



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

**Emergency Project Management Practice of NGO's in Ethiopia;
The case of World Vision Humanitarian Crises Response Projects in Tigray**

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GSD/4134/10**

**Advisor
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August 2021



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**A project work submitted to Addis Ababa University College of Business and Economics
School of Commerce in partial fulfillment of the requirements for the Degree of Masters of
Arts in project management**

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Declaration

I Hunde Tamene, registration No. GSD/4134/10 do hereby declare that this project work entitled **“Emergency Project Management Practice of NGO’s in Ethiopia; The case of World Vision Humanitarian Crises Response Projects in Tigray”** is my 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. The material used in this project work has been acknowledged accordingly.

Hunde Tamene

Date

Supervisor Declaration

I the supervisor, declare that this project work entitled **“Emergency Project Management Practice of NGO’s in Ethiopia; The case of World Vision Humanitarian Crises Response Projects in Tigray”** is conducted by Hunde Tamene 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.

Dakito Alemu (PhD)

Date

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Abbreviation

AP – Area Program Office

BHA – Bureau of Humanitarian Affairs

CBS – Cost Break down structures

EP – Emergency Project

EPM – Emergency Project Management

ECHO – European Civil Protection & Humanitarian Aid Operations

GAM – Grant Acquisition & management in WVE

HEA – Humanitarian Emergency Affairs in WVE

HR – Humanitarian Response Plan – OCHA

NCE – No cost time extension

NGO – Non Governmental Organization

OCHA – United Nation Office for the Coordination of Humanitarian Affairs

PCM – Project Cycle Management

PM – Project Management

PMI – Project management Institute

SOP – Standard Operation Procedures

WASH- Water, Sanitation and Hygiene

WBS – Work Breakdown structure

WHO – World Health Organization

WVE- World Vision Ethiopia

WV – World Vision

Abstract

Emergency project management often attracts the most attention and resources and its management needs application of knowledge, skills, tools, and techniques to project activities to meet the immediate project output and goal. Humanitarian emergency response could be a cyclical process, involving repeated assessment, planning, action and review, to reply appropriately to needs and capacities as they evolve. Proper project management practice is critical for the success of emergency project. Thus, the main objective of this project work was to assess the extent at which project management knowledge area like scope, time, cost, risk, communication, and stakeholder's managements are practiced in Emergency response project and identify the challenges. The study used descriptive research design and data obtain through questionnaire. Stratified random sampling technique used to collect the primary data. The data analyzed using descriptive statistics such as mean and percentages. Moreover, secondary data were used to triangulate the findings from the primary data analysis. The finding indicated that scope & scheduling managed inadequately. Scoping & Scheduling tools and techniques were not utilized properly. Some of the knowledge areas are managed without formal documentation. The study recommended that workable policy documents & standard operating procedures to lead the emergency procurement and financial process is vital and suggested independent and separate procurement team to improve the supply chain management is important. Furthermore, proper use of scoping and planning tools such as work break down structure, cost break down structures & project-scheduling software are recommended.

Key words: *Project management knowledge area, Humanitarian response, Emergency Project*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally humanitarian crisis emerge due to different nature and human actions. WHO in 2013, summarized the typical number of emergencies occurred within the world. Accordingly, over the last decade 2001–2010, a mean quite 700 natural and technological emergencies occurred globally every year, affecting approximately 270 million people and causing over 130 000 deaths annually. Twenty-five per cent of those emergencies, and 44 per cent of those deaths, occurred in less developed countries with limited capacities to organize for and respond effectively to emergencies (WHO, 2013).

Global Emergency Watch list enumerates humanitarian crises that are expected to deteriorate the foremost over the approaching year. Accordingly, in 2021 global list of humanitarian crises which is owned by the International Rescue Committee (IRC) stated that triple threat of conflict, global climate change and COVID-19 are driving the crises in nearly all Emergency Watch list countries in 2021(IRC, 2020).

Likewise, Conflicts, recurrent climatic shocks like floods and droughts, and socioeconomic impact of COVID-19 are the key drivers of humanitarian crisis in Ethiopia. While Ethiopia is struggling to deal with several concurrent humanitarian emergencies, another politically driven conflict has created immense humanitarian need within the northern part of the country. The hostilities that outbreak on 4 November 2020 in Tigray region is characterized by a military action which has resulted in massive internal displacement and disruption of livelihoods. In a region with pre-existing high levels of need, including quite a one million people receiving safety net assistance prior to the conflict (OCHA, 2020); The crisis has greatly increased vulnerability in the region and this demanded a coordinated multi sectorial emergency responses.

In response to the present effect, different national and international NGOs' joined the humanitarian call for response. OCHA in April 2021 availed and proposed a 45 Million USD stand-alone and multi sectoral fund to distribute to different NGOs' to respond mainly to the Tigray Humanitarian crisis (OCHA, 2021). World Vision Ethiopia, to this end has prepositioned and planned a humanitarian emergency response projects worth more than 40 Million USD for Tigray.

World Vision is a world Christian Humanitarian Development organization having presence in more than 90 countries, spanning six continents (WVI, 2021). World Vision Ethiopia (WVE) is delivering integrated programs with target communities through its 58 Area programs (APs) located in all regional states of Ethiopia. This makes it the largest in Ethiopia having more than 1450 staffs in Ethiopia and more than 220 staffs responding in Tigray emergency currently. It has three pillars of engagement; engaging in development, Advocacy and Humanitarian Emergency crisis.

The confrontation, called low enforcement officially, started on November 4, 2020 has resulted many humanitarian crises and in response; WVE lunched its largest humanitarian emergency response projects in Tigray. The conflict has resulted in knocking down of infrastructure and destruction of public institutions, almost across the Zones/Woreda. Schools, health centers and posts, and administrative units are among many other victims of the war. In addition, the EU, USAID and different inter-governmental organizations and NGO are responding to the humanitarian call even though the funding are still not sufficient.

According to WHO (2013), with only 25 emergencies occurring in developing country, the share of individuals is 44 percent. This high number of fatality was associated with limited capacity of preparedness and non-effective response mechanism. (WHO, 2013). Preparedness to emergency response requires both financial capacity and proactive planning. Moreover, having all the required capacity, effective response demands coordination and effective management of the response projects. The fact that Ethiopia is one among the developing countries and hundreds of million dollars are spent on humanitarian emergency project yearly and that without effective response to the emergency the consequence on humanitarian are huge necessitate studying emergency project management practice in Ethiopia. In addition, in order, to identify the area of current weakness of the emergency management practice, the whole life cycle of project management needs to be analyzed. This also is additional motivation of this project work.

Furthermore, PM knowledge areas need to be managed properly in emergency projects. Scoping, Procurement, Risk, stakeholders and communication managements are equally important as time and cost management. This study has given due attentions to these PM knowledge areas. The study focuses on these areas because of the prior observations and experience of the researcher while managing emergency response project in different NGOs.

Besides, donor-funding resource to NGO projects and the donation mechanism is very competitive. Donors usually requires criteria's to fulfill, such as accountability mechanisms, clear set of deliverables, input, outputs & activities management method and budget utilization. These requirement are mostly managed by the project management technique the organization choices. NGO's need to meet the requirement of their donors in order to remain in the business of humanitarian work. This makes employing practical management tools is not a luxury, whereas is mandatory. The fact that project management is critically vital motivated the study on this topic.

1.2 Statement of the Problem

Organizations are established for specific purpose with specified Vision and mission. The visions translated into existence through different strategies. The strategy made alive through inception and implementation of different projects. Likewise, NGOs be it humanitarian or development alive within the community through there project interaction. The outcomes of the projects is vital for their survival, growth and getting acceptance inside the community. Without effective and efficient project implementation and success story the acceptance and good reputation is impossible. This then demands successful project management in addition to other process. NGOs are able to build their reputation through fulfilling promises and by acting timely when there happen an emergency need. These achieved through proper Project management. However, emergency project management has become more complicated. The risk related to the project itself, security volatility and lots of irregularity situation that happen during implementation make emergency project difficult.

There are many researches carried out on project management in general much of which focused on the causes of project delays and cost overruns. The lack of flexibility from the funding agency side is one of the reasons why project fails. Moreover Blen (2019) citing Lavagnon A. Ika, 2012 stated that donor agencies, giving too much emphasis on the rule and regulations. They give less attention to the result of the project, lack of PM capacity and neglecting the project area cultural regardless of the size of the project.

Blen (2019), studied the features affecting positive implementation of Projects in International NGO's in Ethiopia. According to Blen, the project implementation is affected by lack of effective planning. Moreover, she indicated that internal and external rules clarity & complexity affects the successful implementation of project at SCI in addition to communication and managerial factors.

Natnael (2019) in his study assessed project management practices of NGOs considering Knowledge areas in Gudina Tumsa foundation. The result of his study revealed that projects are managed traditionally even though some of the knowledge area are used properly.

Most of the above research-explored development project or project in general. None of these give due emphasis to emergency project. As Jain (2006) stated, Project management principles may already be utilized for emergency response but formally not recognized as such. Thus, this project work would formally recognize the links between Emergency project management & Project management principles.

From Observation & experience, Emergency projects are critical time bounded and need to be implemented and closed in shorter timeframe as compared to development project. However, due to poor management and different risks, emergency projects are extended and delayed. Organizations extend their implantation timeframe through no cost extension (NCE). This project work tires to answer the factor that leads to NCE and assess whether this are associated with Project management practice. Furthermore, deals in depth specifically on emergency Response project management practice in Ethiopia. Moreover, the paper identified the challenges in performing various Project management functions in Emergency & humanitarian response projects in Ethiopia.

1.3 Research Questions

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. Listed below are the research specific questions that were address in this study.

1. What are the existing emergency project management practices in WVE humanitarian crisis response project in Tigray region?
2. Does WVE properly implement the PM knowledge area for managing the emergency response projects?
3. What are the challenges related to emergency project management?

1.4 Objective

1.4.1 General Objective

The main objective of this project work is to assess the emergency Project management practice of NGOs in Ethiopia. The study considers the case of WVE humanitarian crisis response in Tigray.

1.4.2 Specific objectives

The specific objectives of the study are:

1. To assess level of application of Project Scope management practice in Emergency Project management.
2. To assess level of application of Project Time & Cost management practice in Emergency Projects.
3. To assess the practices in Project Risk, Communication & Stakeholders managements
4. To identify the challenges related to Emergency Project management

1.5 Significant of the Study

Effective project management be it development project or emergency project is a key to the success and attainment of project goals. Managing the project constraints (cost, time and Scope/quality) effectively and efficiently is the basic requirement to reach the project final milestone.

Projects are time-bound and include specific budgets to support the implementation of every activity. Emergency project are more time strict, does not have relaxed time. This makes it tight and demands fast and flexible way of managing projects. Projects are composed of a group of activities that aim to deal with a selected set of needs and deliver specific results. When it comes to Emergency project, mostly the deliverable are directly linked to saving life. At the onset of a crisis, it's required to develop and submit several projects to different donors all within a really limited timeframe. In order to do so, Project management or PCM are vital.

The significance of this paper is that, it would indicate project management advantages in the emergency project implantation in NGOs'; the importance of applying PM tools and techniques, as well as assess the practice of PM in emergency setup NGOs. Moreover, the paper assessed and identified the challenges related to emergency project management.

This study gives insights to understanding the importance of Project management concept in the NGO emergency projects. The information obtained during the study would ultimately build on

the existing body of knowledge to pave way for further research in the field of Emergency Project management in academia.

The results of this project work helps WVE to understanding Emergency project management context & challenges of Emergency Project implementation. It would also help aid agencies and donors to understand the underlying factors affecting Emergency Project management in Ethiopia and helps to become part of the solutions.

1.6 Scope of the Study

The objective of this project work is to investigate the emergency project management practices adopted by NGO in Ethiopia. To do so, the study used survey questionnaire and document review. The questionnaires were distributed to a sample of population in WVE that have linkage with emergency response projects.

The need for limiting the study within World vision arises mainly due to the number of activities or work divisions involved in WV are large as compared to any other NGO in Ethiopia and WV have experience of engaging in different emergency projects. WVE has three pillars of operation that are development, humanitarian response & Advocacy. This study only focuses on the humanitarian part of the pillar specifically to the Tigray Emergency response within a timeframe spans from Nov 2020 up to end of June 2021 and to some extent the general emergency response context in WVE. The Tigray response by itself is huge and complex having multi sector wings. These makes the response of high number of work divisions, which make it ideal to work on this project.

1.7 Limitation of the study

This Project work focused only on the Project management knowledge areas and few factors affecting emergency project management success. It is not exhaustive and does not cover all practical aspects of Emergency project management. The dynamic situation in Tigray that is due to the volatile security made data collection so difficult and forced to collect some of the questionnaires through internet within limited access. There were more than 150 new employees in Tigray for the conflict emergency response and this has been another challenge. New employee has limited organizational knowledge. Thus, the study technically limited the participation of this new comes to low number in the stratification sampling.

1.8 Definitions

Project management: “Project management is that the appliance of Knowledge, skills, tools, and techniques to project activities to satisfy the project requirements.” In Other words, PM is that the discipline of initiating, planning, executing, controlling, and shutting the work of a team to realize specific goals and meet specific success criteria. It is the application of data, skills, tools, and techniques to project activities to satisfy the project requirements. It has knowledge areas (Time, Cost, Scope, and Quality, Human resource, Communication, Risk, Procurement, Stakeholder & integration managements) which are applicable in every emergency response project management. (PMI, 2013).

