

INFORMATION TECHNOLOGY AND THE SUCCESS OF HUMANITARIAN PROJECTS IN MOGADISHU, SOMALIA

A Thesis

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The Degree Master of Arts in Project Planning and
Management

BY:

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DECLARATION A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

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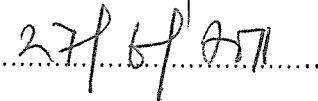
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DECLARATION B

This thesis entitled "**INFORMATION TECHNOLOGY AND THE SUCCESS OF HUMANITARIAN PROJECTS IN MOGADISHU, SOMALIA**" was done under the supervision of **PROF: SUNDAY NICHOLAS OLWOR** it is submitted to the School of Post Graduate Studies at Kampala International University.

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APPROVAL SHEET

This thesis entitled " **INFORMATION TECHNOLOGY AND THE SUCCESS OF HUMANITARIAN PROJECTS IN MOGADISHU, SOMALIA**" prepared and submitted by **MOHAMED HUSSEIN ABDULLAHI** in partial fulfillment of the requirements for the degree of Master of Arts in Project Planning and Management has been examined and approved by the panel on oral examination with a grade of PASSED.

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DEDICATION

I dedicate this thesis to my creator, the Almighty God for the undying lead He has provided me throughout my stay in Uganda. I dedicate this work to my family, especially my father Hussein Abdullahi Ceynte, My Mother Fatuma Abukar Abdi, my beloved sisters Amal, fardowsa, Jowharo, Hamdi, Muniira and also my beloved brothers Said, Abdihakin, Abdirahman, Abdullahi and all my friends who played a great role to enable me to reach this level of education and career.

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My sincere thanks to the humanitarian organizations working in Mogadishu, Somalia for allowing me to conduct the study in their organizations and a special word of gratitude to the managers who agreed to respond the questionnaires.

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I love you all.

ABSTRACT

Information technology (IT) is one of the valuable resources to increase the achievement of project goals and objectives and the satisfaction of project stakeholders. It has a potential impact on the structure of organizations and improves the quality of organizational performance significantly. This study was set out to explore Information Technology and the success of humanitarian projects in Mogadishu, Somalia. The study wanted to establish the following: - (i) to investigate the relationship of information technology and the success of humanitarian projects in Mogadishu, Somalia. (ii) To identify the success factors of humanitarian aid projects in Mogadishu, Somalia. (iii) To investigate ideas and strategies to reduce information technology challenges facing humanitarian aid workers in Mogadishu, Somalia. The study was done by developing conceptual frame work relating information technology and success of humanitarian projects. The study conducted through descriptive correlation quantitative design; the study was collected from 80 respondents using self administered questionnaires as the main data collection instrument. Data were analyzed in a form of tables and analyzed using percentages and frequency and Pearson Linear correlation coefficient at bi-variate level. The study revealed that the information technology and success of humanitarian projects in significant relationship with $r\text{-value} = 0.974$. from the above findings appropriate. Conclusions and recommendations including those for further research were made. Recommendations from the study were: (i) The selected humanitarian organizations should consider Information Technology usages through their organizational levels and try to expose the positive influences of Information Technology in their organizations. On the other words, IT should be developed its usages from the new technologies to contribute the success of their projects. (ii) The researcher recommended to humanitarian organizations and project Donors and all other stakeholders to develop communication plan and also the critical success factors should be identified and agreed with the project beneficiaries, (iii) the researcher recommended that the donors should fund the IT training for organization staff. Finally, it is suggested that all staff should have a rethink towards IT training and make time to improve their competences irrespective of their workload.

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CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

Information technology (IT) is one of the valuable resources to increase the achievement of project goals and objectives and the satisfaction of project stakeholders. It has a potential impact on the structure of organizations and improves the quality of organizational performance significantly. In the 1980s, IT was heralded as a key to competitive advantage (Porter and Millar, 1985). Porter and Millar (1985) concluded that IT has influenced competition in three ways: it has led to changes in industry structure and competition, it was used to support the creation of new businesses, and companies using IT outperformed their competition. Although IT as a critical factor to competitive advantage became less certain in the recent years, the high percentage of NGOs executives considered IT as a key to a project's profitability and survival. This issue causes IT to pose a serious dilemma for project management. On one hand, continuing IT innovations have the potential of changing the competitive game for many organizations. On the other hand, the size of the IT investment puts increasing pressure on managers to assess its project value (Mukhopadhyay, et al., 1997).

For many years, there has been much discussion about whether the IT revolution was paying off in success of projects goals and objectives. Studies in the 1980s found no positive relationship between IT and project management and implementation (Dedrick et al., 2003). Since then, decades of studies at the firm and country level has consistently

shown that the impact of IT on success of project goals and objectives is significant and positive.

Albadvi and Keramati (2006) also provided the satisfactory evidences to show that IT implementation increase success of projects when supported by rational complementary investment.

In the face of extreme competition and economic pressures, firms are changing their fundamental unit of analysis from the business function to the business process. IT investments may make little direct impact on the overall performance of the firms or the economy until they are combined with complementary investments in business activities, human capital, and companies redesigning. Therefore, according to the role of IT in project success and implementation of humanitarian aid services is essential for NGOs to enhance the potential impacts of IT on their performances.

Statement of the Problem

IT is known as the productive resource to increase the success of projects and its implementation. It has an effective role to enhance the quality of projects and humanitarian aid services. IT can be gainful in the communication services when appropriate successful of projects implementation in the different parts of the organization (Limayem, 2006).

The problem of the study is that the humanitarian organization in Mogadishu, Somalia has lack of IT skills, lack of access to IT resources.

Since IT skills have been found to be the critical components of project success. However, this is why the researcher wants to conduct the Information Technology and the success of humanitarian projects in Mogadishu, Somalia; the researcher recommends on the steps that should be taken by humanitarian organizations in Mogadishu, Somalia to improve project qualities in achieving success of their projects in Somalia.

Purpose of the Study

The purpose of this study was to investigate the Information Technology and the success of humanitarian projects in Mogadishu, Somalia and how IT can improve the quality of humanitarian aid serves carried out in Somalia.

Objectives of the Study

The specific objectives of the study were:

1. To investigate the relationship between information technology and the success of humanitarian projects in Mogadishu, Somalia.
2. To identify the success factors of humanitarian aid projects in Mogadishu, Somalia.
3. To investigate ideas and strategies to reduce information technology challenges facing humanitarian aid workers in Mogadishu, Somalia.

Research Questions

1. What is the relationship between information technology and the success of humanitarian projects in Mogadishu, Somalia?
2. What are the success factors of humanitarian aid projects in Mogadishu, Somalia?
3. What are the ideas and the strategies to reduce information technology challenges facing humanitarian aid workers in Mogadishu, Somalia?

Scope of the Study

The study was concerned with information technology and its relationship on success of humanitarian projects in Mogadishu, Somalia. It was conducted "between October 2010 to May 2011" through descriptive correlation quantitative design. The study had specifically sought to determine the information technology and the success factors of humanitarian projects

Significance of the Study

The study was to benefit all humanitarian aid workers whether they Local or International NGOs working in Somalia to improve success of their projects using adequate information technology.

Rapid process of information technology produces success of projects; in recent years accessing of information technology caused humanitarian aid workers to access to the update information and knowledge easily and quickly. Information Technologies are driving

national development efforts worldwide. And a number of humanitarian aid in developing world is exploring ways of facilitating their humanitarian assistances through deployment and the exploitation of IT within their Projects (Pourmirza, 2006).

Therefore, bright view of IT wealth makes humanitarian organizations to better manage their recourses and future investments.

