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Project Management Success for Post-Disaster Reconstruction Projects: International NGOs Perspectives

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Abstract

Natural disaster happened frequently around the world and caused great loss of lives and properties. Since incidents of natural disasters increase, it is crucial that NGOs and other agencies involved in reconstruction to learn as much as possible from previous projects they involved with; its successes and failures. Post-disaster reconstruction (PDR) is a complex and highly demanding process that involves a number of different and well coordinated courses of action. Therefore, it is vital that these complex activities are well planned, subject to thorough consultation. The broad objective of this research is to study the issues and challenges and investigating the success factors to determine which critical success factors are most influential in avoiding particular project failures. The goal of this research is to improve project management practice in PDR project specifically for International NGOs that participate in the phase of Post-Disaster Reconstruction. It can serve as a platform for other researchers to launch into this evolving new field.

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1. Overview

Post-disaster reconstruction often fails in its stated objectives (Lyons 2009) where reconstruction project failure rate at the World Bank was over 50% in Africa until 2000 (Ika et al. 2012). As the incidents of natural disasters increase, it is crucial that NGOs and other agencies involved in reconstruction to learn as much as possible from previous

projects they involved with; its successes and failures (Karunasena & Rameezdeen 2010; Kumaran & Negi 2006). Very few researches were carried out in PDR focusing on project management (Steinfors & Walker, 2007) not alone the critical success factors (CSFs) for post-disaster reconstruction (Ophiyandri et al. 2013; Belassi & Tukul 1996) which refer by (Wardak et al. 2012) to remain poorly researched. Ahmed (2011) added that there are list of success factors for post-disaster reconstruction in developing countries, but hardly any which are widely endorsed and can be followed by humanitarian agencies/ aid projects (Steinfors & Walker 2007). This study endeavors to find the answer by concentrating on investigating the success factors to determine which critical success factors are most influential in avoiding particular project failures. This will provide organizations specifically International NGOs (INGOs) involved in post-disaster reconstruction projects with the foundation on which such strategies - on how to avoid project failures - can be developed in the future. Once the critical success factors are identified, the opportunities for improving project performance within the PDR projects are discussed. The research will determine the relevance and applicability of these factors in the INGO's engaged in reconstruction after a disaster.

2. Post-Disaster Reconstruction (PDR) Projects

A project can be defined as a large or important item of work, involving considerable expense, personnel, and equipment a one-time endeavor, with a specific result or end-state envisioned (Kerzner 2003; Benator & Thumann 2003), with a proper plan (Dhillon 2002). Reconstruction projects are defined as the modification, conversion or phased complete replacement of an existing facility (McKim and Attalla 1998) that involved expansions, additions, interior renovation, or upgrading the functional performance of a facility (Attalla, Hegazy, & Elbeltagi, 2004). (Labadie 2008) then added that reconstruction can be refer to restoring basic services and life support infrastructure to normal.

3. Project Management In Post-Disaster Reconstruction (PDR) Projects

Reconstruction should be defined, planned, and implemented in stages (Roosli et al. 2012). Post-disaster reconstruction projects often deals with uncertainties (Hayles, 2010; Sun & Xu, 2011) complexity (Boano & García 2011; Bello 2006; Ye & Okada 2002; Wardak et al. 2012) consider one of the most challenging tasks to be deal with those involved in reconstruction of disaster-affected areas. Therefore, integrated reconstruction management is the key to accelerate reconstruction process and to improve human settlement environment (Ye & Okada 2002) thus a successful project is one that is delivered on time and managed within the budget (Kandelousi et al. 2011). Project management play an importance role to ensure the reconstruction projects completed successfully (Hidayat & Egbu 2010).

4. Issues And Challenges

There are large uncertainties associated with the future performance of the built environment due to changes in regional and local scale climatic conditions (Hayles 2010). Barakat (2003) stated that disasters have a greater impact on the built environment of developing countries than industrialised ones. Post-natural disaster reconstruction is not only a good opportunity to transform the destructive area into a sustainable community, but also an opportune moment to prepare for the next disaster (Ye & Okada 2002) in which this will explain the ways other countries can decrease their vulnerability to disaster impacts and encourage recovery when disaster does strike (Lindell & Prater 2004).

Typical cases of post-disaster reconstruction project failure often refer to problems in integration (Ye & Okada 2002), financial (Freeman 2007), inappropriate assessment (Kennedy et al. 2008), communication and coordination (Chang et. al., 2010), inadequacies of resource procurement (Chang et. al., 2011), ineffective design (Ika et. al., 2012), transportation (Matsumaru et al. 2012), corruption (World Bank 2013), delay (Iwai & Tabuchi 2013; Moloney 2014; Boen 2006; Steinberg 2007; Nazara & Resosudarmo 2007; Matsumaru et al. 2012). Table 1&2 discussed in details the issues and challenges during post-disaster reconstruction project in 5 major event of a disaster in Aceh, Sri Lanka, China, Iran and Haiti from the INGOs context. Consequently, it is vital for the Government; NGOs and international organizations to investigate the issues and challenges working in Post-

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