Emergency Response: is that the phase of the disaster-management cycle that always attracts the foremost attention and resources. Emergency response is usually a cyclical process, involving repeated assessment, planning, action and review, to reply appropriately to needs and capacities as they evolve (WHO, 2013). According to safeopedia an online portal, emergency response includes any systematic response to an unexpected or dangerous occurrence that aims at mitigate the impact of the event on people and the environment.

Project Cost Management *could even be a series of activities for estimating, allocating, and controlling costs within the project. It allows determining budget for the project and controlling spending. For example, in construction project cost management it’s vital to estimate cost of materials, equipment, salary of workers, etc. (ERIC, 2010, Citing PMI 2004).* Project cost management has different functions; cost estimation, cost control and etc.

Cost Break Down: *A Cost Breakdown Structure (CBS) is a breakdown or hierarchical representation of the various costs in a project. The Cost Breakdown Structure represents the worth of the components within the Work Breakdown Structure (WBS).* The CBS could even 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, 2013).

1.9 Organization of the Report

This Project work has been organized in five chapters. The first chapter is an introductory part, where the motivation behind this work is explained in brief and the objectives stated. In this chapter the research question also indicated which where based on the stated researchable problems. The significant of the paper and its scope where also indicted in this chapter 1.

In the second chapter, related literatures such as books, articles, and study documents reviewed theoretically and empirically. Furthermore, EPM related documentations availed in WVE are reviewed to see the gaps in EPM practice of the organization. The literature reviews are presented in such a way that aligns with the objective of this study.

In Chapter 3, the research methodology followed in this project work was described in detail. The data source, the research design & analysis techniques are some of the topics covered here.

Chapter 4 presents the result and discussion targeting the objectives. Finally yet importantly, the findings, the conclusion and recommendations are put under chapter 5.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews the related literature to the study, guided by its objectives. In order to address the objective and answer the research question of this project work, the selected topic on project management and specifically on emergency response management are reviewed theoretically. In order to assess the practice of emergency project management of World vision, some office documents are also reviewed and presented imbedding under each knowledge area of project management.

2.1 Theoretical Review

2.1.1 Project Management and Emergency Response

The Project Management Institute's renowned standard, A Guide to the Project Management Body of Knowledge (PMI, 2013), defines a project as “a temporary endeavor undertaken to make a matchless product, service or result.” Humanitarian Emergency response efforts are due to either humanitarian crises, and shut after addressing all the humanitarian needs and hence emergency project response remains to be a temporary endeavor. Emergency response is unique, that the details of the emergency response plan, activities and inputs are identified based on the unique impact of the occurrence or the emergency scenario.

Emergency response requires a coordinated effort of agencies involved. It requires a wide range of expertise and professional disciplines contribution to manage the response successfully. According to Jain (2006) Project management principles are being used in emergency humanitarian projects though formal recognition remain lacking. The expertise and knowledge area of PM can be utilized in various ways from project plan to implementation, monitoring, & control.

2.1.2 Project Cycle Management in Emergency & Development projects

Project cycle management (PCM) is the term used to describe the management of an intervention through a sequence of phases, also known as the project cycle. Developed by the Project Management Institute (PMI), the five phases of project management include conception and initiation, planning, execution, performance/monitoring, and project close. The phases are the same in the development or emergency and humanitarian crisis context and should be strictly followed. However, in practice, especially in emergencies and humanitarian crises, the duration and importance of every PCM phase may vary. They help to design and manage the intervention,

and to structure the process, while recognizing the complexity and iterative nature of the intervention. They are interrelated, continuous and progressive, each one feeding into the next.



Figure 2.1: Project phases (Source: Kate, 2018)

2.1.2.1 Emergency Project management Phases

The life cycle of emergency response has five phases namely: Prevention, Preparedness, Response, Recovery, and Mitigation (Jain, 2006).

Prevention: are actions that can help to reduce the potential for occurrence of such emergency or humanitarian disaster. For instance one of the very technique to avoid the impact of COVID -19 is prevention mechanism.

Preparedness: is planning the efforts for various potential incident scenarios and includes prepositioning of resource. Preparedness also include training the relevant personnel for effectively responding to humanitarian crisis.

Response is a process that includes coordination and execution of planned response activities following the occurrence of an incident.

Recovery includes resilient building 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 includes efforts to help reduce the impact of future potential incidents. Mitigation activities are often administered before and after the occurrence of an event.

Activities required in each phase need to be addressed at two levels. First, the execution of the activity itself needs to be improved through employing the best available PM technique. Second, the coordination of activities with other activities therein phase and across other phases must be planned and executed.

2.1.3 Emergency Project & the Three Project Constraints (Scope, Cost & Time)

Emergency response can be defined in terms of triple constraints (Jain, 2006). The time constraints is difficult to define exactly that is when this crisis occur. However, once there is emergency occurrence, then defining goals for providing the emergency response in a rapid manner in a reasonable time is possible.

During emergency, the amount of cost will get lesser concern when lives are at risk. Lifesaving will be given much emphasis at any cost. However, there is a constraint on the resources based on availability, and at times due to controlled access to the affected area. In such case the overall achievement is measured how far the project intervention minimizing the impact of the emergency incident in terms of number of death, delivering rapid care to casualties, and minimizing damage to property.

According to PMBOK, the guide published by the PMI, project success criteria include the project triple constraint (time, cost, scope) and quality (PMI, 2013). The relationship among the parameters is such if anyone of the three (triple constraint) changes, a minimum of one other parameter is probably going to be affected.

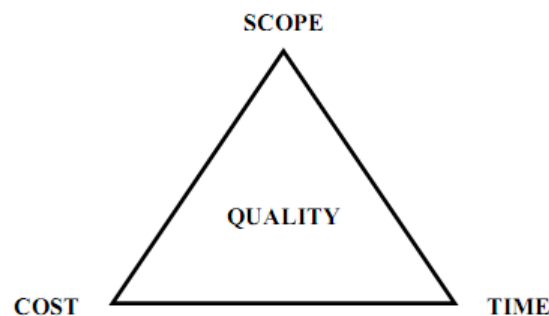


Figure 2.2: Triple Project Constraint

2.1.3.1 Project Scope management in Emergency Projects

The scope criterion of a project focuses on the project deliverables in general. Project scope is described in a project charter that commonly includes a description of the business needs that the project results are intended to address and a description of the results (i.e. a service or product description). Scope management is all about ensuring that everybody is understand about what the project is for and what it includes.

In emergency response, some of the deliverables are standardized and straightforward. For example, Sphere standard, which is set of principles and minimum humanitarian standards

standardize deliverables based the principle that “*People affected by disaster or conflict have the right to receive protection and assistance and to make sure the essential conditions for all times with dignity. Humanitarian standards are statements that describe the sets of actions needed in order that crisis-affected people can enjoy this right.*” (Sphere, 2016). Otherwise, donors sometimes fix deliverables and donors initiated what to do based on the existing assessment in the ground. This makes the process of project inception and identification easier.

2.1.3.2 Project Time management in Emergency Project

Timely completion is one among the key performance measures for projects (Cooke-Davies, 2002). The characteristic of major humanitarian emergency response the likes of Tigray conflict crisis perhaps the most concern to project management discipline is the lack of time available for planning the response effort.

As already discussed above, the available time from the notification of the occurrence of such emergency may range from none to a few days. In the case of Tigray, the 3 Nov 2020 night marks the point of conflict escalation and consequently the decision of the federal government to enforce law and order on 4 Nov 2020 was the major mile stone date to establish the time when the crises start. The short time available does not allow for development of a detailed project plan after or just before the impending occurrence of a disaster.

2.1.3.3 Cost & Budget in Emergency Project

Project Cost means expense incurred by contractor for labor, material, service, utilities etc plus overheads and contractor’s profits (Vasista, 2017). Cost as defined by Charles T. et al is a resource which is scarified or forgone for specific objective or given up to find another thing in exchange and measured usually in monetary units like dollars. Cost management is one of the more critical areas of project management. Cost management is ensuring the project is completed within the approved budget. An important part of cost management is being sure that the scope document is as accurate as possible so that budget estimates are realistic.

In Emergency response, the concern is usually availability of fund. Though Scope are documented and need assessment are on shelf, funds may not be availed as needed. Funding gaps are usual scenarios in emergency response. For instance, Xinhua in 20 Jan. 2021 reported that the United Nations Children's Fund (UNICEF) only received 30 percent of 33.3 million U.S. dollars it requires to satisfy the requirement of 2,826,104 people in Ethiopia's restive northern Tigray regional state. (Xinhua 2021) Another good example in 2017, the Education Cluster seeks to reach 2 million

schoolchildren through the provision of school feeding, the implementation of Water Sanitation and Hygiene interventions and therefore the establishment of temporary learning centers. The total funding requirement of US\$45.5 million is secured only 27% funding, leaving a funding gap of US\$33.4 million (HR, 2017). Similarly, WVI, in its yearly emergency response plan usually reports funding secured and gaps. These facts shows as that emergency funding are scares. Thus, emergency response cost management rather demands better resource management and efficient stewardship towards the available fund.

However, for response such as lifesaving, budget are release with simple criteria. Donors usually ease the criteria's to release funds are flexible on the funds available. For example, WVI mobilized about 40 million USD for Tigray emergency response only from December 2020 to May 2021. This easiness in funding criteria and some kind of flexibility in using the funding for life saving makes emergency projects rather advantageous than any other development projects.

Usually mobilizing fund takes time and though findings may be released with little to no bureaucracy and low level criteria, the availed amount usually are not enough. For example, OCHA in 2020 said “despite the impact of the pandemic on donor economies, additional funding was secured in several cases; significant flexible funding was provided for the rapidly evolving situation; disbursements planned for later within the year were advanced. Some good funding practices have emerged, but humanitarian organizations, particularly NGOs and local responders, are affected by severe underfunding and are unable to holdout many activities planned for 2020.” To this end, to use available fund, different planning and management techniques were used. Renewed emphasis was placed on the importance of prioritizing vulnerable groups; providing funding to NGOs, front-line responders, and anticipatory action initiatives; and inter-agency guidance was issued to encourage more harmonized and flexible approaches to cascading funding. There are also practice to use internal reserves and re-programming of existing funds to continue providing emergency aid needs.

2.1.4 Risk, Communication & Stakeholder management in Emergency Project

In section 2.1.3, already three Knowledge areas of Project management called project constraint are discussed aligning with Emergency response project. Now in this section some of the other PM knowledge areas relevant to the topic under study are reviewed.

2.1.4.1 Project risk management, safety & Security in Emergency

According to Project Management Institute (PMI) 2013 all projects are risky since they are unique undertakings with varying degrees of complexity that aim to deliver benefits. They do this during a context of constraints and assumptions, while responding to stakeholder expectations, which will be conflicting and changing.

Among other characteristics, emergency crisis are volatile and unpredictable in nature. They can occur with little or short notice, ranging from zero advance warning for earthquakes to several days of warning for flooding and other natural disasters. The notice for man-made disasters can range from zero for accidents to various time periods for terrorist-planned incidents or war based on the quality and nature of intelligence. Thus, this unpredictability nature of emergency itself makes the prior planning for risk management difficult.

Risk management has the aim of increasing the positive impact of the project while reducing the negative risk through optimization techniques. Hence, organizations should prefer to take project risk during a controlled and intentional manner to make value while balancing risk and reward.

Risk management is an ongoing process that continues through the lifetime of a project. It includes processes for risk management planning, identification, analysis, treatment, monitoring and control. Many of those processes are updated throughout the project lifecycle as new risks are often identified at any time.

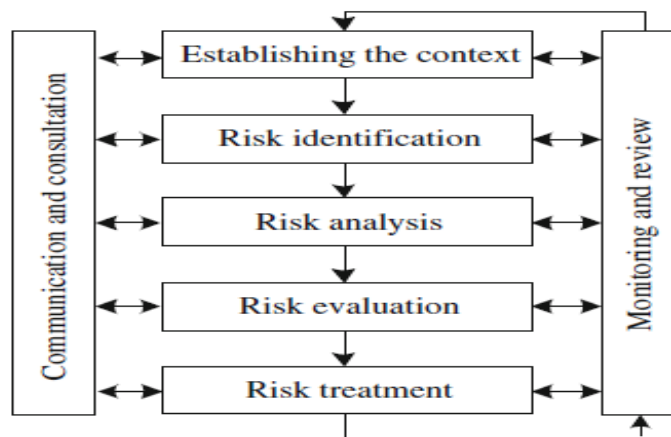


Figure 2.3: An overview of Project risk management process (Source: Shewangizaw Z. 2019, citing Comcover, 2016)

2.1.4.2 Communication Management in Emergency Project

Communication is an essential tool in emergency project management. It is “Project-Life Blood”. It matters how communication are with the stakeholders to succeed on the project. Not only project success, also Potential risk, like security treats leading to loses of life could be avoided just through security clearance, which would be impossible without communication. In WV there are lots of communication channels. WV ICT has well-established IT infrastructure and capable IT staff to provide necessary IT services and support in WV operational areas. In terms of connectivity, more than 94% of operational offices have very good connectivity that supports the business, although at times it face interruptions due to power fluctuations that cause loss of connection and network device failures. Mostly there is internet blockage associated with security in the Tigray operational offices, which affects the emergency operation.

To enhance coordination and collaboration, WVE already have collaboration tools and platforms in place, such as MS Teams, Zoom, e-mail, phone, memos, reports, press release, video conference, and face-to-face.etc. that can facilitate real time communications, as well as IT support tools such as Team Viewer so that IT staff can provide remote support.

2.1.4.3 Stakeholder Management in Emergency Project

A stakeholder can be an individual, group, or organization who may affect or be affected by a decision, activity, or outcome of a project. (PMI, 2013). Understanding their involvement and influence is fundamental to the effective management of projects, whether determining requirements, or managing expectations. Carroll and Buchholz (2012) identify five key pieces of information required for effective stakeholder management: who are they, what their interests are, what opportunities or challenges they present, what the project’s responsibilities to them are, and what actions have to be taken to deal with any challenges or opportunities.