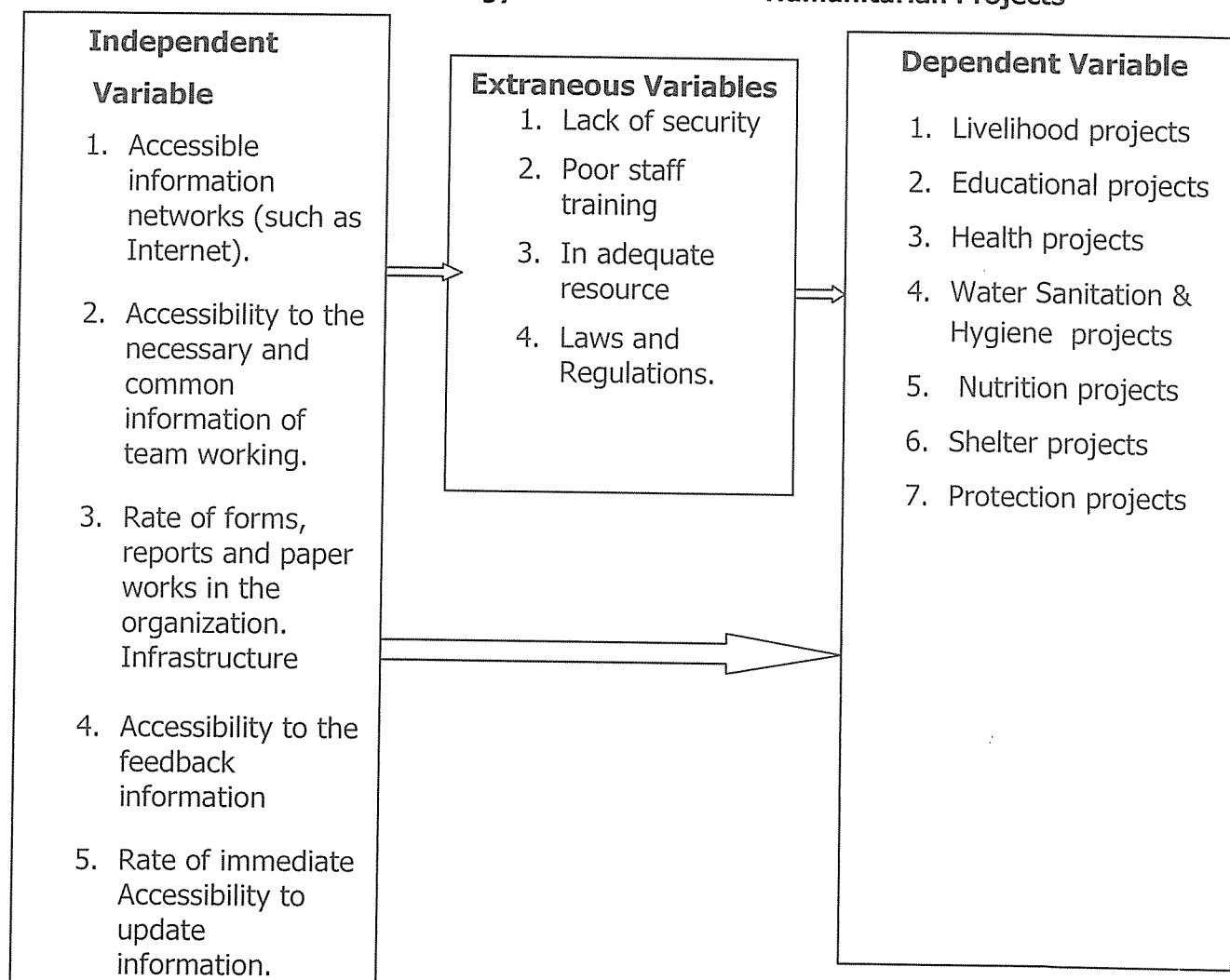
Operational Definition of Key Terms

Information Technology: is the term that describes the disciplines encompassing systems analysis, programming, telecommunications and multi-media (combines audio, text and video information) applications

Humanitarian Aid: material or logistical assistance provided for humanitarian purposes, typically in response to humanitarian crises and Humanitarian aids are funded by donations from individuals, corporations, governments and other organizations.

Conceptual Framework Information Technology

Humanitarian Projects



Source: Conducted 2011

CHAPTER TWO

LITERATURE REVIEW

Introduction

In this chapter provides existing literature to the subject under study. Many studies relate to the information technology and the success of humanitarian projects.

Concepts, Ideas, Opinions from Authors/ Experts

Humanitarian aid

Is material or logistical assistance provided for humanitarian purposes, typically in response to humanitarian crises, The primary objective of humanitarian aid is to save lives, alleviate suffering, and maintain human dignity. It may therefore be distinguished from development aid, which seeks to address the underlying socioeconomic factors, which may have led to a crisis or emergency.

According to the Overseas Development Institute, a London-based research establishment, whose findings were released in April 2009 in the paper providing aid in insecure environments: 2009 Update', the most lethal year in the history of humanitarianism was 2008, in which 122 aid workers were murdered and 260 assaulted. Those countries deemed least safe were Somalia and Afghanistan.

Humanitarian aids are funded by donations from individuals, corporations, governments and other organizations. The funding and delivery of humanitarian aid is increasingly international, making it much

faster, more responsive, and more effective in coping with to a major emergencies affecting large numbers of people (e.g. see Central Emergency Response Fund). The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) coordinates the international humanitarian response to a crisis or emergency pursuant to Resolution 46/182 of the United Nations General Assembly.

Success of Humanitarian Projects

We often hear or read about various success stories. Nevertheless, what is success and what criteria should organizations use to identify success. What factors lead to a successful project? The purpose of this thesis is to define project success criteria, clarify their difference with success factors and analyse their importance in project management methodology.

One of the vaguest concepts of project management is project success. Since each individual or group of people who are involved in a project have different needs and expectations, it is very unsurprising that they interpret project success in their own way of understanding (Cleland & Ireland, 2004, p2). "For those involved with a project, project success is normally thought of as the achievement of some pre-determined project goals" (Lim & Mohamed, 1999, p244) while the public has different views, commonly based on user satisfaction. A classic example of different perspective of successful project is the Sydney Opera House project (Thomsett, 2002), which went 16 times over budget and took 4 times more to finish than originally planned. However, the final impact that the Opera House created was so big that no one remembers the original

missed goals. The project was a big success for the people and at the same time a big failure from the project management perspective.

On the other hand, the Millennium Dome in London was a project on time and on budget but in the eyes of the British people was considered a failure because it did not deliver the awe and glamour that it was supposed to generate (Cammack, 2005). "In the same way that quality requires both conformance to the specifications and fitness for use, project success requires a combination of product success (service, result, or outcome) and project management success" (Duncan, 2004).

The difference between criteria and factors is unclear for many people. The Cambridge Advanced Learner's Dictionary describes a criterion as "a standard by which you judge, decide about or deal with something" while a factor is explained as "a fact or situation which influences the result of something". Lim & Mohamed applied those definitions to project success and illustrated the difference as show in Figure 1. It is clear now that critical factors can lead to a series of events, which ultimately meet the overall success criteria of the project, so they should not be used as synonymous terms.

Success Criteria

Many lists of success criteria have been introduced in the previous decades by various researchers. Primal success criteria have been an integrated part of project management theory given that early definitions of project management included the so-called 'Iron Triangle' success criteria – cost, time and quality. (Atkinson, 1999, p338) Atkinson

continues, "As a discipline, project management has not really changed or developed the success measurement criteria in almost 50 years". To meet the urgent need of modernizing the out of date success criteria, he suggest the 'Square Route' (Figure 3) success criteria instead of the 'Iron Triangle', where he groups the criteria that other academics have proposed. The main change is the addition of qualitative objectives rather than quantitative, namely the benefits that different group of people can receive from the project. These benefits are seen from two perspectives, one from the organisational view and one from the stakeholders view. It is obvious that each part will have benefit differently from projects. For example, one organisation can gain profit through achieving strategic goals when a project is completed and at the same time, these goals have a serious environmental impact in the stakeholders' community. This means that a successful project must bargain between the benefits of the organisation and the satisfaction of end users. The fourth corner of the 'Square Root' is the Information System, which includes the subjects of maintainability, reliability and validity of project outcomes.

