PROJECT MANAGEMENT SUCCESS FOR POST-DISASTER RECONSTRUCTION PROJECTS FROM THE INTERNATIONAL NON-GOVERNMENTAL ORGANISATIONS' PERSPECTIVES

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by

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"Almighty Allah, please give your blessing to them…
My parents, my sisters, my supervisors,
my beloved wife and my lovely children... this is for us."

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PDR	Post-Disaster Reconstruction
NGO	Non-governmental Organisation
INGO	International Non-governmental Organisation
IDP	Internally Displaced Person
CBOs	Community Based Organisations
CPHRP	Community-Based Post-Disaster Housing Reconstruction Projects
CSFs	Critical Success Factors
UNCHS	United Nations Human Settlements Programme
PMI	Project Management Institute
TDRM	Total Disaster Risk Management (TDRM)
PMBOK	Project Management Body of Knowledge
DV	Dependent Variable
IV	Independent Variable
SPSS	Statistical Package for the Social Sciences
SEM	Structural Equation Modeling
CB-SEM	Covariance-based Structural Equation Modeling
PLS-SEM	Partial Least Square Structural Equation Modeling v. 3.2.4
CMB	Common Method Bias
CA	Cronbach's Alpha
AVE	Average Variance Extracted
CR	Composite Reliability

KEJAYAAN PENGURUSAN PROJEK UNTUK PROJEK PEMBANGUNAN SEMULA PASCA BENCANA DARI PERSPEKTIF BADAN BUKAN KERAJAAN ANTARABANGSA (INGOs)

ABSTRAK

Inisiatif projek pembangunan semula pasca bencana sering menghadapi kerumitan dan ketidaktentuan, sekali gus memerlukan strategi tertentu untuk menjamin kejayaan sesuatu projek. Walaupun terdapat sokongan dan bantuan daripada pelbagai agensi bagi pembangunan semula pasca bencana, jumlah projek-projek pembinaan semula yang siap masih rendah. Walau bagaimanapun, terdapat peningkatan dari segi kesedaran di kalangan pihak berkepentingan mengenai teknik pengurusan yang boleh mempengaruhi kejayaan projek pembangunan semula. Kajian ini bertujuan untuk mengkaji faktor-faktor yang mempengaruhi proses pembinaan semula (juga dikenali sebagai Kitaran Hayat Projek) yang menyumbang kepada kejayaan pengurusan projek dengan tujuan untuk merungkai skop kerja badan bukan kerajaan antarabangsa yang terlibat secara langsung dengan projek pembangunan semula pasca bencana. Namun, sangat sedikit kajian yang telah dijalankan dalam pembinaan semula pasca bencana, yang bertumpu kepada pengurusan projek. Kajian ini menggunakan pendekatan kuantitatif untuk membangunkan rangka kerja teori faktor-faktor yang berpengaruh dalam kitaran hayat pengurusan projek melalui kajian literatur dan teknik kaji selidik. Hasil kajian ini telah digunakan untuk mewujudkan faktor-faktor kejayaan dalam proses pengurusan projek untuk pembangunan model persamaan berstruktur menggunakan permodelan (structural equation modelling) (Smart PLS versi 3.2.4). Dalam menangani matlamat-matlamat penyelidikan, kajian ini mengenal pasti isu-isu dan cabaran yang paling signifikan dalam pembinaan semula pasca bencana (PDR) projek iaitu: penyertaan masyarakat,

penilaian pasca banjir, pembiayaan projek, dan kualiti kerja. Sebagai tambahan, terdapat sepuluh faktor kejayaan kritikal yang dikenal pasti dalam kajian ini iaitu; identiti dan pemilikan, ketelusan dan akauntabiliti, kejelasan menentukan matlamat dan objektif, pengawasan semasa pembinaan, kepuasan penerima dengan produk dan perkhidmatan, perancangan projek yang betul, perundingan yang berkesan dengan pihak berkepentingan, pemahaman tentang keperluan masyarakat, budaya, dan persekitaran, menjalankan penilaian terhadap kerosakan, dan penyertaan masyarakat yang ketara. Selain itu, kajian ini meneroka kesan faktor-faktor yang dikaitkan dengan pendekatan kitaran hayat projek dan hubungannya dengan kejayaan pengurusan projek dalam pembangunan semula pasca banjir dengan menilai pekali standard antara faktor dalam model PLS-SEM. Dapatan kajian menunjukkan bahawa proses permulaan yang baik, proses perancangan yang betul, proses penutupan yang memuaskan, dan proses perlaksanaan yang tepat di dalam kitaran hayat projek mempunyai hubungan positif yang signifikan dengan kejayaan pengurusan projek dalam projek pembangunan semula pasca bencana. Walau bagaimanapun, proses pemantauan dan kawalan yang sesuai didapati tidak menyokong keputusan hipotesis dengan statistik yang tidak ketara, sekali gus mencadangkan peranan pengantara bagi fasa ini untuk penyelidikan masa depan. Sehubungan dengan itu, sumbangan kajian ini ialah dengan memperkenalkan rangka kerja konsep kitar hayat projek daripada perspektif pembangunan pasca bencana dengan mengambilkira faktor-faktor kejayaan pengurusan projek. Oleh itu, penemuan ini membentangkan pemahaman yang jelas mengenai prestasi badan bukan kerajaan antarabangsa dalam pengurusan projek dan berpotensi meningkatkan pengetahuan sedia ada pada kejayaan projek-projek pembinaan semula pasca bencana pada masa akan datang.