WV has been using the existing local government structure to carry out its development and emergency response activities in Ethiopia and has a good collaborative partnership with the government. Prioritizing response locations, targeting beneficiaries, monitoring project progress, and final evaluation have been the major areas of collaboration between WV and the government stakeholders. In addition, WV is an active participant and lead coordinator in all cluster coordination meetings. Cluster coordination is an important dynamic that helps to avoid duplication of resources and efforts.

2.2 Empirical Literature Review

In this section, past studies that have assessed project management practices of different organizations in general and emergency response project in particular are analyzed. Most of the research studies available are worked on different PM knowledge area considering development projects such as construction, health, IT. Project management literature has a little say on the application of project management to emergency responses (Lynn & Bhishna, 2013). Accordingly Lynn & Bhishna (2013) summarized that, “apart from a comparatively small number of articles that consider on recovery and reconstruction, the project management literature has little to say about its application to disaster management , and disaster management literature has little to mention about project management”. Though this is often the case generally, the few available literatures agree on the importance of application of project management tools and techniques to emergency response project and Project management principles may already be utilized for emergency response albeit they’ll not be formally recognized intrinsically.

In contrast, however, there are many research works available in different Knowledge area of Project management in general. For instance, Georgas (1987) researched on Cost Management. He puts cost management as one of the three core management functions. Moreover, he adds, Cost Management is one of the primary functions of Project Managers. When integrated with the scope/quality of the project and time management, these three functions form the core of Project Management (Georgas, 1987).

Biniam (2015) assessed factors affecting the accuracy of cost estimation. He analyzes their effect on project management & the implications of errors in cost estimation. To do so, financial and physical report of 50 large project from Ethiopian water works and design enterprise were reviewed. Moreover, 54 purposively selected respondent are involved. Accordingly, he concluded that incomplete technical and socio economic information, workload during estimation, availability of adequate time for estimation and Insufficient number of estimating staff are some of the factors that affect the cost estimation. Moreover, he adds nonattendance of project managers in cost estimation; financial situation and budget of project owner, location, site constraint, weather and complexity of projects, availability of skilled labor within the market at predetermined cost, the impact of state policies are also the factors that affect cost estimation in a project.

Brukitawit (2018) in her study identified top causes of project cost overrun. The study population used was the construction project of Ethiopian shipping & logistic service enterprise of the last seven years. The top rated causes of project cost overrun were identified through questionnaires' distributed to 55 respondent working in the project and report study. Accordingly, the finding shows the top rated causes of project cost overrun are escalation of material cost, change in exchange rate, delayed approval of payment, procurement problems, excessive change orders, unclear and inadequate details in drawing, incomplete drawings, increase in cost of labor, too many scope change and design related problems. The study took the case of Ethiopian shipping and logistic service construction project. She listed the top project cost performance improvement mechanisms as efficient contract management, effective planning, better leadership etc. Brukitawit (2018) concluded that project cost performance would be improved through effective overall project management encompassing planning, monitoring, time management, efficient leadership and all aspects of PM.

Time management in emergency project is vital. Timely completion is one among the key performance measures for projects (Cooke-Davies, 2002) and funding availability is a concern in emergency project. Though Scope are documented and need assessment are on shelf, funds may not be availed as needed. Funding gaps are usual scenarios in emergency response. Failure to realize the targeted time, budgeted cost and specified quality end in various unexpected negative effects on the projects and typically , when the projects are delayed, they are either extended or accelerated the time and thus , invite to the extra cost.

There are also studies on Scope management. Munir (1994) studied on scope management of industrial and construction mega projects. The study identified the causes of project scope change. Accordingly, incomplete scope definitions was the reason for many scope changes and this is due to error in scope development process. He noted that various stakeholders interference have created this error. The major share is taken by the designer of the project (in this study case the project proposal developers) and the owner of the project (governmental stakeholders, the beneficiary, implementing NGO & the donors). According to Munir, the contribution of all the above in the process of scope is vital and helps to define the scope clearly. External influences also being consider as a cause that affect scoping practice.

There are few articles available on Emergency or disaster management. In this regard, Jain, S. (2006) & Lynn & Bhishna (2013), have contributed some.

According to Lynn & Bhishna (2013), Disaster response and recovery is implemented through multiple projects with traditional project management approaches criticized as too time consuming and inflexible in circumstances of high uncertainty, requiring rapid reaction for multiple stakeholders. Moreover, Lynn & Bhishna (2013) suggests innovative and participatory approaches, integrating multiple stakeholder perspectives to support emergency project resilient. To achieving community safety and disaster resilience requires multiple stakeholder collaboration for capability development and effective management of projects required to predict, respond and get over from disastrous events.

Jain (2006) stated that major emergency projects are characterized by lack of time. The characteristic of major emergency that's of perhaps the foremost concern to project management discipline is that the lack of time available for planning the response effort. As mentioned above, the available time from the notification of the approaching event to its occurrence may range from none to a couple of days. The short time available doesn't leave for development of an in depth project plan after or simply before the approaching occurrence of a disaster.

Thus, due to planning difficulties in emergency project, Jain (2006) further recommends parameterized planning for emergency preparedness. Because the short time available between the notification and actual occurrence of major disasters does not leave for planning the response effort, parametrized plans should be created before time for the range of potential disasters that will occur. Jain (2006), states that each potential scenario needs to be studied, and the characteristics that determine the magnitude of the emergency and its impact should be categorized. Project plans should be developed that are supported variety of likely scenarios and which are often adjusted to the magnitude of the disaster. This is what they call parametrization. In emergency response, the prior likely scenario already established became applicable when the scenario became real. This is a preparedness and helps to give the response as fast as possible. Moreover, resource would possibly be prepositioned.

Blen (2019), studied the factors affecting successful implementation of Projects in International NGO's in Ethiopia. The case in save the children international was assessed to reach on the conclusion. The study used 30% of the direct work force involved in the project implementation of save the children project in Afar, Oromia, Somaili & Amhara. Accordingly 72 respondent from the 300 targeted population respondent to different questionnaires which identify the extent to which projects are affected by that factor. Accordingly, the project implementation is affected by lack of

effective planning. Moreover, she indicated that internal and external rules clarity & complexity affects the successful implementation of project at SCI in addition to communication and managerial factors.

Natnael (2019) in his study assessed project management practices of NGOs considering Knowledge areas in Gudina Tumsa foundation. The assessment was done through primary data collection using questionnaires. 27 respondent were involved in responding the questioner. The questioner design in a way that reflects the practice and level of usage of the knowledge area in a Project management. The result of his study revealed that projects are managed traditionally even though some of the knowledge area are used properly.

Moreover, Natnael (2019) citing from Thomas & Mullaly (2008) stated that Project management practices, when applied properly, lead to an increase in the probability of project success. However, each organization must assess the applicability of every practice because their use might not have an equivalent effect for various organizations. Project management; therefore, are often implemented by means of tools and techniques, which are tailored to the organizations context. A study conducted in 30 metalworking companies in Portugal revealed that the practitioners valued all knowledge area of Project management practices. Project Scope Management and Project Procurement Management being considered the foremost important, and Project Risk Management and Project Integration Management the smallest amount important. The entire questionnaires (159) were received. According to the data's collected, the organization uses most of the PM practices. In the studies, it is proven that PM is context dependent. Zwikael and Ahn (2011), demonstrated that intensity of use of risk management process is dependent on industry activity. As the researcher observes the organization must have a better knowledge about the most used project management practices in private organizations. The researcher also found out that the organization with practitioners with lower levels of education might not adopt more advanced PM tools & techniques; they might not have the necessary background knowledge.

Blen (2019), listed critical factors affecting NGO project implementation, citing Stephen and Daniel, (2016) and included that project funding, quality of project management, working environment, communication, adequate resources allocation and organization of the project team. Selam (2017) stated that project implementation success requires effective communication, good project monitoring and evaluation, clear project goals and objectives. Moreover, identified factors that are important to the success of the project implementation; such as planning effort, project

team motivation, project manager technical capabilities; control system, and scope and work definition as the important factors.

David (2005) conducted a case study regarding time and cost overruns and concluded that vendor inabilities, improper project preparation, resource planning, interpretation of requirements, works definition, timeliness, government bureaucracy and poor risk allocation because the major factors that cause delay and price overruns.

2.3 Emergency Project Management Practice in WVE and its Gaps

In order to understand the existing practice of EPM and Gap in World vision, more than 10 documents reviewed and analyzed content wise. About three active projects, these are; integrated conflict response project in South Tigray and Mekele funded by ECHO, Integrated Multi-Sector Response for Conflict-Affected Vulnerable Communities in Tigray founded by BHA and Multisector response funded by UNICEF are considered for this purpose. The documents are related to emergency project response, starting from the Rapid assessment project, project identification, project planning, implementation, monitoring and evaluation. Some of the basic documents analyzed among other are:

- Scheduling/ Planning tools
- Cost and budget templates
- Emergency response plan
- Finance & Procurement manual
- Rapid assessment report
- Project proposal
- Risk and security plan

The document analyzed are those that help to design and manage the Emergency response intervention, and to structure the process, while recognizing the complexity and iterative nature of the intervention. They are interrelated, continuous and progressive, each one feeding the other.

Therefore, the analysis focuses on whether Project management knowledge area tools were clear and documented accordingly and tries also to see whether PM Knowledge area tools and techniques are used or not.

2.3.1 Project Identification

The process of Project management starts with new project identification. The emergency project under this case study is humanitarian emergency response projects in Northern Ethiopia, Tigray region. In Tigray, WVE has emergency project ranging a short-term emergency agricultural input support, food relief aid up to long lasting resilient building projects. According to the WV

emergency response plan, the initial Tigray Crisis Response Plan set a funding target of US \$10 million in November 2020. However, with the military and political context has increased in scope and complexity, the initial plan has been significantly exceeded. World Vision Ethiopia has secured over US \$31 million in the value of food, cash and other resources, with more funding are in the pipeline. The response was Category III (CATIII) National Response, which was declared on 1 December 2020 and in May 2021; the Response is set up to the next level and declared as CATIII Global Response. Moreover, the complex and unpredictable security situation is impeding life-saving interventions amongst destruction, violence and displacement of more than four million people. This indicates that the response is huge and the humanitarian need is very high. Thus, this humanitarian response is to support Children & other vulnerable people in the Tigray Region, which are in acute need of protection, and humanitarian assistance as conflict has left many of them without food, shelter and basic needs. In addition, in the last week of May 2021, the UN also warned that Tigray is on the brink of famine, with urgent measures needed to prevent thousands from starving to death (UN OCHA, May 2021).

2.3.2 Project Planning, Scheduling & monitoring in WV

2.3.2.1 Emergency Response plan of WV

In order to develop an emergency response plan, WV HEA team has conducted rapid need assessment in Tigray. The assessment has identified potential response geographic area, number of displaced people, extent of the infrastructure condition etc. Then the initial Tigray Crisis Response Plan set a funding target of US \$10 million. However, this plan does not considered the huge complexity of the situation, thus underestimating the target funding. Subsequently the military and political context has increased in scope and complexity, the initial plan has been significantly exceeded. World Vision Ethiopia has secured over US \$31 million in the value of food, and cash resources, with more funding are in the pipeline. This fact show that the planning process was poor or it did not considered the exact ground situations during assessment. This further might have linked with security problem and volatile condition that hindered accesses to different places.

2.3.2.2 Monitoring and Schedule in WV

The budget Vs physical achievements are monitored with the help of simple excel table and planning is done sometimes with Gnat chart. This planning method and monitoring technique lacks to show the exact status of the project progress. It is not possible to find earned value of the project

at a point and difficult to see the project is progressing positively or negatively in terms of time and cost. In the documents, there is no indication for using tools such as scheduling software (like MS project).

As a monitoring tool, every project uses beneficiary tracking matrix, every project has its own indicator-tracking matrix that are based on the logical framework. Though the monitoring tools are good, they are not strong enough in tracking and avoiding duplications in reporting.

Most of the time the physical planning was done without the help of WBS and some of the activities are planned with much less anticipation of time. This resulted in time shortage in the most of the emergency response. For instance for the multisector response In South Tigray and Mekele funded by ECHO, requested for “no cost time extension” which was due to the shortage of time. The time scheduled do not much with the work packages and did not considered the security related risks.

2.3.3 Project Cost and Budgeting practice in WV

Once the proposal is approved, the donor releases the funds. The funds are 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, 2013). 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 organization is forced to ask no cost time extensions. During this project work, it was possible to assess one multisector project, one multi sector SWAN (a consortium of SAVE, WVE, action the hunger and NRC) lead project, one standalone water trucking projects. In all of the above cases, the burning rate (finance utilization rate) was slow and the organization was forced to ask the donors for no cost time extension. The donors granted the no cost time extension one to three months. The major causes of such low rate of budget utilization is mainly due to wrong cost estimation during the proposal

development time, security problem which hinder the progress of the project, the time gap between the project inception & implementation which leads to difference in exchange rate.

The project work has also assessed ongoing two multisector project and one standalone WASH projects funded by BHA, UNICEF and Charity water having a total value of 9 Million USD. In this case also budget utilization remain very slow and it is clear from now that the budget will not be completed unless and otherwise there will be additional time and security improvement.