One of the "Square's root" corners, organisational benefits, drew much attention because of its significance and it was further analysed. Kerzner (2001, p6) suggests three criteria from the organization perspective in order for a project to be successful. The first is that it must be completed "with minimum or mutually agreed upon scope changes", even though stakeholders constantly have different views about projects' results (Maylor, 2005, p288). Second, "without disturbing the main work flow of the organization" because a project has to assist organisation's

everyday operations and try to make them more efficient and effective. Finally, it should be completed "without changing the corporate culture" even though projects are "almost exclusively concerned with change – with knocking down the old and building up the new" (Baguley, 1995, p8). A project manager's main responsibility is to make sure that he delivers change only where is necessary, otherwise he is doomed to find strong resistance from almost all organisational departments (Kerzner, 2001, p158) which ultimately could lead to project failure.

A more structured approach to project success is grouping the criteria into categories. Wideman (1996, p3-4) describes four groups, all of them time dependent: "internal project objectives (efficiency during the project), benefit to customer (effectiveness in the short term), direct contribution (in the medium term) and future opportunity (in the long term)". The characterization of 'time dependent' is because success varies with time. Looking at the future benefits of the organisation can be difficult, because in some cases they don't even know what they want, yet is vital to know what the project is trying to achieve after completion time so that success criteria are clearly defined in the early stages. This is quite a different approach, because the focus moves from the present success criteria to the future, in a way that a project can be unsuccessful during execution if it is judged by criteria like cost and quality, but in the long term it can turn to be a thriving story. A good example of this hypothesis is hosting the Olympic Games in Athens, Greece, which received mass criticism both during the planning period, due to delays in construction time, and when it was finished, due to huge cost. But the benefits that

Greece will gain from the Olympic Games can be fully understood after 5 or maybe 10 years from the hosting year (Athens2004.com).

All the above success criteria "should be simple and attainable and, once defined, they should also be ranked according to priority" (Right Track Associates, 2003). Straightforward criteria are easy to understand by everyone involved in the project and therefore commitment is guaranteed. Unrealistic criteria can put a 'failure' label on many projects because of the unreachable standards, can generate low team esteem and team performance in future projects and finally generate unfair disappointment among stakeholders. As for priority issues, it is inevitable that things will go wrong and the project manager will be in a tough situation where he must make the right decision having in mind that he has to sacrifice the least important success criterion.

Success Factors

As mentioned earlier, "success factors are those inputs to the management system that lead directly or indirectly to the success of the project or business" (Cooke-Davies, 2002, p185). Some project managers "intuitively and informally determine their own success factors. However, if these factors are not explicitly identified and recorded, they will not become part of formal project management reporting process nor they become part of the historical project data" (Rad & Levin, 2002, p18). Belassi & Tukel (1996, p144) classified these factors into 5 distinct groups according to which element they relate to:

1. The project manager

Having a project manager is not going to guarantee the success of a project. He must have a number of skills to use during the project to guide the rest of the team to successfully complete all the objectives. In the 2001 CHAOS report (The Standish Group International, 2001, p6), business, communication, responsiveness, process, results, operational, realism and technological skills are mentioned as some of the most important skills a project manager should have to deliver success. However, more recent research by Turner and Muller (2005, p59) has concluded that "the leadership style and competence of the project manager have no impact on project success".

It is very interesting to investigate why a highly respectable professional body for project managers published such a contradictory position. A possible answer could be found in the fact that project manager's results are difficult to prove and even more difficult to measure. If the project is successful, senior management will probably claim that all external factors were favourable. On the contrary, if it turns to be a failure, project manager easily becomes the scapegoat.

2. The project team

Project managers are very lucky if they have the option to choose their project team. More often, their team is inherited to the project from various sectors of the organisation. It is vital to have a good project team to work with, with core skills that can be evolved to core competences and capabilities for the whole organisation. All members of the project

team must be committed to the success of the project and the overall mission of the company. Apart from their skills and commitment, project team members should have clear communication channels to access "both the functional manager and the project manager within a matrix organization. Effective management of this dual reporting is often a critical success factor for the project" (PMBOK Guide, 2004, p215).

3. The project itself

The type of a project underlines some factors that are important to success. For example, if a project is urgent, the critical factor in that case is time. The Wembley stadium is expected to be fully operational due to May's 2006 FA Cup Final and that is the primary target. However, the increase of cost "that has thrown the management's calculations out of kilter" (Evans, 2005) was not a big issue at that time. The size, value of a project and its uniqueness of activities can be a puzzle for the project manager who is used to planning and co-ordinating common and simple activities (Belassi & Tukel, 1996, p144).

4. The organization

Top management support is the principal success factor for many independent research groups (Tukel & Rom, 1998, p48) (CHAOS Report, 2001, p4) (Cleland & Ireland, 2002, p210) (Tinnirello, 2002, p14) , which means that no project can finish successfully unless the project manager secures true support from the senior or operational management. It is extremely difficult to work in a hostile environment where nobody understands the benefits that the project will deliver to the organisation.

"Stakeholder management and contract strategies (number of and size of the contracts, interface between the different contracts and the management of contracts) are separate success factors which are also considered part of organization issues" (Torp, Austeng & Mengesha, 2004, p4).

5. The external environment

External environment can be the political, economic, socio-culture and technological (PEST) context in which the project is executed. Factors like the weather, work accidents or the government's favourable or unfavourable legislation can affect the project in all of its phases. "Note that if a client is from outside the organization, he should also be considered as an external factor influencing the project performance" (Belassi & Tukel, 1996, p145). Competitors should also be accounted as external factors which can undermine project success because the original project could be overshadowed by a more glamorous and successful project launched by another organisation.

It is critical for a project manager to understand what the stakeholders consider as a successful project. In order to avoid any surprises at the end of the project, there is an urgent need to identify the different perspectives of what success means before the project goes live. It is also vital to remember that success criteria are the standards by which a project will be judged, while success factors are the facts that shape the result of projects. Success criteria have changed considerably through time and moved from the classic iron triangle's view of time, cost

and quality to a broader framework which includes benefits for the organisation and user satisfaction.

An additional framework to capture success criteria depending on time was also described. As for success factors, they were grouped into five distinct sets and the literature views were found to contradict on the issue of how critical a project manager is to the final success of the project. A common factor mentioned by many authors is senior management support for the project and it is recognized as one of the most important factors of all. In conclusion, early definition of success criteria can ensure an undisputed view of how the project will be judged and early detection of success factors will guarantee a safe path to deliver success.

Important of Information Technology on Humanitarian Projects

Information can be as important as food, water, shelter, or medicine when responding to a catastrophic event. Without accurate and timely information the ability of responders to effectively distribute critical supplies, equipment, and resources is seriously impaired. The results are often inadequate, mis-directed, or excessive response efforts.

The first link in the information chain is communications. The ability to disseminate warnings, call for help, describe the level of damage, discuss needs, and deliver information requires the establishment of two-way communications. This requirement places the information technology at the top of the disaster management technology support list.

