarian environment is becoming increasingly complex, requiring a deeper understanding of conflict, security, and local, national, and international politics.

4.3.7. Information communication and technology

In terms of information, communication, and technology, a significant majority of respondents (69%) believe that NCA does not have an adequate system to manage the logistics and procurement-related activities and to manage information flow and communication (which also includes software on logistics and procurement).

Fig. 4.4 Logistics and procurement system and technology



Similarly, among the respondents, 54% of them indicated that there is an internet problem in humanitarian program implementation sites which also affected the practice of procurement and logistics which ultimately also impact humanitarian program implementation. Moreover, 46% of respondents indicated that NCA is not using the technological system to communicate with suppliers including a collection of Performa and quotations. The key informant interview participants also believed that NCA is lagging in terms of using various digital technologies and software to facilitate its logistics and procurement process. As a result, they believe that the performance of humanitarian program implementation is affected negatively. Works of literature also showed that, unlike to corporate world, the humanitarian sector logistics and procurement practice is not often supported by the IT and MIS supportive functions.

4.3.8. Transportation

Regarding using various modes of transportation for logistics and procurement practice 39% of respondents agree that NCA is using different means of transportation for its logistics work to transport items, supplies, and people in a timely manner; and 8% of the respondents strongly agree in this regard. In contrast, 31% of the respondents do not agree with this idea; and 23% of respondents have a neutral feeling about it. Regarding the drivers' skills and capacity to be deployed in humanitarian situations 31% of respondents agreed that there are enough and well-trained drivers within NCA, and 23% of respondents also strongly agreed in this regard. On the other hand, 31% of respondents have neutral feelings and the remaining 15% of respondents do not agree that NCA has enough well-trained drivers.

4.3.9. Plans relationship and lesson learned experience

Finally, the respondents asked about NCA's plans on relationships and lessons learned experiences regarding logistics and procurement work to use for future planning and activities. Accordingly, almost 42% of respondents agreed that NCA has a practice of lesson learning practice and discussion for future planning. Among the respondents, 31% of them have neutral feelings about it and 8% of them do not agree about the existence of lesson learning in NCA logistics and procurement practice.

CHAPTER FIVE

5. Summary of Finding, Conclusion, and Recommendation

This section mainly focuses on the presentation of a summary of key findings, conclusions, and recommendations based on the information from the previous chapters.

5.1. Summary of finding

The study, in general, aimed to assess the role of logistics and procurement under humanitarian project management of NCA to answer three research questions focusing on describing NCA humanitarian programs, the practice of logistics and procurement under NCA humanitarian projects, and describing the good practices and challenges of logistics and procurement of NCA in line with NCA's humanitarian project management through using quantitative and qualitative research methods and by employing descriptive design.

Accordingly, a thorough literature review has been conducted to better understand the issues, and data has been also collected from primary data sources through using both quantitative and qualitative data collection tools which are mostly focusing on collecting information about NCA humanitarian programs and the practice of logistics and procurement in relation to humanitarian programs.

In general, 15 respondents participated, out of which 13 of them participated in completing a questionnaire as part of the quantitative data collection process; and two of them participated in the key informant interview as part of the qualitative data collection process. The participants have been selected from the humanitarian programs team, the logistics and procurement department as well as the organization's country leadership team. Their willingness to participate in this research process and their deep understanding of the issues were among the key selection criteria of the respondents.

From the data collected through the primary sources, it is understood that NCA is directly engaging in humanitarian responses in Ethiopia through its various humanitarian programs focusing on Water, Sanitation and Hygiene (WASH), Gender-Based Violence (GBV) as part of the sexual and reproductive health components, Non-Food Item (NFI) distribution, Nutrition, and Food security or Livelihoods related activities in various regions of the country including in IDP locations, refugee contexts as well as other humanitarian affected community.

Regarding access to securing funds, it is revealed in the finding that NCA is active in accessing funds, however, there is a gap in the allocation of funds to its various functions including the logistics and procurement department. It is also indicated that NCA has standard policies, procedures, and tools that facilitate the logistics and procurement-related works in general; but it lacks to have separate standards and procedures to guide its humanitarian logistics and procurement. This also affects the humanitarian response work as it ultimately contributes to the delay of the delivery of items through considering time urgency in a humanitarian context.

Concerning adequate staff availability in the NCA logistics and procurement department, it is shown in the finding that NCA does not have enough staffing in the department. This certainly creates a workload with the current staffing, and lack of motivation due to overwhelming roles and responsibilities and that also contributes to a lack of work effectiveness, efficiency, and lack of service delivery in a timely manner which negatively impacts the humanitarian programs and the live-saving goals. In addition to the staffing concerns, it is revealed in the finding that there is a clear concern on delay in the purchasing process, particularly for humanitarian-related items and services.

It is acknowledged that lack of separate policy and procedure to guide the humanitarian program logistics and procurement practice coupled with a lack of dedicated and well-trained team members assigned only to facilitate humanitarian programs related logistics and procurement process and a lack of practice of prepositioning and temporary warehousing are among key reasons for this challenge.