2.3.4 Risk Management, Safety & Security plan of WV

The Tigray response is one of the kind characterized by volatile and unpredictable in nature. The security situation is very volatile. In such conditions, interrupt travels unpredictably; staff maybe ordered to hibernate spontaneously and so on. Thus, the unpredictability nature of emergency itself makes the prior planning for risk management difficult. Even though there are such difficulties, The WVE’s risk management plan, safety and Security plans are good and well documented. Accordingly, WV for its Emergency response project in Tigray identified 15 risky areas to manage and balance the risk with its reward. The following table shows the risk along with the mitigation plan.

Table 2.1: WV Risk Assessment and Management Plan (Source: WV 2021 risk management plan for Tigray Multi sector emergency response Projects, unpublished)

Risk	Mitigation
1. Violent demonstrations and forceful entry into WV compound	<ul style="list-style-type: none"> • Maintain low profile and be tactful in handling the situation • Regular monitoring of the situation, evacuation plans updated and rehearsed. • Regular coordination with UN and other humanitarian agencies in the area. • Safe houses are recommended in the compounds of identified ADPs.
2. Terrorist attack / IED / bomb attacks guerilla fighting	<ul style="list-style-type: none"> • SRA should be made for every WV office in Ethiopia specially in Tigray and security measures implemented according to that SRA. • Awareness training with current number of offices, ADPs, operations and Staff.
3. Traffic accident (injury or death of staff)	<ul style="list-style-type: none"> • Strictly follow basic driving safety regulations. • Monitor staff movements (movement control). • Security officer (and his assistants) must be a part of security clearance/mission approval.

4. Kidnapping & hostage-taking	<ul style="list-style-type: none"> • Ensure SLT members and others with security management responsibility fulfill security training requirement (SRMT). • Hostage incident management guidelines need to be in place.
5. Criminal activities (petty theft, street robbery etc)	<ul style="list-style-type: none"> • Guard training & staff advisories. • Strong perimeter wall topped with razor wire & sufficient security lighting. • Reduce objects in the compound that are in sight around the perimeter. • Installation of anti – theft device / security alarms on vehicles.
6. Fire outbreaks	<ul style="list-style-type: none"> • Fire emergency procedures in place. • Proper firefighting equipment in place. • Auxiliary exit gate and road. • Staff training on firefighting & periodic drills.
7. Ethnic violence / civil disturbances	<ul style="list-style-type: none"> • Security advisories and SLT interventions in managing crises. • Alternative communication equipment (satellite phones) in areas vulnerable to civil disturbances to ensure adequate communication during emergencies.
8. Ambush, banditry and carjacking	<ul style="list-style-type: none"> • Security training for staff. • Maintain visibility on vehicles while travelling to areas prone to specified threat.
9. Mines/UXO explosions	<ul style="list-style-type: none"> • Monitor staff & vehicle movements (movement control). • Maintain contact with Government de-mining agencies and provide updated maps to the ADPs and staff (preferably done by Sec. Assistant). • Avoid movement without trip clearance in areas vulnerable to the threat.
10. Border clash	<ul style="list-style-type: none"> • Regular monitoring of situations, evacuation plans updated and rehearsed. • Monitor staff & vehicle movements (movement control). • Avoid movement without trip clearance in areas vulnerable to the threat.
11. Religious tension	<ul style="list-style-type: none"> • Maintain a low profile and be tactful in handling situations. • Regular monitoring of situations, evacuation plans updated and rehearsed. • Security advisories and SLT interventions in managing crises..
12. Cybersecurity & Data risk	<ul style="list-style-type: none"> • Every staff takes data security training annually. • Only authorized personnel will have access to databases.

	<ul style="list-style-type: none"> • Every staff has unique username and password.
13. Procurement Related Risk	<ul style="list-style-type: none"> • Implement organizational procurement policy. • Mass procurement to be done through open bid. • Setting up a help desk during the distribution.
14. Fraud, waste, and abuse	<ul style="list-style-type: none"> • WV has zero tolerance on fraud, and this policy in place. • Ensure proper internal controlling system for project resources. • Ensuring the presence of goods receiving note (GRN). • Applying warehouse requisition form for all goods to avoid waste and abuse.
15. Warehousing & Inventory	<ul style="list-style-type: none"> • Ensuring proper procurement and stocking. • Tag all project-related non-consumable resources with unique tag number. • Conduct annual inventory.

In this time while completing this project work (thesis), most of WVE staff in Mekele and other Tigray area were hibernated and some who went there from the central part of Ethiopia were evacuated. The security sensitivity is unpleasing to proceed the humanitarian emergency response in Tigray. WVE has categorized safety and security risks in to five based on likelihood and impact. These ranges from negligible to severe and critical. Accordingly, there is a risk likelihood and impact matrix was developed in WV is shown in fig 2.2.

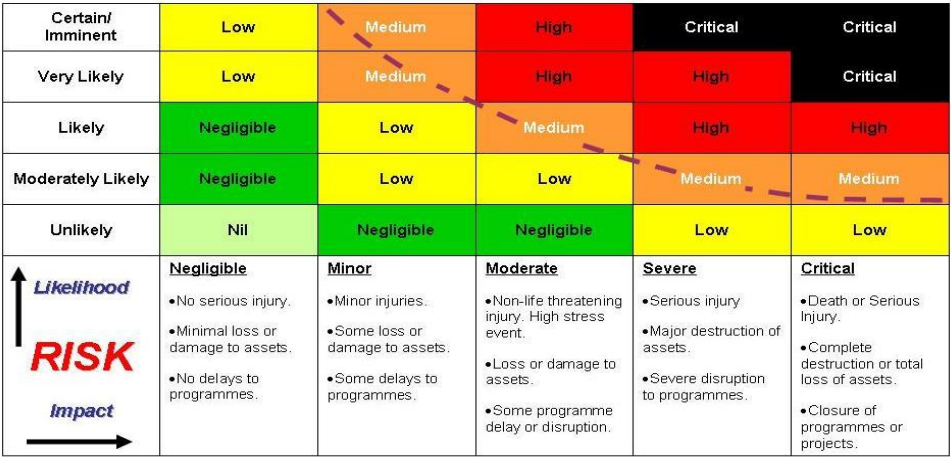


Figure 2.4: WV Security assessment matrix (WV safety and security plan for Tigray multisector response, unpublished)

2.3.5 Procurement, Finance & logistics in WV

WVE has solid procurement and finance policy. It treats all procurement and finance the same. No separate policy for emergency procurement. This makes the procurement process very slow and unpleasing for emergency.

Neither the existing procurement policy document nor procurement SOPs has known lead-time from request up to receiving of the purchased items. This indeed affects the response and the lifesaving effort of the emergency project.

Similarly, financial procedures are very tight and all the same for either emergency or development projects. One fit all model is being followed. However, in practice one cannot fit all. This indeed demands Emergency project finance monitoring and budget utilization guideline that fit the urgency need and flexibility need of the responses for effective project implementation. The same will be true for procurement as well. There must be a procurement strategy fit for the humanitarian emergency to manage it in timely manner for saving the life of the needy people.

Logistics like warehouse and transportation is another challenge when it comes to emergency. Emergency needs very much coordinated, effective and efficient logistic. There is no such coordination mechanism or procedure in the logistic (fleet management manual, warehouse management) with other external agencies such as national logistics cluster. Even there is no knowledge about their existence of such national level coordination. However, when it comes to an emergency like the kind in Tigray, logistic coordination will be critical. Usually transportation of materials are handled through a convoy system where the military has to flow the trucks securing the travel, as individual cargo transportation is not easy.

2.3.6 Communication and Organization structure

WVE has three-focus area (pillars): Humanitarian response, Advocacy & holistic development work, however structure wise Humanitarian response has been the one given less attention. Even until recently, while most of the thematic program units has their own directors directly reporting to the national director, but humanitarian response had not. The Lack of attention to emergency projects made support service to consider emergency humanitarian response a temporary activity, as such not important as other development activity. Absence of strategy as unit, problem related to mind set regarding emergency related project mainly from support staff, most of them did not realized the nature of the emergency project. Its urgency in nature, importance in life saving yet

not understood fully. Among other thing, senior management team should give clear guidance when it comes to emergency response.

World vision is organized in such a way that it support the project both management and technical coordination needs. The line management extended from Area Program level up through ladder of cluster to regional office having its peak at senior leadership team (SLT) which is highly organized leadership system to make leadership decisions to the project to move it forward to its purpose within the intended project budget, time and objectives. Whereas, the matrix line in the organization such as supply chains, finance, child protection divisions and integrated programs division including HEA division is already existing in the organogram for technical support to field staffs implementing the project from front lines. In emergency context of Tigray, the project managers have more freedom of reaching out the Country director and gets huge support from any of the support divisions (supply chain, finance & Admin). In addition, thematic area specialists under HEA (Humanitarian emergency affairs) are in direct support of the emergency response in Tigray.

However, in the document, there is a lack of indication of the clear communication port for the response. Moreover, there is no clear and timely communication structure. As the emergency response became category III global response, the communication structure needs to be revised accordingly.

From the above empirical review & WVE Emergency Project management practice, it is understandable that the success of Project be it in NGO, private and governmental is highly related to how the Project management knowledge area used and applied. This project work will add on the existing body of knowledge more specifically on the practice of emergency response PM in Ethiopia. Moreover, the paper assessed and identified the challenges related to emergency project management. This study gives insights to understanding the importance of Project management concept in the NGO emergency projects. The results of this project work helps WVE to understanding Emergency project management context & challenges of Emergency Project implementation. It would also help aid agencies and donors to understand the underlying factors affecting Emergency Project management in Ethiopia and helps to become part of the solutions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design and Approach

Research Design is a blue print for fulfilling research objectives and answering research questions. In other words, it's a plan specifying the tactics and procedure for collecting and analyzing the needed information. (Adams & et al. 2007). Besides, as per Malhotra and Peterson (2006) descriptive research assumes that that the researcher has prior knowledge about the problem situation and is not concerned about why a certain thing behaves in a way it do so except describing the phenomena.

The design for this study is descriptive research. Descriptive research attempts to explain and interpret conditions of the current i.e. "what is". Hence, this research design was suitable to answer the "what is" questions raised on section 1.3. Moreover, to assess the Emergency response project management practice of WV Emergency response projects this design is suitable. By using this design, the researcher will be able to find answers to questions by analyzing specific variable related to project success.

3.2 Target population and Sample

3.2.1 Population

WV Currently have a total employee of more than 1462 all over Ethiopia. The target population of this study includes Staffs under HEA division in Addis Ababa Head office and staffs who are currently working in Emergency Response projects implemented in Tigray region, in total 227. As a result, the survey has considered a total population that comprises of 227 individuals.

3.2.2 Sample

The sample size determined based on the sampling technique provided by Sing & Masuku (2014), citing Yamane (1967). Yamane (1967) provides a simplified formula to calculate sample sizes. The formula is; $n = N / [1 + N (e)^2]$ Where n is the sample size, N is the population size, and e is the level of precision. The formula is designed to determine the required sample size at 90% - 95% confidence level and with 5% - 10% level of error margin. Hence, assuming the level of precision for the study to have a figure 10%, with 90% confidence level, N=227 and the sample size was obtained: n=69.

Moreover, to select participate from each level of staffing, stratified sampling was used.. This study stratified the population into the levels of employment in WV. There are four levels of employment comprising of senior leadership & senior management including directors & heads (grade 17 and above), Middle Management which include thematic area managers (grade 16), Coordinators and Specialist Grade 14 &15, and officers (grade 13 & below). The samples are selected from the proportional stratified samples. Then finally the representative samples were selected randomly from the stratified samples.

Table 3.1: Stratification sampling table

Staffing Category	Population	Proportion (%)	Sample number
Directors & Heads	5	2	2
Managers	20	9	6
Coordinators & specialists	43	19	13
Officers & Below	159	70	48
Total	227	100	69

3.3 Data Source & Method of Collection

In order to meet the goals of this project work collecting primary data and analyzing it is mandatory. Moreover, Secondary data collected in order to ensure relevance to the research problem, eliminate duplication of what has been done and provide a clear understanding of existing knowledge base in the problem area. Furthermore, document related to emergency project management in WV that have been produced without the intention of the researcher are used as a secondary source to analyzed the existing practice of Project management in emergency context and triangulate the findings with the descriptive statistics result.

Primary data was collected to get the firsthand information. Open & closed ended Questionnaire were used to collect primary data. Moreover, observation of the researcher was used as a verification to the primary data collected through questionnaires.

The researcher also used some important information documents that could be helpful for the project.

3.4 Data analysis

As discussed above, the data are collected using questionnaire. The questionnaire have three parts. The first part is demography & general background of the respondent. The second part helps to assess the level of Usage of some of the project management knowledge areas in Emergency Response project scaled from 1 to 5 on the Likert scale. The third part design to reflect the challenges of emergency project management.

The collected data from the questionnaires analyzed using descriptive statistics such mean and percentages. In addition to the primary data, secondary information obtained in the literature review were used to triangulate the findings. Moreover, the results are presented in the form of tables and graphs. As part of qualitative analysis, existing document of the organization that have been prepared as part of emergency project response in Tigray analyzed. These documents are prepared without a researcher's intervention, thus helps to know the existing practice and triangulate the result with the qualitative descriptive analysis finding.

3.5 Data Quality

3.5.1 Validity

Validity concerns the extent to which a measurement actually measures those feature the investigator wishes to measure and provided information that is relevant to the question being asked. In order to insure validity, the sampling technique were made free from and form of bias and the questionnaires are randomly distributed throughout the stratified samples and comprehensive questionnaires were used which covers all the variables to be measured.

In order to ensure the validity, comparison was done between the variables in this study (level of application of project management knowledge area in emergency response project management) with the empirical literatures (what has been said by others). Accordingly the measured variables & the measuring tools are valid.

3.5.2 Reliability

If measurement are repeatable and consistent, then the data obtained are called reliable. The questionnaires' are framed in a manner to insure the reliabilities of the information collected.