Information Technology Infrastructure

Heavily damaged or destroyed IT infrastructure is one of the major first response challenges. There are several options and considerations that need to be reviewed when deciding on how best to meet the communications challenge. These considerations include:

- Equipment availability
- Portability
- Cost
- Set-up time
- Transmission speed
- Anticipated data volumes
- Transmission frequency
- Government and military regulations
- Reliability
- Skill and operating requirements

The humanitarian relief effort included the deployment of well established along with new information technologies. Hand-held satellite phones provided reliable communications for field personnel in remote areas and should be part of any critical incident deployment. VSAT units were used for data transmission from UN, NGO, and relief worker sites and offices. Temporary cell networks were established along with the use of two-way HF and LF radios. Voice over internet protocol (VOIP) was also utilized where the required data connections and hardware support was available.

One of the most promising and exciting information technologies deployed was the Secure Wireless Infrastructure System (SWIS) installed by the IBM Crisis Response Team in Teunom and Banda Aceh, Indonesia. The SWIS system transmits data at a high-speed rate of 3 MB Vs. the normal 56 Kbs transmission rate on most VSAT units. SWIS could support up to 500 simultaneous users along with VOIP and video capabilities. The SWIS Wi-Max feature has the ability to create a 75 mile wide 802.16 wireless bubble allowing PC's with 802.11 capability to easily connect and transmit data.

SWIS units were used for transmission of medical information from field hospitals along with logistics, IDP registration, consolidated reporting, and decision support data. The SWIS unit installed in Banda Aceh is currently the main data transmission point from the office of the Governor to senior officials in Jakarta.

While multiple technology solutions are available, the priority level set by relief organizations and local government officials to re-establish communications capabilities following a disaster must remain as a primary strategic goal for any response effort. Maintaining an inventory of critical communications equipment and identified personnel to help set-up and operate this equipment will also be beneficial in reducing transport and set-up time. Easy to understand documentation on how to operate the equipment along with access to a "help desk" to answer questions from the field are all part of a solid communications strategy.

Information Technology:

IT systems comprise the strategic core needed to effectively manage a critical incident. The goals of an effective IT crisis support system include:

- Rapid deployment and set-up
- Access to critical "real time" decision support information
- The ability to perform data triage on information used by incident management decision makers.
- Delivery of high value and high quality information matched against pre- defined decision support variables or templates.
- Ease of use and flexibility for operating in a high stress, limited resource environment.
- Systems that run in a connected and stand-alone mode
- Systems that facilitate information sharing and communication between international relief organizations, local government, and the private sector.
- Need and donor matching to identify and reduce redundant efforts between the public and private sector.
- Open systems, flexible, scalable, and secure application and technology solutions.
- Comprehensive and flexible report generation
- Adapting systems to meet regulatory, cultural, social, skill and usage requirements.

In responding to the humanitarian there were many excellent examples of progressive open system applications that were utilized across the affected areas. Many of these systems were developed in cooperation with IT industry service providers and representatives from

UN and government agencies. Some of the application areas addressed included:

- IDP registration
- Logistics management
- Relief camp management
- ID card systems
- GIS mapping
- Relief organization registration
- Need & donor matching
- Re-construction decision support
- Child protection services
- Collaborative work space
- Incident management
- Contact and personnel management
- Data consolidation
- Report Generation
- Data management

Effective use of IT systems can help improve many aspects of the humanitarian response and recovery effort. One example is the use of requirements tracking and donor management systems to reduce potential redundancies and duplications of effort. Local capabilities and resources need to be identified and assessed against critical relief demands and social, political and economic issues. A decision can then be made if outside resources and supplies are needed to supplement local capabilities. IT systems can track sources of the required supplies and

match them against critical needs. Volume, pricing, delivery, specification and other resource needs can be included in the analysis. Multiple donation sources should be considered including government, UN, NGO, and private sector donors. Using IT systems to match donations against specific needs will reduce redundancy and improve efficiency.

It is imperative we build on the success of the humanitarian relief IT and communication programs. We need to consolidate, enhance, and deploy “best of breed” applications and technologies for global use in disaster preparedness, response, and recovery. IT and Telecom functions should be viewed as strategic components of the disaster relief effort and a foundation for building comprehensive resiliency and preparedness plans. IT and Telecom support must be designated as immediate deployment resources in any crisis event.

A plan is currently in place to consolidate and enhance the emergency management relief applications that were utilized in the humanitarian relief effort. This plan includes support from UN organizations and the private sector. An “open systems” philosophy has been adopted to address UN agency and local government requirements for independence and flexibility. It is hoped that the development of consolidated emergency management relief systems will help to improve communications, coordination, and foster the sharing of mutually beneficial information across UN agencies, NGO’s, local governments, and private sector groups.

Further improvements are also needed to address various social, political, economic, and environmental issues as they affect disaster response and recovery efforts. One area of required improvement is the inconsistent implementation of or lack of emergency powers legislation and delegated responsibility during times of crisis. As a long time responder, it is very frustrating to see life saving equipment and supplies delayed at ports of entry because of a failure to modify customs regulations to simplify the receipt of goods during catastrophic events. This includes the receipt of IT and communications equipment donated to relief efforts.

The 2005 WHO Conference in Phuket brings with it the promise of working together to build partnership solutions that will proactively reduce risk, accelerate recovery, minimize losses, and build resiliency.

Inter-Organizational Coordination

Inter-organizational coordination has become an increasingly significant challenge in humanitarian relief as both the number of disasters and number of organizations responding to them has grown. Such coordination faces numerous challenges and coordination bodies have been formed to help overcome them. However, given the large number of challenges, it is unlikely coordination bodies will be able to address them all. Thus, greater attentions particularly to the sources of these challenges are needed to help improve coordination through enhanced organizational designs, technology choices and management strategies.

In this context, the challenges to inter-organizational coordination can stem from the individual organizations, the coordination body or both. While there has been extensive research on the barriers associated with individual organizations (e.g. Bennett, 1995; Bui et al., 2000; Uvin, 1999; Van Brabant, 1999), only limited research efforts have focused on the coordination bodies themselves (e.g. Ngamassi, 2008). However, these studies tend to address the general organizational barriers to coordination and overlook the barriers specific to information management and information technology coordination.

Inter-Organizational Coordination Bodies

To overcome the challenges of coordination, humanitarian NGOs are forming structures such as coalitions, alliances, partnerships, and coordination bodies (Guo, 2005; Zhao, 2008). Studies of these structures have identified their similarities and differences, with similarities including: (i) independence from government; (ii) existence of a semi-permanent secretariat; and (iii) a variety of participants sharing common ideology (Bennett, 1994). Conversely, differences are found in their structure, size, formality and duration. Structural variations are observed in their variety of missions, organizational forms, and decision-making processes. Size variations are reflected in coordination entities that attempt to coordinate intensely among a small subset of NGOs, or target larger memberships and less complex interactions. Variation in the level of formality and authority depends on who has taken the initiative to set up the coordination entity, and which agencies are involved (Harpviken, 2001).

Moreover, coordination entities may be temporary initiatives, ongoing inter-agency bodies or permanent incorporated nonprofit organizations (Zhao, 2008). These variations have in turn generated a variety of labels, with coordination entities referred to as consortium, councils, federations, umbrella agencies, networks, and coordination bodies (Donini, 1995). Here we adopt the latter term, coordination bodies.

Despite their popularity, the existing scholarship has only to a limited extent examined the benefits of coordination bodies. In a study related to the research presented here, Ngamassi et al. (2008) present findings from a comparison of the benefits of two coordination bodies. The study finds that the major inter-organizational coordination problems the bodies must contend with include conflicting interests and coordination costs in terms of resource inputs, especially staff-time. In their analysis Ngamassi et al. (2008) classify the various barriers as structural, mandate or behavioral barriers. Structural barriers arise when appropriate governance and accountability frameworks are lacking, as well as adequate resources. Mandate barriers arise when coordination body member organizations are not committed to effective coordination and do not prioritize the coordinated activities. Finally behavioral barriers result when organizations are represented by people without the appropriate authority, culture, skills and competencies to work collaboratively.