PROJECT MANAGEMENT SUCCESS FOR POST-DISASTER RECONSTRUCTION (PDR) PROJECTS FROM THE INTERNATIONAL NON-GOVERNMENTAL ORGANISATION (INGO)'S PERSPECTIVES

ABSTRACT

The post-disaster reconstruction project (PDR) initiatives commonly deal with uncertainties and complexity, thus require particular strategies to foster successful results. Despite the support and assistance from various agencies on the development after the disaster, the amount of reconstruction projects completed has remained low. Nevertheless, there is an increasing awareness among the PDR's stakeholders on the management techniques that influence project success in the PDR projects. This study aims to investigate the influential factors in the reconstruction project process (also known as Project Life Cycle) that contribute to the project management success with an aim to explore the job scope of the International NGOs dealing with PDR projects. However, very few studies were carried out in post-disaster reconstruction, which focus on project management. This research adopted quantitative approach to develop the theoretical framework of influential factors within the project management life cycle conducted from the literature review and questionnaires survey techniques. The results from the survey were used to establish the success factors within the project management process for the development of structural equation model using structural equation modeling (Smart PLS version 3.2.4). In addressing the research aims, this study identifies the most significant issues and challenges in the post-disaster reconstruction (PDR) projects namely: community participation, assessment, funding, and quality of work. Furthermore, the top ten critical success factors determined in this study are; identity and ownership, transparency and accountability, clearly defined goals and objectives,

supervision during construction, beneficiary satisfaction with the product and services, proper project planning, effective consultation with stakeholders, understanding of community needs, culture, and conditions, conduct a clear assessment of damages, and significant level of community participation. Additionally, the research explores the impacts of factors linked to the project lifecycle approach with project management success in PDR project delivery by examining the standardized coefficients among the factors in the PLS-SEM model. The findings indicate that adequate initiating process, proper planning process, satisfactory closing process, and smooth executing process of the project lifecycle have a significant positive relationship with the project management success in PDR projects. However, the appropriate monitoring and controlling process found were not supporting the hypothesis with a statistically insignificant result, thus indicating the mediating roles of this phase for future research. Prior to this, the contribution of this research is the establishment of a conceptual framework from the perspectives of PDR project life cycle that include the initiating, planning, execution and closing process considering the critical success factors of PDR projects. Consequently, these findings present a clear understanding of the INGOs performance of project management and could potentially enhance existing knowledge on the success of post-disaster reconstruction projects.

CHAPTER ONE
INTRODUCTION

1.0 Research Background

In recent years, natural disasters frequently happened around the globe and caused not only for the major loss of lives but also create a huge property loss. For example, the Indian Ocean Tsunami (2004), the earthquake in Pakistan and Haiti (2010) and recent typhoon in the Philippines (2013) and Nepal (2014) estimated more than billions of reported losses. The reported average losses rose from around $US50 billion in the early 80's to almost $US200 billion a year in the past decade, totalling $US3.8 trillion from 1980 to 2012 (World Bank, 2013). During the conflict in Kosovo, more than half of the province's housing destroyed, while in Sierre Leonne conflicts, the devastation caused of an estimated 300,000 houses, leaving over a million of people evacuated (Barakat, 2003).

The Post-Disaster Reconstruction (hereafter referred to as the *PDR*) initiative is part of a cycle of four identifiable post-disaster periods in Total Disaster Risk Management (TDRM): emergency phase, reconstruction phase, prevention phase and preparedness phase. The PDR projects initiatives frequently deal with uncertainties (Hayles, 2010; Sun & Xu, 2011) and complexity (Boano & Garcá, 2011; Ye & Okada, 2002), believed as the most challenging tasks among the four cycle. Despite the aid assistance from the agencies, government and international non-governmental organization (hereafter refer to as the *INGOs*) on the development after a disaster, the amount of reconstruction projects completed has remained low (Ika et al. 2012; Lyons, 2009; Meding etal. 2014).