In order to check the reliability of the questionnaires, a pilot study conducted. To this end, 10 employees at WVE were used to test the questionnaire. First, the respondents were given the query as it is and then secondly the position of each question changed. Then the response in both cases were compared and found to consistent. In this way the reliability of the study is ensured.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This Chapter presents the discussions of the study based upon both qualitative and quantitative information. The qualitative analysis method is mainly focuses on the open ended questions whereas the quantitative analysis is based on the data collected from the closed ended questionnaires.

The data analysis and discussion made in this section targets in fulfilling the objectives that is assess the level of usage of some PM Knowledge area (Scope, Time, Cost, Integration, Risk, communication, Stakeholders managements) in Emergency response Project and identifying the challenges in Emergency Project management. The first objective that is to analyze & review documents related to Emergency project management to understand the existing practice of EPM and Gap in WVE already targeted in the previous chapter sub section 2.3. In this chapter, the findings of the descriptive data analysis are triangulated with the literature review in general and with the document review related to emergency practice of WVE in particular.

In order to meet the stated objectives of this research project, the study used Questionnaires as a data collection tool. The questionnaire has three parts. Part 1 has seven question to know the demographic characteristics and general background of the respondent. Part 2 is design in a way that helps to answer question related to the second objective. It focus on PM knowledge are level of usage and it is divided into different knowledge are parts having 24 questions. Part 3 is designed to know factors affecting emergency project performance and there are 12 questions in this part, 4 of them are open ended and the others are closed type.

The study targeted 69 respondent. 57 of respondents filled in and returned the questionnaires. This represented overall successful rate of 83%. According to different scholarly articles, in order to undertake a study based on sampling and make generalization out of it, there are at least 30 samples (in this case respondents) are necessary. In this regard, the respondents are 57 and this enables the study work to move forward to the intended research objective 7 subsequent finding.

4.2 Characteristics & Background of Respondents

This part of the report presents the demographic characteristics of the respondent. It characters the respondent based on the Age, Gender, and Education level. It also presents the general attributes

of the respondent in relation to the organization they work for; such as occupational level, year of experience working in WVE and the department where the respondent works.

Table 4.1 Characteristics and General Back Ground			
Characteristics	Category	Frequency	Percentage %
Age	< 30	3	5
	30- 40	35	61
	40 -50	17	30
	Above 50	2	4
	Total	57	100
Gender	Male	46	81
	Female	11	19
	Total	57	100
Educational Level	PHD	0	0
	MA/MSc	33	58
	BA/BSC	22	38.5
	Diploma	2	3.5
	Other		0
	Total	57	100

As we can see from table 4.1, the majority of the respondent 46 (81%) are male. This could be related to the nature of the project. Emergency project in Tigray is a response to conflict affected people and the security condition is volatile. This kind of volatility might affect the enrollment of women in emergency response project. Moreover, this might reflect the general male to female ratio in HEA of World vision. However, the difference in number doesn't affect the reliability of the information.

Moreover, the majority of the respondents i.e. 61% were between 30 and 40 years of age. 17 (30%) were between the age group of 40 and 50 and only 2 (4%) were above 50 years of age. Whereas the number of respondent below 30 years are only 3 (5%). This might indicate the organization has matured adult employees amongst its staff and this might help in implementing outlined objectives.

Education wise, 33 of the respondent hold their second degree which accounts about 58% among the respondent. 38.5% of the respondent attended University and hold Bachelor Degree and only 2 of the respondent have got Diploma. From the finding, it is possible to conclude that the respondent understand the questions concerning Emergency Project management practice in WVE and relationship with the performance of emergency projects with the management aspect. Thus, the respondents are qualified and the result obtained from the analysis of the response is reliable and trust full that enables the study project to move towards the intended research finding.

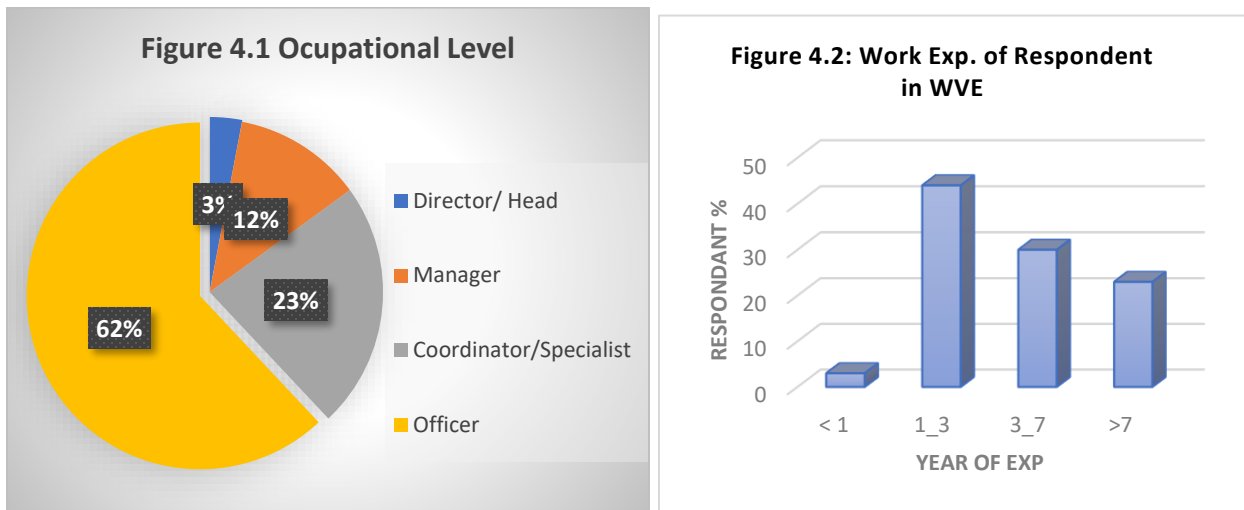


Figure 4.1 & Figure 4.2 indicates the occupational level and work experience of respondent in WVE. Since majority of the targets were the officers in different departments who in one way or the other have relation with emergency response of WVE in Ethiopia, more specifically in Tigray, this has been reflected in the collected data. Thus 62% of the respondents are officers, and 23% of the respondents are specialists or Coordinators. Specialists are thematic area experts who usually involve in planning, project proposal and support. Coordinators has sometimes have the same role as specialists but focus on project implementation, supervision and follow up. These two categories (officers and Coordinators) are program operation team and deals with the project in daily bases and this helps to get valuable information for this study. 12% of the respondents are managers, these are middle management of the organization whereas 3% of the respondent are the among the directors.

According to figure 4.2, About 3% of the respondents had worked at WVE for less than one years, 44% between 1-3 years, 30% between 3-7 years while 23% over 7 years. The majority of the work has been in WVE for more than a year, and as most emergency project last six month and above,

the respondent at least participated in one or more EP. This makes the respondent capable to assess the world vision EPM practices and give reliable responses.

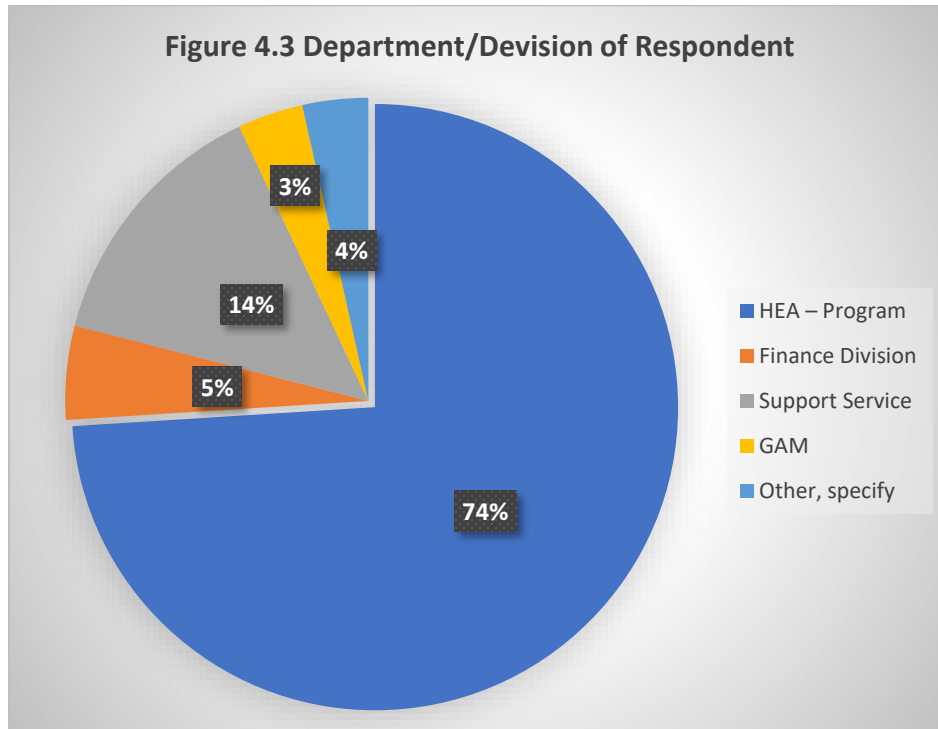


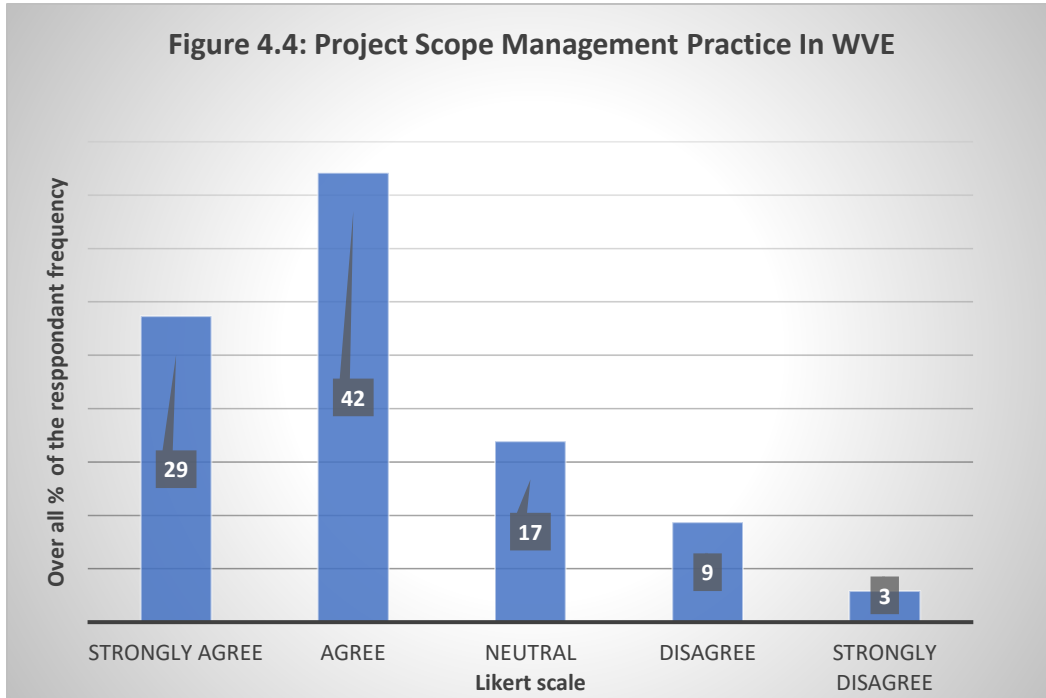
Figure 4.3 shows the working departments of the respondent in WVE. As the project is meant to know the practice of emergency project management and associated performance factors, the majority of the respondent where from the Operations unit called HEA (Humanitarian Emergency Affairs unit). About 74% of the respondent are from HEA. 14% are from support service (Procurement, Warehouse & Admin), 5% of the respondent work in finance Division, 3% of the respondent are from GAM (Grant Acquisition & management) and the other 4% work in different thematic area such as WASH division. The respondent are among different department in the Organization, this helps to target the objective of this study properly and helps also to avoid biasness.

4.3 Level of application of PM knowledge areas in Emergency Response Project Management

In this section, PM knowledge are usage practice of WVE assessed. The main focus was give to Project Scope, Time, Cost, Integration, Communication, Risk, Procurement and stakeholder management in Emergency response. The other tools were discussed in the next sub topic as required.

4.3.1 Project Scope Management

Here it was tried to assess whether scope management plan was defined in the emergency response project as a basis for future decision-making and whether the WBS is created. In the meantime if there is change in scope it has to be controlled and documented. The figure 4.4 below presents the mean value for these three attributes of scope management.



As illustrated on the figure above, nearly 29% strongly agree and 42% agree to have project scope management practice in emergency response project in WVE. 17% of the respondent are neutral, either they are uncertain about this or they are halfhearted about the practice of scope management. However about 9% of the respondents disagree while 3 % strongly disagree.