One of the positive practices identified by this research finding is that the NCA team under the logistics and procurement department has all the needed equipment and infrastructures to facilitate their day-to-day work. However, the lack of using information technology and information management system is identified as a key challenge that creates hinder and contribute to delaying of procurement and logistics process of the programs. Although the head office has a well-equipped team, the case in the humanitarian programs sites in the field is not the same. The other positive practice identified from the finding is that NCA has a good practice in facilitating lesson learning and reflection on its logistics and procurement

5.2. Conclusion

From the key finding of the primary and secondary data source it can be concluded that there are good practices in terms of logistics and procurement in line with humanitarian project implementation. However, the finding is also showed that there are significant gaps in terms of the logistics and procurement practices focusing humanitarian program implementation. As the nature of the humanitarian programs are time sensitive to address the needs of the effected community members and to save lives, the logistics and procurement department and team plays a significant role. Despite the significance of this function under the NCA humanitarian project implementation, there are gaps observed that needs to address to be able to deliver the services in a timely manner to the affected community members; and it looks like the practice of logistics and procurement process in NCA forced the program to go against its goal of timely delivery of services for affected community members. Accordingly, based on the gaps identified below recommendations are provided.

5.3. Recommendation

Based on the finding from the analysis and suggestions from the literature review, the recommendation has been provided to improve NCA Ethiopia's practice of logistics and procurement to contribute to successful humanitarian program implementations.

As the success of humanitarian programs is usually time-sensitive and significantly depends on the logistics and procurement function of the organization, NCA should consider allocating an appropriate budget for this function for staffing and capacity building.

In addition, global practices show and suggest that humanitarian logistics and procurement shouldn't be followed by the normal logistics and procurement practices that other development projects and the corporate world are using. As the humanitarian programs are dealing with a life and death situations as well as very complex contexts, there must be a way to develop a separate logistics and procurement policies, standards, and tools to guide and orient the humanitarian program's logistics and procurement practice and to speed up the process to be able to deliver timely support.

To effectively lead the logistics and procurement process for humanitarian programs, the number of staff, skills, and capacity in leading the logistics and procurement process through understanding

the context of the humanitarian situation are very important. Therefore, NCA should have a strategy to assign logistics and procurement teams who are dedicated to humanitarian programs. To make this recommendation applicable or practical, it can be considered to include the staffing cost in the new business development or program design during the planning stage. In addition, it is also needed to train these staff on humanitarian logistics and procurement concepts and other issues in relation to the humanitarian context that will support them to conduct their activities in a very effective manner based on various standards. Moreover, as the humanitarian workers in general and the logistics and procurement team, in particular, are facing a lot of challenges, certainties, and complexity, NCA should consider a self-care mechanism for its team to protect their wellbeing, increase their productivity, and to achieve its goal regarding lifesaving through its humanitarian programs.

The other key area in NCA that should improve its practice around logistics and procurement in the areas of information technology and information management system. In this era information technology and information management system is a key function to modernize our way of doing and most importantly to speed the process of logistics and procurement as well as to manage and properly control information flow under this function. Therefore, NCA should consider modernizing the practice of logistics and procurement by considering information technology and information management system. This is also one of the mechanisms to reduce delays around logistics and procurement and to deliver timely and quality service through humanitarian programs.

Finally, to have timely service delivery at the onset of an emergency, NCA should consider improving its inventory management by considering availing temporary warehousing and promoting the preposition of emergency items. Moreover, to have effective inventory management and preposition, there is also a need to develop or improve policies, standards, and procedures that guide the inventory management; staff under this function also should be well trained and capable.

5.3.1 Suggestion for future researcher

The scope of this research is focusing on one organization (NCA) case on logistics and procurement practice in line with humanitarian project management and the recommendation is also focused on NCA; for future to have a better picture of the issues, the future researcher can do their studies through taking different organizations cases and they can come up with a broader

suggesting. In addition, this research is only focusing on logistics and procurement practice, however, future researchers can broadly see overall supply chain practice within the context of humanitarian project management.

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Annex I.

Questioner to be filled by NCA staff

Instruction to fill the questionnaire: Answer close-ended question by clicking the small boxes () and/or putting check mark (x). Follow additional instruction in each question, if any. For open-ended questions put your brief answer on the space provided

Part I: Socio -Demographic characteristics of respondents

1. Age:
20-30 30- 40 40-50 50 and above
2. Gender:
Male Female
3. What is your highest level of Education?
 a) Bachelor 's Degree c) Certificate b) Master 's Degree d) Other Specify-----

4. Current project /department you are working
5. Current position a) Junior b) Mid-level managerial position c) Highest level manager d) Other Specify-----
6. For how long have you worked in NCA?
 a) less than 1 year b)1- 2 years c) 2 years and above
7. Your current field office

Part II. About NCA's of humanitarian programs

8. What kind of emergency programs/sectators NCA is operating?.....
9. Which part of the country in Ethiopia NCA emergency /humanitarian programs are implemented?.....
10. Who are the target beneficiaries of NCA humanitarian programs? -----
11. How many target beneficiaries NCA humanitarian programs have right now?.....
12. Do you think NCA humanitarian programs are addressing the needs of the beneficiaries?,.....
 a) Strongly disagree b) Slightly agree c) Most likely agree d) Strongly agree
13. Could you please give a reason why you choose the response you choose for question number 12 in few sentences?_____

14. what are some of the challenges NCA humanitarian programs might face?