The research found that for the two NGO coordination bodies, mandate and structural barriers were more important than behavioral barriers in undermining coordination. Further, while important, structural barriers were found to be more diffuse than mandate barriers. Also,

among eight commonly known general coordination barriers (e.g. resources, goal conflicts, etc.) the only barrier the bodies were able to overcome is competition for resources.

In addition to these more general coordination barriers, Ngamassi et al. (2008) found that coordination body members also face functionally determined coordination barriers, in this case related to IT. However, due to the prominence of more general coordination barriers, such as resource constraints and conflicting interests, their conceptualization of the IT-related barriers received less attention. The research presented here seeks to develop these notions further, taking up where their work left off.

Information Management and Information Technology Coordination

The goal here is to differentiate general coordination barriers, often associated with general characteristics or policies of the organizations, with those of information management (IM) and information technology (IT). In doing so we seek to create categories of barriers, however it is unlikely these categories will be purely mutually exclusive. As will become clear in the following discussion, and particularly as reflected in Table 1, in terms of their relationship to organizational characteristics, the barriers fall on somewhat of a continuum with general coordination barriers being most closely related to the organizations and IT the least, with IM-related barriers falling somewhere in between. In the following we discuss each in turn.

Inter-organizational coordination is concerned with coordinating activities among various organizations, having their own goals, processes, information, applications and technology. General coordination barriers originate from the organizational characteristics and occur at multiple levels. As discussed above these barriers include, among others, divergent goals and conflicting interests, bureaucratic barriers and turf-protection, resources and coordination cost.

While present in the realm of IM and IT-related coordination, these barriers can be generalized to nearly any domain and their resolution rests most significantly on managerial actions. Further, they typically represent the most significant coordination barriers, the ones that in empirical research managers most frequently identify as barriers. As such they do represent important targets for improving coordination and deservedly receive the most attention. However, in establishing an agenda to be undertaken by IM and IT-oriented coordination bodies, it is important to recognize that even if the body can help its members overcome these more general obstacles, they are still likely to face barriers that arise specifically from IM and IT issues.

Information is a key asset for humanitarian inter-organizational coordination. Information management must contend with its production, retrieval, processing, validation, consumption and distributions. Criteria for success include its relevance to decision-makers, timeliness and accuracy. As regards inter-organizational humanitarian coordination, researchers have identified numerous information management related problems, including the quality and timeliness of information (e.g., (De Bruijn, 2006;

Fisher, 2001), unpredictability of required information (Longstaff, 2005), unwillingness to share (Ngamassi et al, 2008), and mismatch in location, information overload, and misinterpretation of information (Bui et al., 2000; Saab et al, 2008). Also, the information issues in inter-organizational coordination are closely related to the issue of uncertainty, with higher levels of uncertainty requiring greater amounts of information to be processed by decision makers (Galbraith, 1976).

While not all information management issues are resolved by technology, the increased use of information technologies in humanitarian assistance brings these two sets of coordination barriers, IM and IT, closer together. In particular, IT has been shown to play a critical role in inter-organizational disaster response plans (Comfort, 1990; Comfort, 2006; Moss, 2006), while at the same time it also hinders inter-organizational coordination (e.g., (Bui et al., 2000; Junglas, 2007; Miller, 2005; Saab et al, 2008). Inter-organizational coordination issues related to technology include technical interoperability, semantic interoperability, mismatching data formats, different presentation forms, and heterogeneous systems. Clearly some of these issues, e.g. semantic interoperability, have both information management and technology components. However, one way in which information technology and information management differ is in the network characteristics of some technologies and issues of technological development.

It is likely that inter-organizational coordination will be influenced by issues of network externalities, where the utility of the system for each

user is dependent on the number of users that adopt the system overall. This interdependent nature can create incentives for coordination; however these incentives may be overpowered by issues of technological development, including technological trajectories and their associated switching costs.

Information technologies tend to develop incrementally, with each new generation guaranteeing backward compatibility, or inter-operability across generations. However, competing technologies are frequently incompatible. To switch from one to the other, for example as part of the process of inter-organizational coordination, becomes a decision that not only requires transitioning current and future files, but potentially old files as well.

These issues may create particular incentives and disincentives to inter-organizational coordination. For example, for suppliers of network services the incremental cost of additional users is low and hence they may offer volume discounts. These discounts may provide incentives to organizations to work together to pool their demand for such services. Conversely, high switching costs may create a threshold effect for coordination. In contexts with high switching costs, having similar platforms could become a pre-requisite in choosing potential partners for inter-organizational coordination as switching is highly likely.

These challenges are specific to information technology and do not necessarily apply to information management-related or general coordination barriers. Hence, these theoretical concepts provide additional

justification for separate consideration of IT and potentially even IM-related coordination barriers.

Table 2.1: IT barriers in organizations

Domain	General Issues	Specific Barriers
Organizational	<ul style="list-style-type: none"> • Inter-organizational Coordination 	<ul style="list-style-type: none"> • Divergent goals, • Conflicting interests, • Turf protection, • Coordination cost • Lack of resources, • Ineffective utilization of resources, • Ineffective joint assessment and planning
Information Management	<ul style="list-style-type: none"> • Information availability and accessibility, • Information quality, • Information Sharing 	<ul style="list-style-type: none"> • Lack of sharing spirit, • Timeliness, • Validation of information, • Relevancy of information, • Mismatch in time, • Mismatch in location • Combining information sources, • No shared information sources • Information

		distortion <ul style="list-style-type: none"> • Information standardization
Information Technology	<ul style="list-style-type: none"> • Information system quality, • Standards and interoperability • Systems integration, • Lack of resources 	<ul style="list-style-type: none"> • Technical interoperability, • Semantic interoperability, • Non-matching data format, • Different presentation forms, • Heterogeneous systems

Source: J. Landgren and S. Jul (2009)

Barriers to Use IT into Humanitarian Aid Workers

The act of integrating IT into project staff is a complex process and one that may encounter a number of difficulties. These difficulties are known as barriers" (Schoepp, 2005). A barrier is defined as "any condition that makes it difficult to make progress or to achieve an objective" (WordNet, 1997, as cited in Schoepp, 2005, p. 2).

Classification of those Barriers

Researchers and educators to classify barriers to use IT in success of projects have used different categories. Several studies have divided the barriers into two categories: extrinsic and intrinsic barriers. However, what they meant by extrinsic and intrinsic differed.

In one study, Ertmer (1999) referred to extrinsic barriers as first-order and cited access, time, support, resources and training and intrinsic barriers as second-order and cited attitudes, beliefs, practices and resistance; whereas, Hendren (2000, as cited in Al-Alwani, 2005) saw extrinsic barriers as pertaining to organizations rather than individuals and intrinsic barriers as pertaining to administrators, and individuals.

The most common barriers faced by project staff are the following:

- Lack of skills and competence

Lack of skilled or available staffing is a central theme in project failure in research done by Avdentus (Skills shortage behind project failures), Dillon, Pate-Cornell and Guikema (Programmatic risk analysis for critical engineering systems under tight resource constraints), and Niteson (Adaptation and implementation of radical innovation). Each one of these has a different approach but a similar finding, in that projects that are not adequately resourced with knowledgeable people have a high risk of project failure associated with them.