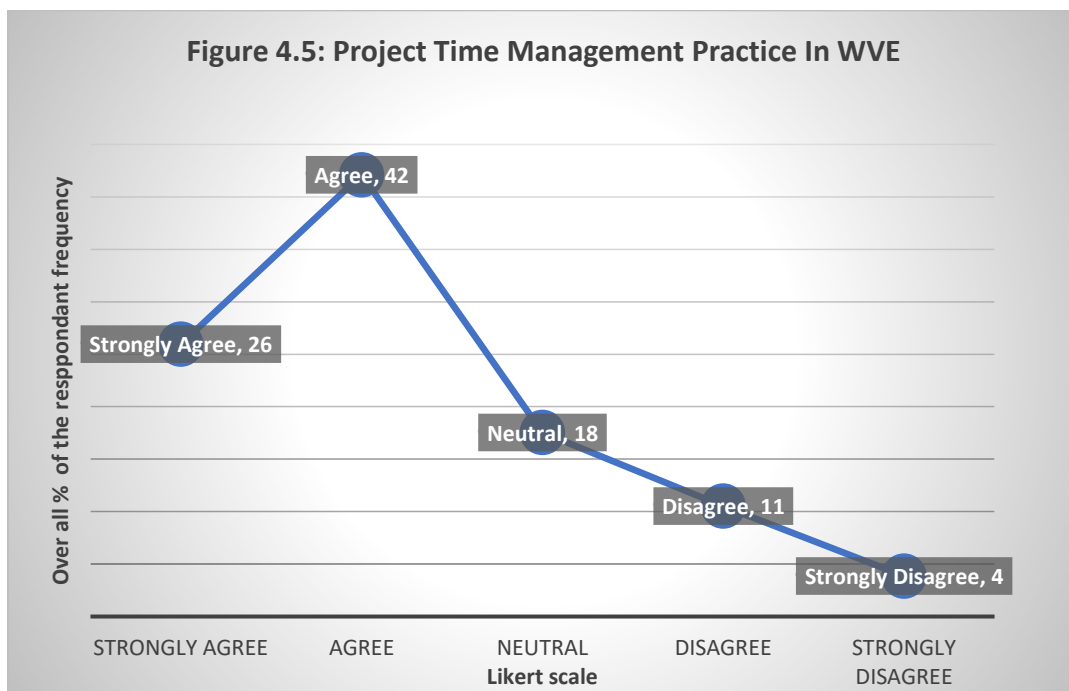
Further looking in detail on the assessment, for the inquiry WBS was created in the emergency response, 70% of the respondent are agreed and strongly agreed in equal proportion where as 19 % disagreed while 5% are neutral and 5% strongly disagree. This shows that more has to be done specifically on the usage of WBS and scoping in general in the EPM at WVE.

Moreover, the researcher found no documented WBS in the emergency response plan of WVE. While reviewing the document and evaluating them, it was observed that the scope has been changed dramatically as the costing and budgeting where not supported by systematic WBS & CBS. For instance, the initial 10M USD budgeted Response plan of Tigray crises increase by more than 300%. As Munir (1994) study identified incomplete scope definitions was the reason for many

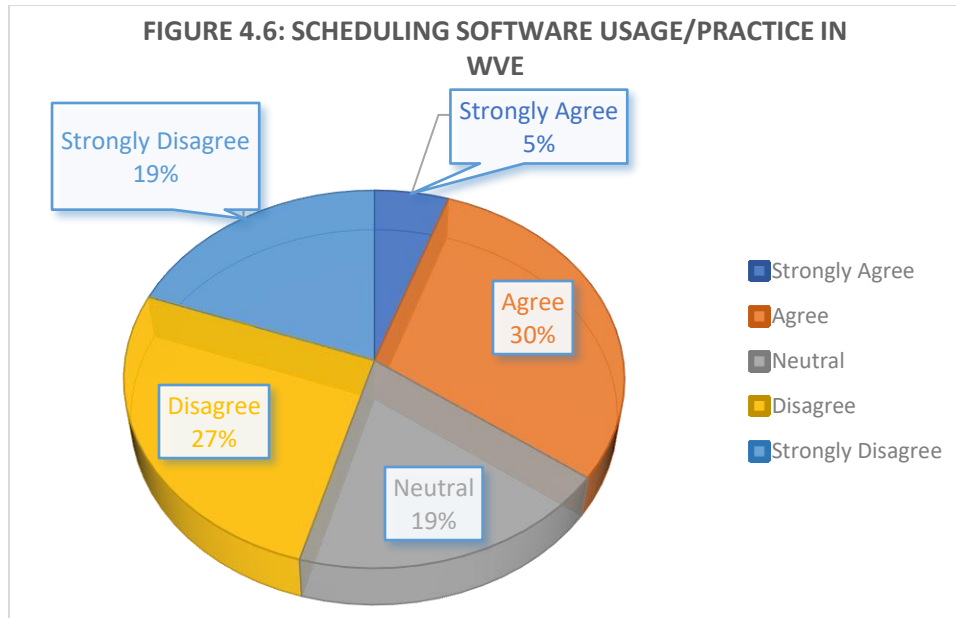
scope changes and this is due to error in scope development process. The error might be not using WBS & CBS properly during the scoping process. Limited information due to the security problem might also affected the scoping.

4.3.2 Emergency Project Time/Schedule management

The characteristic of conflict or other major disaster that's of perhaps the foremost concern to project management discipline is that the lack of time available for planning the response effort. And managing this lacked resource (time) for that matter needs high level professionalism which has to be expressed through the proper usage of tools and techniques available to us in Time management in Project. The following figure 4.5 shows the Emergency project time management practice in WV and fig 4.6 shows usage of software as a time management tool in project management.



As illustrated on the figure above, nearly 26% strongly agree and 42% agree to have project time management practice in emergency response project in WVE. 18% of the respondent are neutral, about 11% of the respondents disagree while 4% strongly disagree.



Moreover, fig 4.6 presented the details about usage of time management tool as an example. Only about 35% of the respondent more or less agreed (of which 5 % of them strongly agreed) on the availability of the practice of scheduling using software package such as MS project. However, 19% & 27% of the respondent strongly agreed and agreed proportions respectively for whether there is a practice of using scheduling tool like software in WV. In addition, about 19% of the respondent are neutral.

From this result, we can see that either the project time management is running traditionally or the work environment did not motivate or encourage using such kind of tools. It is also possible to triangulate the finding here with the document review mad in section 2.3. Usage of scheduling tool such as software's in WVE is in tis primitive stage with 2.75 mean value. This shows most of the respondent disagreed. Similarly, the documentation reviewed in chapter 2 section 3 shows no evidence of using such tools. Similar to Natnael H. (2019) conclusion, "projects are managed traditionally", specifically time is managed traditionally in WVE.

As Jain, S. (2006) stated that major emergency projects are characterized by lack of time and this is perhaps the foremost concern to project management discipline. Therefore, Effective planning and time movement is critical in EP. In this regard improved usage of the available time management tools and techniques which lacks in WVE must be given due attention.

4.3.3 Emergency Project Cost Management

Cost management is one of the critical areas in project management. An important part of cost management is being sure that the scope document is as accurate as possible so that budget

estimates are realistic based on the work breakdown packages. This criticality makes it more important in emergency project as funds usually are scarce and managing it in a stewardship manner is fundamentally important. To this end, the below figure shows the practice of project cost management in Emergency response projects.

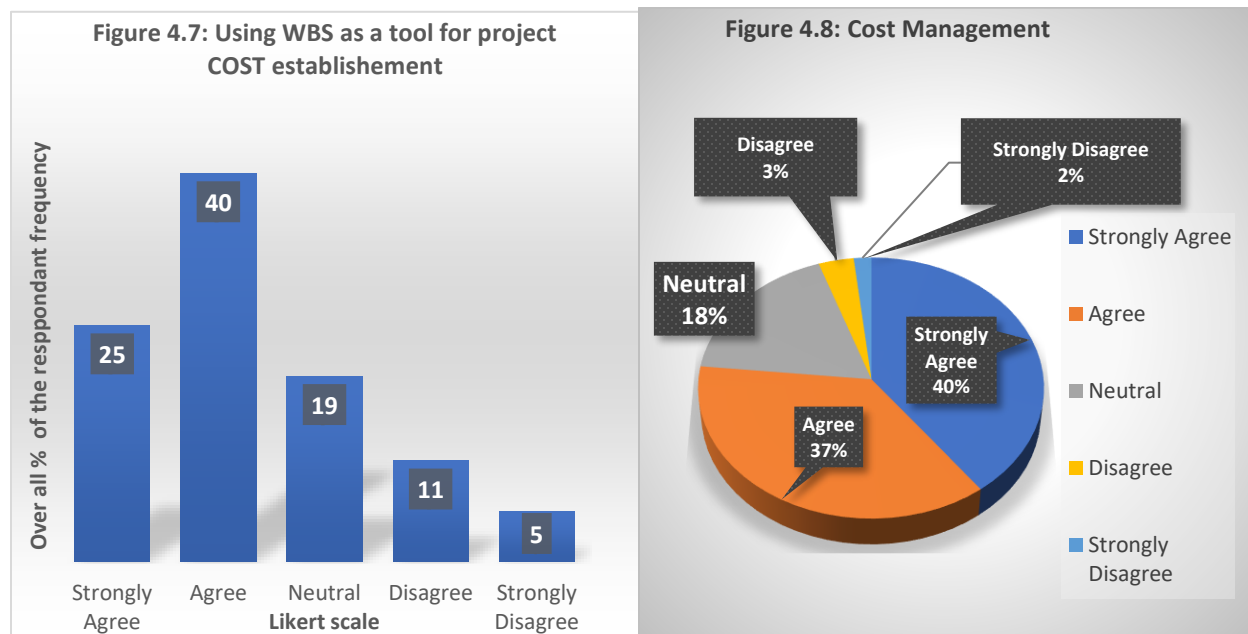


Fig 4.7 shows that 65% of the respondent either agreed (40%) or strongly agreed (25%) that WBS practiced as a tool for project cost establishment. However, 19% responded as neutral while 15% disagreed with variable degree.

From the practical observation of document related to EPM however, the researcher found no documented WBS. Moreover, there were two no cost time extension requests done by WVE to the donor. This indicates that the burning rate was not as initially planned, which further may be due to security issue or wrong budget planning.

In general, as per the fig 4.8, 40% & 37% of the respondent strongly agreed & agrees respectively saying that emergency project cost management practice is in place. Only about 5% of the respondent disagreed and about 18% are neutral on the practice of cost management in WVE emergency respond projects.

Based on the document review & evaluation conducted to fulfill the first objective and to triangulate with the quantitative finds, the project work has assessed ongoing two multisector project and one standalone WASH projects funded by BHA, UNICEF and Charity water having a

total value of 9 Million USD. In this case also budget utilization remain very slow and it is clear from now that the budget will not be completed unless and otherwise there will be additional time and security improvement. Therefore, even if there are well established finance system in WVE, this needs better alignment with emergency response.

The causes of budget utilization problem (one of cost management issue) might be related to error during cost estimation, seems over estimated. As Biniam (2015) stated accuracy of cost estimation is affected by completeness of technical and socio economic information available during project inception.

4.3.4 Emergency Project Communication, Stakeholders and Risk Management

Communication, Stakeholders management and Risk management are key areas in Emergency Project management. Communication and stakeholder's management are better managed in WV according to the respondent cumulative mean value. Table 4.2 shows this fact.

Regarding stakeholder, WV has been using the existing local government structure to carry out its development and emergency response activities in Ethiopia and has a good collaborative partnership with the government. Prioritizing response locations, targeting beneficiaries, monitoring of project, and final evaluation have been the major areas of collaboration between WV and the government stakeholders. Further looking table 4.3 above in detail, WV could be said very good in identifying stakeholders have the largest mean value of 4.28. 44 % of the respondent strongly agreed and 40% agreed for the project sy=stakeholders identification. There are no respondents disagreement in this regard, and only 16% are neutral. WV is an active participant and lead coordinator in all cluster coordination meetings. Cluster coordination is an important dynamic that helps to avoid duplication of resources and efforts. Therefore, the cumulative mean value 4.11 given by the respondent for this knowledge area is reliable and triangulated with the existing documentations regarding the stakeholder management in WVE.

Table 4.2: Communication, Stakeholders and Risk Management practice in WV

E. Project communication management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. Appropriate approach and plan for the project communication activities were determined	14	37	3	3	0	57	4.09
%	25	65	5	5	0	100	
2. information's have been communicated to formalize phase or project completion	17	40	0	0	0	57	4.30
%	30	70	0	0	0	100	
3. Communication have been monitored	11	35	11	0	0	57	4.00
%	19	61	19	0	0	100	
Over all Practice %	25	65	8	2	0	100	4.13
F. Project Risk Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. Risk management plan was developed & Risks identified	14	26	14	3	0	57	3.89
%	25	46	25	5	0	100	
2. Risks were prioritized and their implication on the project was estimated	11	23	17	6	0	57	3.68
%	19	40	30	11	0	100	
3. Risk response plan & management was developed	14	23	14	6	0	57	3.79
%	25	40	25	11	0	100	
Over all Practice %	23	42	26	9	0	100	3.79
G. Project stakeholder management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. Project stakeholders were identified clearly	25	23	9	0	0	57	4.28
%	44	40	16	0	0	100	
2. Stakeholder management plan was defined & effective communication established	14	26	17	0	0	57	3.95
%	25	46	30	0	0	100	
Over all Practice %	34	43	23	0	0	100	4.11

When it comes to project risk management practice, the overall mean value given for this knowledge are is 3.79, fairly above the average. This again signals a work need to be done to improve risk management in WVE. Otherwise, it could be an indication that the risk management plan either not communicated or else the respondent has no prior information about it.