- a) Funding problem b) Logistics and operation related problems c) access issues to reach to beneficiary locations d) lack of humanitarian staff e) other

15. Could you please briefly describe your response for question number 14? (Why you choose your response)? _____

16. what needs to be strengthened or improved to have effective humanitarian programming to address the needs of affected community members?

III. Logistic and procurement related practices and challenges

For question provided below in a table, please choose a response (only one response) from the list which indicated in scale from **Strongly agree to Strongly disagree**; and please put a check mark (✓) parallel to your response

Variables	Questions	Scale				
		Strongly agree	Agree	Mode rately agree	Disagr ee	Stron gly disagree
Humanitarian needs identification and funding	NCA is strong organization in assessing existing humanitarian needs in the country					
	NCA is good in assessing funding for identified humanitarian needs					
	NCA is good in allocating resources for its various functions including logistics and procurement department					
Planning, procedures, and policies	NCA has exiting policies, procedure and tools that facilitate the logistics and procurement related works in general					
	NCA has exiting policies, procedure and tools that facilitate the logistics and procurement related					

	works particularly assigned for humanitarian programs					
	NCA has exiting tools and practice of proper planning for logistics and procurement related works I general and humanitarian projects in particular					
About logistics and procurement staff capacity and skill	NCA has adequate staffing for logistics and procurement work					
	The staff under logistics and procurement has the needed skill and educational background to perform the job					
	There is a regular logistics and procurement team meeting to support the process and share experience					
	The logistics and procurement team in the county office has a support from the head quarter					
	The logistics and procurement team are not motivated to support the humanitarian programs needs					
	The logistics and procurement are overwhelmed by many support request form humanitarian projects?					
Procurement practice	NCA has existing system and procedure that helps to speed up the procurement process of humanitarian projects					
	There is proper planning for procurement needs of humanitarian programs					
	There is no delay in delivering requested items and services by humanitarian programs					
	The purchased items and services for humanitarian programs meets the specification in terms of quality					
	There is exiting system to communicate status update of the items requested for procurement					
	There are enough team members to engage in procurement activities					
Inventory management	NCA has policies and procedures to properly manage and follows the flow of items and goods to, through and out of the warehouse					
	NCA has an organized warehouse for prepositioning/temporally storing emergency items					
	NCA has skilled team to manage the warehouse					
Equipment and infrastructure	NCA procurement and logistic team have all the necessary equipment such as laptop, internet dongle, office furniture etc					
	There are well equipped offices in all humanitarian program operation sites					
	NCA has adequate equipment for procurement and logistics related works such as vehicle					

	The road and other infrastructure don't affect NCA logistics and procurement work under humanitarian projects and context					
	There are financial institutions for easy transaction in all NCA emergency operation areas to speed up the logistics and procurement activities					
	There are adequate suppliers in all NCA emergency operation areas to speed up the logistics and procurement activities					
	The security situation doesn't affect the NCA humanitarian program logistics related activities					
Information communication and technology	There is adequate system in NCA to manage the logistics and procurement related activities and to manage information flow and communication (which also includes software on logistics and procurement)					
	There is no internet problem in all NCA offices including the humanitarian program operation sites					
	NCA is using technological system to communicate with suppliers including collection of Performa and quotation					
Transportation	NCA uses different means of transportation for its logistics work to transport items, supplies and people in timely manner					
	NCA has identified transport delivery companies to transport supplies and items to emergency areas whenever needed					
	There are enough drivers who will be deployed to emergency operation areas to facilitate logistics related works					
	The drivers are well trained and capable to operate in emergency context					
Plans relationship and lesson learned experience	There is a practice of lesson learning regarding logistics and procurement work to use for future planning and activities in NCA					
	NCA logistics team participate in different external platforms to share lesson and learnings					
	NCA organize forums with suppliers and vendors to aware them about its humanitarian programming and the needs to have quality relationship					

Annex II.

Qualitative data collection checklist

1. Do you think the overall NCA logistics and procurement practices, and system is supportive for humanitarian program implementation? How?
2. What do you think would be best practices in NCA that contributes for successful implementation of humanitarian programming from logistics and procurement practices perspective?
3. How do you see the coordination between logistics and procurement and program team regarding working for same shared goal? What are the challenges and strength around this?
4. What are the pain points for you regarding logistics and procurement practices that affects timely delivery of services to affected community?
5. What external factors might negatively affect the logistics and procurement practices of NCA and that also negatively impact the humanitarian program implementation?
6. What needs to be improved under logistics and procurement practices of NCA for more quality implementation of humanitarian programming?