The process of having the right skills for the IT job is a reoccurring theme in information technology management. Further forwarding the concept though is that the concept of job burn out when implementing new technology, workers will work harder learning and implementing on the job, and sacrifice work life balance to make the project happen. Alternatively, the process of project failure and/or job burn out is also part of the equation. The Avdentus research in project failure states: "Senior management involved in information technology (IT) projects within blue

chip companies believe a lack of appropriately skilled staff is the single biggest factor behind why so many major projects fail, according to a new survey. The research, by business and programme management consultancy Adventus, reveals that IT projects within large companies generally deliver only 59 per cent of their promised benefits. Only 39 per cent of the 100 managers interviewed by Adventus believe the problem lies in companies simply overestimating the benefits that IT will deliver". (Adventus, 2004)

Niteson in a corollary to what is found by the Adventus research states, "what happens when senior management within the I.T. Organization deem an innovation to be incremental in nature, (an improvement in existing products or services dependent on the exploitation of known competences), when in actuality it is radical (based on new ideas or technologies or substantial cost reductions that fundamentally transform the economics of the business and lead to significantly increased productivity of the organization). It is proposed that the way in which corporate management (both I.T. and non-I.T.) and related staff view the adoption and implementation of innovations (incremental or radical) will have a profound impact on the outcome of the projects" (Niteson, 2005).

Niteson also states: literature specifically related to I.T. shared services is limited, and closer examination of the internal I.T. innovation change process shows that if I.T. Shared Services was introduced as an incremental change within the I.T. organization, little if any substantive

innovation was realized, and in a short period of time the "status Quo" was re-established.

The concept of lack of skills equates to burn out or return to the status quo should make managers stop and think for a moment. The implementation of the project has a valid cost measure in terms of what is actually spent versus what the return on investment is projected to be. However, the associated costs, loss of people, poorly implemented project, failed project, all negatively influence the ROI (Return on Investment) calculations that the company used. In an era when solid IT skills are needed, adding to the burden of IT workers by throwing projects at them that are high visibility, high cost, with a defined negative occurrence of failure without proper support will lead to loss of IT workers and burn out for those that remain.

IT workers who are implementing new technology need to have the training to make it happen, or the project will stand a long-term chance of poor adoption or outright failure. Within that concept of failure should be considered the loss of key employees who implemented the technology, or quit at critical times during the implementation phase of the technology. Most workers leave when work stress begins to impact their regular lives, or they find that they are not getting the support or recognition they need or think they deserve. Stacking the deck against an IT worker when implementing new technology by not training on the new technology will impair the workers ability to complete the task effectively, or lead to burn out.

I would be interested in hearing other folk's agreement or disagreement with Niteson and Adventus. It seems an interesting corollary in the longer run to define burnout with lack of IT skills, or Lack of IT skills and failed projects.

➤ Lack of Capacity building

Many organizations face the challenge of developing greater confidence, initiative, solutions-finding, and problem-solving capabilities among their people. Organizations need staff at all levels to be more self-sufficient, resourceful, creative and autonomous. This behaviour enables staff can operate at higher strategic level, which makes their organizations more productive and competitive. People's efforts produce bigger results. It's what all organizations strive to achieve.

However, while conventional skills training give people new techniques and methods, it will not develop their maturity, belief, or courage, which is so essential for the development of managerial and strategic capabilities.

- lack of resource
- lack of technical support
- lack of information technology infrastructure
- lack of access of internet

CHAPTER THREE

METHEDODOLOGY

This chapter presented the research methodology of the study. It presents: research design, target population, sample size and sampling procedure, research instrument that is used in data collection, research procedure, validity and reliability, and data analysis.

Research Design

The study conducted through descriptive correlation quantitative design. The researcher used quantitative approach to quantify incidences in order to describe current conditions and to investigate Information technology and the success of humanitarian projects in Mogadishu, Somalia from the questionnaire. The descriptive correlation quantitative design was used to establish the relationship between the independent and Dependent variable through quantifiable results.

Research Population

This study conducted among humanitarian organizations. The target respondents were the staff of the humanitarian organizations and they were selected because they have the information and they meet the information regarding information technology and the success of humanitarian projects in Mogadishu, Somalia, humanitarian organizations in Mogadishu, Somalia were divided into three separate groups such as Local NGOs, International NGOs, and UN agencies. This was done to find out information technology and the success of humanitarian projects in

Mogadishu, Somalia. Each One or section has equal proportion to the sampling chosen and it was 8 respondents.

The target was ten Organizations, according to the sections the researcher mention above, the staffs and project managers, field workers of the selected organizations were 100 Staffs, and 80 has been chosen as a sample of the study.

Table 3.1 Study Sample Structure

No	Organization Names	Target population	Sample Size
1	World Food Programme (UN Agency)	10	8
2	United Nation Development Programme(UN Agency)	10	8
3	World Health Organization (WHO)	10	8
4	Save the children UK (International Organization)	10	8
5	Islamic Relief (International Organization)	10	8
6	Norwegian Refugee Council	10	8
7	Life-Line Gedo (Local NGO)	10	8
8	Emergency Monitoring and Evaluation Group	10	8
9	East Africa society for social services (local NGO)	10	8
10	Hiiran Water Supply and Dev. Organization (Local NGO)	10	8
Total		100	80

Source: by researcher

See the below Formula:

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

Where n= sample size, N= population size, and e= margin of error, 5%

Sample size

The sample size of the study was 80 respondents out of total of 100 of the target population. The researcher employed Slovene's formula to determine the sample size.

Sampling Design

The method of selecting the sample size was purposive sampling for all humanitarian organizations working in Mogadishu, Somalia and stratified random sampling for the staff of local NGOs, international organization and UN agencies operating in Mogadishu, Somalia.

Research Instruments

The research instrument was questionnaires to collect data. The selection of this tool was guided by the nature of data to be collected, the time available as well as by the objectives of the study. The questionnaire was consisting of a structured and self administered questionnaire of closed and open questions for the collection of the required data in this study.

Validity and Reliability

The reliability of the research instrument was disturbed with the extent to which the research instrument yields the same results. Questionnaire was being pre-tested to two participants and self administered questionnaire was used throughout the research to ensure that respondents fill the same questionnaire and the instrument provides the required information. Validity is the quality of the test doing what is

designed to do (Salkind, 2000), where reliability consists of both true score and error score.

Moreover reliability is particularly an issue in connection with quantitative research. The Quantitative researcher is likely to be concerned with the question of whether a measure is stable or not.

Validity is concerned with whether or not the item actually elicits the intended information. Validity suggests fruitfulness and refers to the match between a constructor the way a researcher conceptualizes the idea in a conceptual definition, and the data. It refers to how well an idea about reality "fits" in with actual reality. Actually, quantitative researchers are more interested in giving a fair, honest, and balanced account of social life from the viewpoint of someone who lives it every day (Neuman, 2003).

Data Gathering Procedure

After the research proposal got approval, the researcher was request from academic authorities to get introduction letter which states the permission to collect the research questionnaire within selected humanitarian organizations.

The researcher distributed the questionnaire with attached letter of introduction from the university to selected humanitarian organizations in Somalia. After the distribution of the questionnaire, the researcher was collected the data and analyzed and then draw conclusions from the research prepared the final report to submit to the concerned authorities.

Data analysis and presentation

The researcher was used Pearson's Linear correlation Coefficient to analyze the relationship between information technology and the success of humanitarian projects In Mogadishu, Somalia. A correlation study is a statistical technique that enables the researcher to measure and describe the relationship between two variables X and Y.

After the questionnaires were filled by the respondents, the researcher used SPSS (Statistical Package for Social Science) to tabulate and cross tabulate the data. Thereafter, the researcher was made an interpretation of the frequency tables and accordingly makes a summary of findings, conclusions and recommendations.

Ethical Consideration

The data collected from the respondents was being kept as confidential and was be used for the purpose of the fulfillment of the requirement for the award of the degree of Master of Arts in Project Planning and Management. The respondent was being informed of the content of the research and its aims.