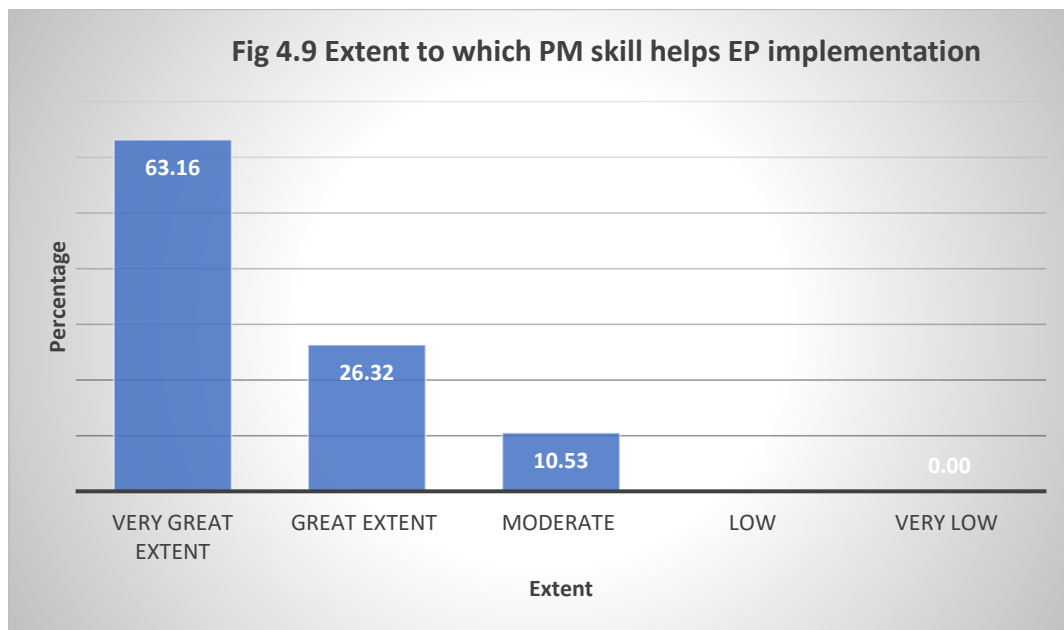
4.4 Factor affecting Emergency Project management

The study assessed different factors affecting the performance of emergency project implementation of Non-governmental organization in Ethiopia. The factors assessed are

1. Project management skill – to which extent it is helpful to the successful implementation of emergency humanitarian project
2. Lack of planning – whether it has impact on the success of the project.
3. Monitoring intensity – whether it relate to the success & performance of the Emergency Project

4.4.1 Emergency Project Management Skill

In the study, it was attempted how Project management skill affect the success of the emergency project. As is evident in the below chart, project management skill connected to the success of EP implementation. It lacks is considerable challenge to the EP implementation and consequently to its success.

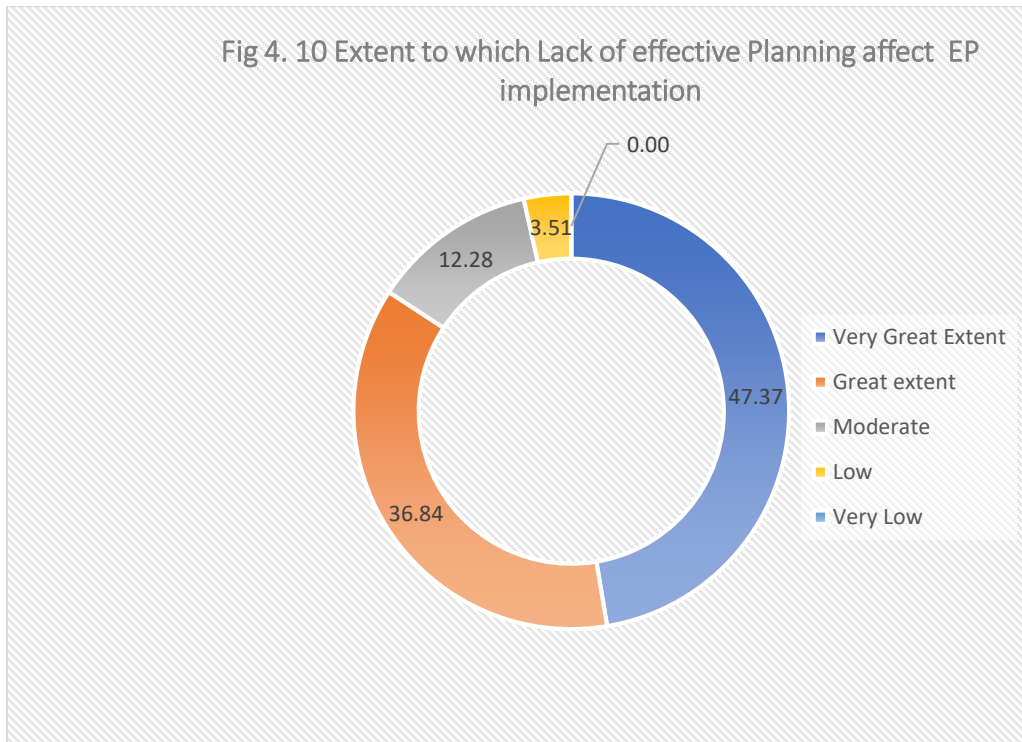


According to the Figure 4.9 above, 63% of the respondents indicated that to a very great extent Project management skill helps to the successful project implementation, 26% indicated to a great

extent, 11% to a moderate extent and none of the respondent indicated to low extent and very low extent.

4.4.2 Effective Planning in Emergency Project

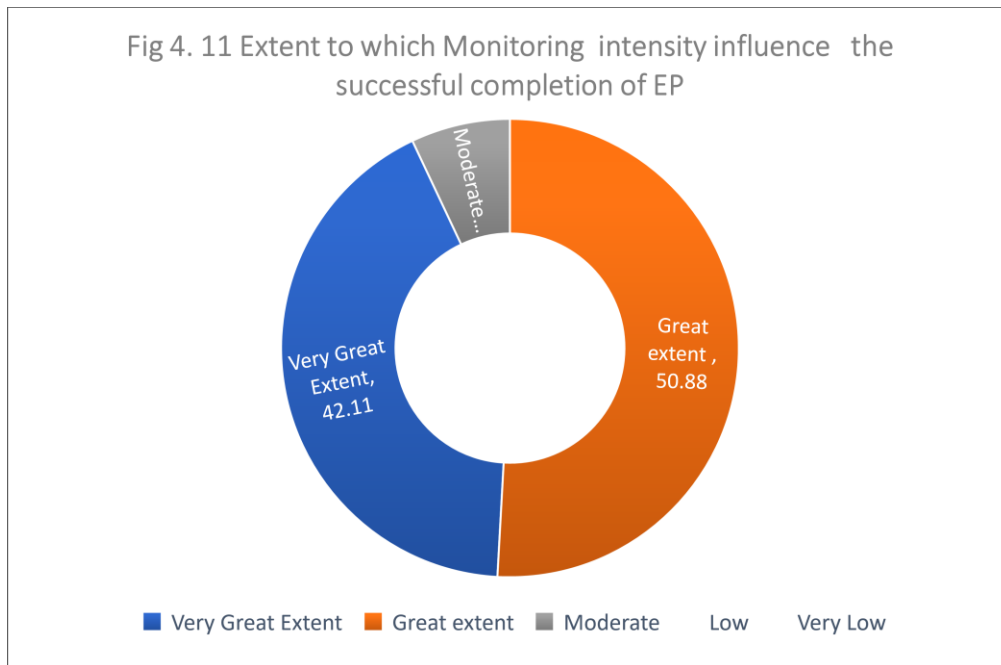
The success of any project depends up on how the planning is effective and efficiently implemented in practice. In the case of emergency where the response needs high efficiency due to resource scarcity, and different challenges in implementation. However, planning itself is also challenging in emergency because the uncertainties are high and changes are very dynamics including the volatile nature of the security. Sometimes it become impossible to works as planned and planning need to be revised dynamically time to time. The study attempted how lack of effective planning affect the success of the emergency project.



According to the Figure 4.10 above, lack of effective planning affects emergency project implementation success. 47% of the respondents indicated that it affects to a very great extent. 37% of the respondent indicated that Lack of effective project planning affect successful project to a great extent, 12% to a moderate extent and about 4 % indicated to a low extent.

4.4.3 Monitoring Intensity and Emergency Project success

In Similar fashion, the study attempted to what extent monitoring intensity affect the success of the emergency project. In conflict scenario, monitoring become challenging. In case of construction rehabilitation project, continuous monitoring and site visits are required; however, on site presence may not be as easy as required and remote monitoring will not give clear and full information. In any case monitoring is an important cannot be ruled out, with all the challenges the success of a project depend how often the monitoring is conducted and this fact has been supported with the following respondent evaluation chart.



According to the Figure 4.11 above, monitoring intensity influence emergency project successful completion. 51 % of the respondents indicated that it influences to a great extent. 42% of the respondent indicated that monitoring intensity influence emergency project successful completion to a very great extent, 7% to a moderate extent and 0 % indicated to a low extent and very low extent. Monitoring is a backbone to the success of any project, and same to EP. In WV, there is an independent M&E department, which has the responsibility of following up, monitoring and reporting the progress to the senior leadership in the organizational structure. It is established in head office level, Regional office & cluster program office levels. From observation, the Monitoring team from the head office of WVE has the most influence on the success of the project and all the others are responsible to report to this national team.

4.5 Internal & External Challenges in Emergency Project Implementation

There are always challenges in project management. The challenges in emergency could be more as compared to development project. This is because of its characteristics that there is only short time to respond to the emergency and resource mobilization may be difficult to manage in such short time span. In this study, the respondents have stated different sorts of challenge which affects the success of the emergency project implementation. The challenges are both internal and external.

Internal challenges

For the open questioner that ask the respondent to list the internal challenges related to the emergency Project start up, implementation and closure; the respondent listed different internal problems. The study realigned the lists. In this way avoided the duplication. In addition, it is possible to categorize them in to area related to three project constraints (time, cost & Scope) and other PM knowledge areas. Under the three-project constraint category, the following internal challenges are listed; Lack of time to complete all the deliverables (Short time), Lack of budget, Resource shortage (vehicle, computer) and on time deliver, over ambitious planning and Lack of clarity on the scope of the emergency project, lack of well-defined project assessment. Most of the above challenges are related to either time, cost or scope.

The other challenge mentioned by the respondent categorized under internal Risk management. From the lists, the respondent mentioned less security and incident issues communicated, less security alert & Failure to do current SWOT analysis could be included under internal risk management challenges.

The challenges, which are related to supply chain and procurement, are delay of project supplies procurement, Weak support from the support service staff, Lack of market structure. Some of the challenges listed by the respondent can be categorized under stakeholders' management. These are Lack of commitment from some of project staff and Minimal involvement and participation of internal stakeholders

Moreover some of the challenges would be categorized under the knowledge are of human resource management. The challenges such as Lack of experienced professional emergency staff, Delay in staff recruitment and staff turnover and less attention by P&C (HR department) can be considered the challenges related to Human resource management in WVE in relation to the Emergency project management.

The other challenges mentioned by the respondent could be categorized under general leadership problems. These are Management slow or no decision-making, Organization culture (gravity towards sponsorship & development projects), Lack of formal structure for the coordination of the response in Tigray & Lack of regular monitoring and evaluation.

External challenges

Similarly, the respondent listed the external challenges which they consider has an influence on the success of emergency project management.

Among others, technology related challenges listed as a challenge that influence emergency project implementation. Most of the works such as the procurement, the communication work and also the beneficiary tracking are supported through a system developed by IT. This has been seen creating a challenge to the new comers and those who wants to maintain the status quo.

The donors influence is one big external challenge. It is important to always report to the donors and collect their feed backs. The donor may not accept any change out of the agreed even if the change is needed badly.

The work environment where there is no guarantee foe security made it very difficult. Security volatility & safety remain the number one challenges in the area. Security problem and tensions that created trauma.

Beneficiary's expectation and demand sometimes become unfit with the project. This also created a challenge and kind of discomfort for the implementers.

Governmental rule and procedure that is related to administration structure change (Tigray to Amhara) is the unexpected challenge in this project. Due to this project appraisal taking long time from the government side and in most cases nonfunctional Administrative structures were additional challenges in the project response. Moreover Periderm expectation from some government staff, Location of IDP, which is scattered, sometimes inaccessible due to bad road and weather condition affected the response.

Project over lapping with other partners such as sharing the implementation area with the activity and duplications of effort and in appropriate targeting of beneficiaries by the governmental were among the challenges. This coupled with the resource scarcity made difficult to meet the needy. Moreover, shortage of clear raw data on the ground, Price fluctuation, inflation, Disease outbreak like COVID -19, Lack of understanding from partner and beneficiary side are also among the external difficulties mentioned by the respondent.

The challenges listed above have put a great deal of effect in WVE EP implementations. For example, the security challenge disabled the transportation of different items, maintenance of water schemes, and other operations. Due to this, the demands of the target beneficiary did not meet. Thus, this shows that the challenges are inter related.

Already there is a shortage of time in EP response, then the additional delay due to conflict volatility will affect severely the budget expenditure progress and this brings a serious of pressure from the donor side. Again, this will influence future donations amount.

4.5.1 Finance and procurement Procedures & challenges

The study assessed the flexibility of the procurement and financial procedures to meet the emergency project response demand. Below few details of analysis on internal challenge on financial and procurement procedures in WVE are given. More emphasis was given to finance and procurement due to the prior knowledge & observations of the researcher.

Table 4.3: Financial & Procurement Procedures flexibility to meet the need of emergency

Questions	Frequency		Total
	Yes	No	
Is the procurement processes flexible and fast to meet the emergency needs?	8	49	57
Percentage	14.04	85.96	100.00
Is the financial procedures flexible to meet the emergency needs?	31	26	57
Percentage	54.39	45.61	100.00

According to the table above, 86% of the respondent said the procurement process is not flexible and fast to meet the emergency needs. Only 14% of the respondent indicated yes to the same question. Similarly, 46% of the respondent indicated that the financial procedure is not flexible while the 54% said yes to the question “Is the financial procedures flexible to meet the emergency needs?” From this result, it is clear that the procurement procedures are not workable to the emergency project management. EPM need a fast and short procurement procedure and it has to be flexible enough to meet the live saving purposes of EP. Where there is no lead-time to procure and supply items, the accountability is very less. In order to make the procurement process fast

and to make the staffs accountable a shorter lead-time for EP has to be established as compared to other developmental projects. Along with this, Finance procedures has to be supportive and revisited in a way that support the need of procurement urgency. The policies must complement each other. Finance should have to support procurement policy; otherwise, the required level of success will not be achieved.

4.5.2 Measures to improve Emergency Procurement Management

Out of the 57 respondent, 17 of them responded for the question “What is your suggestion to make procurement/finance procedure fit to emergency response?”

Accordingly, different suggestions were forward. Recruit additional finance staff that can support emergency projects is the one suggested by multiple respondent. Break the financial bureaucracy and finish the issues fast was among the suggestion from the respondent. Change the mindset of procurement team through training and other on job mentoring.

In addition, WVE need to consider setting time limit for the procurement process so that procurements processes faster and fit. There should be a well-defined lead-time for procurement

Some also suggested separate and independent procurement team for the emergency response

Furthermore, Emergency project finance monitoring and budget utilization guideline should fit the urgency need and flexibility need of the responses for effective project implementation. Separate Emergency procurement and finance guideline is important. Moreover, procurement strategy fit for the humanitarian emergency to manage it in timely manner for saving the life of the needy people should have to be considered. Procurement should collect purchase request in a fixed time and prioritize the schedule accordingly to the necessity and taking measure as required Long procurement procedures should have to be reduced.

Finance policy should have to be revised to align with emergency procurement needs for better and swift response to emergency project. Decentralizing the EP procurement and finance is also among the suggestions forwarded by the respondent.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter deals with the summary of the findings of the study, conclusions that are drawn from the findings and the recommendations.

5.1 Summary of Finding

The preceding chapters of this study answered that what it looks like Emergency Project management practice of international NGO's in Ethiopia, taking the case of World Vision Ethiopia humanitarian response in Tigray. Thus, this summary presented along with the study objectives. The findings drawn from the content analysis of the open-ended questionnaires, from the descriptive analysis & triangulated with review of existing emergency project management documentations.

The document review shows that emergency response in conflict area by its self creates a lot of limitation in project planning. The security fragility makes it difficult to get a thorough understanding of the existing situation, rapid assessment may not give full image of the situation and thus scoping become difficult. Due to this, the initial response scope changed more than triple. This fact shows that there was a scoping problem or difficulty. Furthermore, from the analytic study, the Project scoping practice has a mean value of 3.84. This shows that the scoping practice is not advanced. The majority of respondents are not confident enough to say, "Strongly agree" on the scoping practice. Moreover, the practice of WBS (Work Breakdown Structure) has even lesser mean value 3.75.

Project time management has relatively the lowest mean value (3.76), as compared to other knowledge area management. Perhaps using time management tools such as software's is in a primitive stage in WV, having only a mean score value of 2.75. This has been also supported with the document review. There are no documentations for using modern software package for planning purpose.

The respondent indicated that, procurement management practice suffers from flexibility. Most of the respondents prefer to be neutral regarding the flexibility of the procurement procedure and whether it is fit to the emergency response. This specific issue is given a mean score of 3.23 only. Similarly, the open-ended questions have supported this fact and the respondents claim that the

procurement procedure lacks a sort of supportive mechanism to emergency project and recommended a separate and independent procurement procedure & team.

The entire respondent relates success of the project with effective planning, monitoring and Project management skill. Accordingly, most of the respondent acknowledged the help of PM skill to the success of project implementation. 63% of the respondent indicated that it helps to a very great extent and 26% indicated to great extent. Like wise, Effective planning and Monitoring, intensity have received 84% & 93% respondent respectively for the influence in project success, rating as either to very great extent or to great extent combined.

5.2 Conclusion

The Emergency Project management practice in WV is not bad but difficult to say it is good. There are area, which the researcher has seen some difficulties & thus need improvement. Project Scope, Project Time/Schedule and Project Procurement were not managed according to the need of emergency project response. Procurement needs to be fast, flexible and fit to the situation; Project Scoping should considerate the difficult conflict Scenario and the expanding & changing situation; Cost and time management has to be supported with the existing Project management tools such as WBS, CBS & software's. Areas such as Project integration need also improvement. Financial and procurement procedures are hindering emergency response. Their development project orientation and rigidity created dissatisfaction of the respondent and these demands revisiting the finance and procurement procedures and policy. Similarly, the logistics/transportation approach has to be given due attention to make it practically workable to the emergency response, specifically in the situation like in Tigray where conflict blocks roads repeatedly. Moreover, the structure of WV needs to give due attention to the Humanitarian emergency affairs as it is one of the three pillars of the organization.

5.3 Recommendations

The study recommended the following that are based on the study finding and conclusion.

- Project scope, cost & time management are fundamentals in Emergency Project Management. Work Break down structure (WBS) & Cost Break down structure (CBS) are the building blocks to the management of these three Project constraints. Therefore, the organization should have to use properly the WBS & CBS tools in order to manage Scope & Cost well in the emergency projects. Moreover, in managing Project time, the organization should employ the use of applicable management tools such as Scheduling software's.
- Though the organization have a well-elaborated Risk, security and safety plan, but the respondent gave means average score of 3.79. This might be related to the gap in communicating the plan up to the lower level in the organizational structure. Thus, Project Risk & its management plan should have to be well communicated with all the stakeholders of the organization, including the implementing staff.
- Emergency Procurement should have to be fast and flexible. Therefore, the organization needs to revisit the Procurement & Finance manual. Furthermore, the organization should have to consider independent procurement team to satisfy the needs of ever growing emergency projects response in the organization.

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Appendix 1: Questionnaires Distributed to Respondent

Dear Respondents,

I am doing a masters' in project management at Addis Ababa University School of Commerce. For the same purpose I am doing a research on a specific topic “**Emergency Project Management Practice of NGO’s in Ethiopia; The case of World Vision Humanitarian Crises Response in Tigray.**”

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

- To assess the level of usage of some PM Knowledge area
- To identify the challenges in Emergency Project management

Thank you in advance for your Participation in this questionnaires' and thank you for Cooperating.

Direction: There is no need in writing your name and Put on “X” on the provided place

Part 1: Demographic and general background of the respondents

No.	Respondent's information	Put on “X” sign below
1	In what age bracket do you fall?	<30
		30-40
		40-50
		>50
2	What is your gender?	Male
		Female
3	Indicate your level of Education that you attained?	MA/MSC
		BA/BSC
		Diploma
		If Other please specify.
5	What is your level of Occupational?	Director/ Head
		Manager
		Coordinator/Specialist
		Officer
6	Would you please specify your department/Division in the organization	HEA – Program
		Finance Division
		Support Service - Procurement
		GAM – Grant Acquisition Management
		Other, specify
7	How long have you been working with WVE?	< 1 years
		1- 3 years
		3- 7 years
		>7 years

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

Please show to what extent you have used the project management knowledge areas in WVE emergency response (5=Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

A. Project Scope Management	5	4	3	2	1
1. Scope management plan was defined for the emergency Responses					
2. WBS was created					
3. Changes to the emergency projects scope was controlled & Documented					
B. 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)					
C. Project Cost Management					
1. The quantity of the necessary resources were determined & cost well-defined and established based on WBS					
2. Budget determined based on the required cost based on WBS					
3. Emergency Project cost management has clear policies, procedures, and documentation					
D. Project Integration Management					
1. Emergency Response Project integration plan with existing Project Resource was developed					
1. Emergency Response Project integration was managed per the plan					
E. Project communication management					
1. Communication has been planned for the emergency project & activities were determined					
2. information's have been communicated to formalize phase or project completion					
3. Communication flow have been monitored					
F. 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					
G. Project procurement management					
1. purchase plan developed					
2. Potential sources were identified					
3. The procurement procedure is fit to the emergency response need in terms of Time (fastness) and flexibility					
H. Project stakeholder management					
1. The Emergency Project stakeholders identified clearly					
2. The management plan was defined & communication system with stakeholders established					

Part III. Factor affecting Emergency Project & Challenges

1. Do you think Project management skills are helpful to emergency response project?

Yes No

2. To what extent does Project management skill helpful to Emergency project implementation at WVE? Put on “X”

Very great Extent	
Great extent	
Moderate	
Low	
Very Low	

3. Does lack of effective planning have any impact on successful implementation of Emergency projects at WVE?

Yes No

4. To what extent does lack of effective planning influence effective Emergency project implementation at WVE? Put on “X”

Very great Extent	
Great extent	
Moderate	
Low	
Very Low	

5. Do you think monitoring intensity related to the success & performance of the Emergency Project?

Yes No

6. To what extent do you think monitoring intensity influence the successful completion of a project? Put on “X”

Very great Extent	
Great extent	
Moderate	
Low	
Very Low	

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

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

9. Is the procurement processes flexible and fast to meet the emergency needs?

Yes No

10. If your answer is No for Q12, What is your suggestion to make the Procurement process more fit to the emergency projects?

11. Is the financial procedures flexible to meet the emergency needs?

Yes No

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

Appendix 2: Questioner Analysis Result

Demographic Characteristics of the Sample			
Respondant Demograhay	Age Category	Frequency	Percentage %
Age	< 30	3	5
	30- 40	35	61
	40 -50	17	30
	Above 50	2	4
	Total	57	100
Gender	Male	46	81
	Female	11	19
	Total	57	100
	MA/MSc	33	58
	BA/BSC	22	38.5
	Diploma	2	3.5
	Other		0
	Total	57	100
Occupational level	Director/ Head	2	3
	Manager	7	12
	Coordinator/Specialist	13	23
	Officer	35	62
	Total	57	100
Depatment/Devision	HEA – Program	42	74
	Finance Division	3	5
	Support Service	8	14
	GAM	2	3.5
	Other, specify	2	3.5
	Total	57	100
Exp. In WVE	< 1	2	3
	1_3	25	44
	3_7	17	30
	>7	13	23
	Total	57	100

2.2 Knowledge Area	Number of Occurrence (Frequency)						
A. Project Scope Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. Scope management plan was defined for the emergency Responses	20	26	8	3	0	57	4.11
%	35	46	14	5	0	100	
2. WBS was created	20	20	3	11	3	57	3.75
%	35	35	5	19	5	100	
3. Changes to the emergency projects scope was controlled & Documented	9	26	18	2	2	57	3.67
%	16	46	32	4	4	100	
Over all Practice %	29	42	17	9	3	100	3.84
B. Project Time management (Planning/scheduling)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. Emergency Project Schedule management plan was developed	23	23	8	3	0	57	4.16
%	40	40	14	5	0	100	
2. Activities were defined & sequenced	25	26	3	3	0	57	4.28
%	44	46	5	5	0	100	
3. Changes to the project schedule was controlled	14	26	11	6	0	57	3.84
%	25	46	19	11	0	100	
4. There are clear policies, procedures, and documentation for project schedule	9	28	17	3	0	57	3.75
%	16	49	30	5	0	100	
5. Scheduling software used for the emergency Project activity (MS project or any other)	3	17	11	15	11	57	2.75
%	5	30	19	26	19	100	
Over all Practice %	26	42	18	11	4	100	3.76
C. Project Cost Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. The quantity of the necessary resources were Determined & cost well-defined and established based on WBS	14	23	11	6	3	57	3.68
%	25	40	19	11	5	100	
2. Budget determined based on the cost requirement	29	14	14	0	0	57	4.26
%	51	25	25	0	0	100	
3. EP cost management has clear policies, procedures, and documentation in the company management.	25	26	6	0	0	57	4.33
%	44	46	11	0	0	100	
Over all Practice %	40	37	18	4	2	100	4.09
D. Project Integration Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. Emergency Response Project integration plan with existing Project Resource was developed	11	26	17	3	0	57	3.79
%	19	46	30	5	0	100	
2. Emergency Response Project integration was managed per the plan	9	30	14	4	0	57	3.77
%	16	53	25	7	0	100	
Over all Practice %	18	49	27	6	0	100	3.78

E. Project communication management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. Communication plan for the emergency project developed & activities determined	14	37	3	3	0	57	4.09
%	25	65	5	5	0	100	
2. Information's have been communicated to formalize phase or project completion	17	40	0	0	0	57	4.3
%	30	70	0	0	0	100	
3. Communication flow have been monitored	11	35	11	0	0	57	4
%	19	61	19	0	0	100	
Over all Practice %	25	65	8	2	0	100	4.13
F. Project Risk Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. Risk management plan was developed & Risks identified	14	26	14	3	0	57	3.89
%	25	46	25	5	0	100	
2. Risks were prioritized and their implication on the project was estimated	11	23	17	6	0	57	3.68
%	19	40	30	11	0	100	
3. Risk response plan & management was developed	14	23	14	6	0	57	3.79
%	25	40	25	11	0	100	
Over all Practice %	23	42	26	9	0	100	3.79
G. Project procurement management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. purchase plan developed	25	26	3	3	0	57	4.28
%	44	46	5	5	0	100	
2. Potential sources were identified	25	23	6	3	0	57	4.23
%	44	40	11	5	0	100	
3. The procurement procedure is fit to the emergency response need in terms of Time (fastness) and flexibility	6	19	20	6	6	57	3.23
%	11	33	35	11	11	100	
Over all Practice %	33	40	17	7	4	100	3.91
H. Project stakeholder management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean Value
1. Emergency Project stakeholders identified clearly	25	23	9	0	0	57	4.28
%	44	40	16	0	0	100	
2. The management plan was defined & communication system with stakeholders established	14	26	17	0	0	57	3.95
%	25	46	30	0	0	100	
Over all Practice %	34	43	23	0	0	100	4.11