Limitations

The researcher faced numbers of problems including:

- Unwillingness of the respondents to answer the research questions probably.
- Language barriers, some of the respondents didn't know English language so, the researcher tried to translate into local language.
- Meeting with some organizations were so difficult due to Insecurity conditions, so, the researcher tried to met them in Hotels and homes.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the presentation of data, analysis, and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives, the presentation is divided in to two parts. The first part presents the respondents profile information, while the second part deals with presentation, interpretation, and analysis of the research questions and objectives. Below are the data presentations and analysis of research findings.

Description of Respondents

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of the population of the study.

In addition to that, the profile of respondents as to, Gender, Age, marital status, level of education, experience to view what category the majority of the respondents are belonging to.

Section A: Profile of the Respondents

Table 4

Profile of respondents	Frequency	Percentage%
Gender		
Male	52	65
Female	28	35
Total	80	100
Age		
20-30	20	25
31-40	40	50
41- 50	13	16.25
Above 51	7	8.75
Total	80	100
Marital status		
Single	23	28.75
Married	46	57.5
Other	11	13.75
Total	80	100
Educational level		
Secondary School	21	26.25
Diploma	24	30
Bachelor	19	23.75
Master	10	12.5
PhD	7	8.75
Total	80	100
Experience		
Less than one year	10	12.5
One Year	22	27.5
Two Year	28	35
More than Other	20	25
Total	80	100

In the table 4.1, 35% of the total respondents were female and 65% were male. This shows the most of respondents for the humanitarian organizations were Male.

From table 4.1, the study findings revealed that; 25% of the respondents were aged between 20 and 30 years, 50% were aged between 31 and 40 years, 16.25% were aged between 41 and 50 years and 8.75% of the respondents were aged 51 years and above. This implies that most respondents between 31 and 40 years have dominated in capacities as staff and managers of humanitarian organizations whether they are International organizations, UN agencies and Local NGOs in Mogadishu, Somalia.

In the table 4.1, indicates that the majority of the respondents are Married that makes up 57.5% of the respondents. Second group of the respondents are Single which represents 28.75%, 13.75% of the respondents are others (divorced, separated, widows).

From figure 4.1, the study findings revealed that 26.25% of the respondents had Secondary School level academic qualifications, 30% had diploma level academic qualifications, 23.75% were bachelor's degree holders, 12.5% were master's degree holders and 8.75% were PHD academic qualifications. This indicates that a considerable number of staffs and managers of organizations in Mogadishu are educated, mainly Diploma holders from various colleges and universities.

According to figure 4.1, 12.5% of the respondents had experience of less than 6 Months, 27.5% had experience of 1 year, 35% had experience of 2 years, 25% had experience of 4 years and above. This clearly indicates that most of the respondents have operated as staff or managers in their organizations for a period between 1 year and 2 years (27.5% and 35% respectively). This shows that the staff and managers are well experienced for the routinely duties they carry out.

Section B: Information Technology

RESEARCH QUESTION ONE

The first objective of the study was to investigate the relationship between information technology and humanitarian projects in Mogadishu, Somalia. In order to achieve this objective, the researcher asked a number of questions by the respondents to provide answers to research question one. The results are presented in the following table.

Table 4.2: Information Technology and the success of humanitarian projects?

No	Question	Mean	Interpretation
1	Easily accessibility to Information Networks	1.85	Moderate
2	Accessibility to necessary information of team working	1.89	Moderate
3	Accessibility to feedback information (opportune) for personnel of the organization in order to awareness from the deficiency of their functions and correct them.	1.96	Moderate
4	Immediate accessibility to updated information	2.20	moderate

5	Contributes to reduce Logistics costs and transportation challenges	3.12	High
6	Office automation and accomplishing the automatic activities in the organization.	2.38	Moderate
7	Fast, instant and immediate accessibility of personnel to the information.	1.82	Moderate
Overall Mean		2.17	Moderate

Source: the researcher 2011

In the Table 4.2 all respondents (from humanitarian organizations) in those selected organizations agreed that information technology Contributes to reduce Logistics costs and transportation challenges with the mean of **3.12** and also disagreed that Office automation and accomplishing the automatic activities in the organization with the mean of **2.38** the respondents disagreed that there is Fast, instant and immediate accessibility of personnel to the information. With the mean of **1.82** the total respondents were also moderate (disagree) with over all mean **2.17**, which means the statements mentioned above shows that the use of information technology in humanitarian organizations is low.

Section C: Success of Humanitarian Projects

RESEARCH QUESTION TWO

The second objective of the study which was to identify the success factors of humanitarian aid projects in Mogadishu, Somalia. In order to achieve this objective, the researcher asked a number of questions by the respondents to provide answers to research question one. The results are presented in the following table.

Table 4.3: success factors of humanitarian projects in Mogadishu, Somalia?

No	Question	Mean	Interpretation
1	A strong humanitarian assistance case has been developed and approved to implement the project.	3.05	High
2	The project is in line with organizational strategy	3.4	Very High
3	I have the full support of senior management for the project.	3.6	Very High
4	The benefits of the project are well understood and documented.	3.6	Very High
5	A clear set of deliverables have been identified.	1.8	Moderate
6	Critical success factors have been identified and agreed With the project beneficiaries.	1.60	Low
7	Donors will support a request for additional resources, if required.	1.4	Low
8	A detailed project plan exists.	2.10	Moderate
9	Frequent milestones have been built into the project plan.	2.9	Moderate
10	Everyone in the team understands their role and is committed to the cause.	2.7	High
11	A risk log has been completed and a plan formulated to minimize identified risks.	1.5	Low
12	A communications plan has been developed.	1.4	Low
13	The project time-scale is accurate and achievable.	2.4	Moderate
14	I am confident that the project has every chance of success.	2.50	Moderate
Overall Mean		2.42	Moderate

Source: the researcher 2011

In the Table 4.3 all respondents (from humanitarian organizations) in those selected organizations strongly agreed that I have the full support of senior management for the project with the mean of **3.6** and also strongly agreed that The benefits of the project are well understood and documented with the mean of **3.6** the respondents strongly disagreed that A communications plan has been developed with the mean of **1.4** the total respondents were also moderate (disagree) with over all mean **2.42**, which means the statements mentioned above shows that the success of the projects depends on individual or group of people that involves in the project.

Table 4.4: Pearson's Linear Correlation Coefficient results correlating the relationship between the information technology and success of humanitarian projects.

Correlations

		Information technology	Humanitarian projects
Objective one	Pearson Correlation	1	.974**
	Sig. (2-tailed)		.000
	N	80	80
Objective two	Pearson Correlation	.974**	1
	Sig. (2-tailed)	.000	
	N	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

In the above table 4.4, the result shows a correlation of 0.974, meaning there is a strong correlation because it's greater than 0.8.

According to Mathbits.com (2000) a correlation greater than 0.8 is generally described as strong, whereas a correlation less than 0.5 are generally described as weak.

Section D: Suggestions and Way forward

RESEARCH QUESTION THREE

The third objective of the study which was to investigate ideas and strategies to reduce information technology challenges facing humanitarian aid workers in Mogadishu, Somalia. In order to achieve this objective, the researcher asked a number of questions by the respondents to provide answers to research question one. The results are presented in the following table.

1. Table 4.5: To investigate ideas and strategies to reduce information technology challenges facing humanitarian aid workers in Mogadishu, Somalia?

No	Question	Mean	Interpretation
1	Increasing the skills and status of humanitarian aid workers.	3.60	Very High
2	Encouraging collaboration and team work among staff and Donors.	3.5	Very High
3	Motivation, socialization and funding of projects on IT that will develop lifelong learning.	3.5	Very High
4	Ascertaining level of academic staff rates their IT competency level.	3.4	Very high
5	Staffs have a rethink towards IT training and make time to improve their competences irrespective of their workload.	3.61	Very High
Overall mean		3.52	Very High

Source: the researcher 2011

In the Table 4.3 all respondents (from humanitarian organizations) in those selected organizations strongly agreed that Staffs have a rethink towards IT training and make time to improve their competences irrespective of their workload with the mean of **3.61** and also strongly agreed that Increasing the skills and status of humanitarian aid workers with the mean of **3.60** the respondents strongly agreed that Ascertaining level of academic staff rates their IT competency level with the mean of **3.4** the total respondents were also very high (strongly agree) with over all mean **3.52**, which means the statements mentioned above shows the staffs in the humanitarian organizations need training and improving their IT skills

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter discusses the findings, conclusions and recommendations of this study. Firstly, it will be discussed the major findings of each study as stated in the research objectives. Secondly, the conclusion will drawn from the findings of the study. Lastly the researcher will bring recommendations for further research of this study.

Discussion of the Research Findings

In determining the feasible findings of the study, the researcher took into consideration a total number of 80 respondents as the study sample. 35% of the total respondents were female and 65% were male, 25% of the respondents were aged between 20 and 30 years, 50% were aged between 31 and 40 years, 16.25% were aged between 41 and 50 years and 8.75% of the respondents were aged 51 years and above.

The majority of the respondents are married that makes up 57.5% of the respondents. Second group of the respondents are Single which represents 28.75%, 13.75% of the respondents are others (divorced, separated, widows). The study findings revealed that 26.25% of the respondents had Secondary School level academic qualifications, 30% had diploma level academic qualifications, 23.75% were bachelor's degree holders, 12.5% were master's degree holders and 8.75% were PHD academic qualifications. 12.5% of the respondents had experience of less than 6 Months, 27.5% had experience of 1 year, 35% had experience of 2 years, and 25% had experience of 4 years and above. This clearly indicates that most of the respondents have operated as staff or

managers in their organizations for a period between 1 year and 2 years (27.5% and 35% respectively).

RESEARCH QUESTION ONE:

The first objective of the study was to investigate the relationship between information technology and success of humanitarian projects in Mogadishu, Somalia. Based on the analysis of chapter four all respondents (from humanitarian organizations) in those selected organizations agreed that information technology Contributes to reduce Logistics costs and transportation challenges with the mean of **3.12** and also disagreed that Office automation and accomplishing the automatic activities in the organization with the mean of **2.38** the respondents disagreed that there is Fast, instant and immediate accessibility of personnel to the information With the mean of **1.82** the total respondents were also moderate (disagree) with over all mean **2.17**, which means the statements mentioned above shows that the use of information technology in humanitarian organizations is low.

These findings are in line with (Ngamassi, 2008); "IT has an effective role to enhance the quality of projects and humanitarian aid services. IT can be gainful in the communication services when appropriate successful of projects implementation in the different parts of the organization but there is still shortage of IT in the organizations".

These findings are also in line with Albadvi and Keramati (2006) "who also provided the satisfactory evidences to show that IT

implementation increase success of projects when supported by rational complementary investment”.

In addition to that, the findings of this study with the respect of this objective revealed that the Information technology (IT) is one of the valuable resources to increase the achievement of project goals and objectives and the satisfaction of project stakeholders. And Information technology has a potential impact on the structure of organizations and improves the quality of organizational performance significantly

RESEARCH QUESTION TWO:

The Second objective of the study was to identify the success factors of humanitarian aid projects in Mogadishu, Somalia Based on the analysis of chapter four all respondents (from humanitarian organizations) in those selected organizations strongly agreed that I have the full support of senior management for the project with the mean of **3.6** and also strongly agreed that The benefits of the project are well understood and documented with the mean of **3.6** the respondents strongly disagreed that A communications plan has been developed with the mean of **1.4** the total respondents were also moderate (disagree) with over all mean **2.42**, which means the statements mentioned above shows that the success of the projects depends on individual or group of people that involves in the project

These findings are in line with (Cleland & Ireland, 2004,) “One of the vaguest concepts of project management is project success. Since each individual or group of people who are involved in a project have

different needs and expectations, it is very unsurprising that they interpret project success in their own way of understanding”

These findings are also in line with (Lim & Mohamed, 1999, p244) “For those involved with a project, project success is normally thought of as the achievement of some pre-determined project goals”

In addition the Primal success criteria have been an integrated part of project management theory given that early definitions of project management included the so-called ‘Iron Triangle’ success criteria – cost, time and quality.

RESEARCH QUESTION THREE:

The third objective of the study was to investigate ideas and strategies to reduce information technology challenges facing humanitarian aid workers in Mogadishu, Somalia. Based on the analysis of chapter four all respondents (from humanitarian organizations) in those selected organizations strongly agreed that Staffs have a rethink towards IT training and make time to improve their competences irrespective of their workload with the mean of **3.61** and also strongly agreed that Increasing the skills and status of humanitarian aid workers with the mean of **3.60** the respondents strongly agreed that Ascertaining level of academic staff rates their IT competency level with the mean of **3.4** the total respondents were also very high (strongly agree) with over all mean **3.52**, which means the statements mentioned above shows the staffs in the humanitarian organizations need training and improving their IT skills

These findings are in line with (Radloff 2001) "highlights the opportunities that IT presents for enhancing the quality of Staffs and their skills to include:

- Providing encouragement for staff to reflect on how they perform tasks.
- Encouraging collaboration and team work among staff.
- Offering greater access to learn more in IT.
- Increasing the skills and status of Humanitarian Aid workers in Mogadishu, Somalia "

In addition to that IT development programs among staff of humanitarian organizations especially those ones in the field is faced by number of obstacles Prominent among them is the lack of training opportunities for staff. Pelgrum and Anderson (1999) found out that training programs among staff is low. Acquiring IT technical know-how is just the first level, beyond which many training programs do not go.

CONCLUSIONS

The study was intended to determine relationship between information technology and success of humanitarian projects in Mogadishu, Somalia. The conclusions were made on objectively based as follows:

The first objective of this study was to investigate the relationship between information technology and success of humanitarian projects in Mogadishu, Somalia. As the findings showed Information technology of the Selected humanitarian organizations was Low because the average mean of this objective was **2.17 (Table 4.2)** which most of the respondents disagreed Fast, instant and immediate accessibility of personnel to the information in the organization.

The second objective of this study was to identify the success factors of humanitarian aid projects in Mogadishu, Somalia. The findings revealed that the success of the projects depends on individual or group of people that involves in the project. As the findings showed the success factors of the selected humanitarian organizations were Moderate (Disagree) because the average mean of this objective was **2.42 (Table 4.3)** which most of the respondents disagreed a communications plan has been developed for the project.

The third objective of the study was to investigate ideas and strategies to reduce information technology challenges facing humanitarian aid workers in Mogadishu, Somalia. The findings revealed that there is a need of

training opportunities for humanitarian staff to improve their IT skills. As the findings showed the suggestions and recommendations was Very High (Strongly Agree) because the average mean of this objective was **3.52 (Table 4.5)** which most of the respondents strongly agreed that humanitarian Staffs have a rethink towards IT training and make time to improve their competences irrespective of their workload.

RECOMMENDATIONS

The study was to determine relationship between information technology and success of humanitarian projects in Mogadishu, Somalia. the recommendations were made on objectively based. Basing on the findings in this study, the following recommendations have been suggested:-

The first objective of the study was determining relationship between information technology and success of humanitarian projects in Mogadishu, Somalia. Based on the findings, discussions and conclusions of the study, the use of information technology of selected humanitarian organizations is Moderate (Disagree)

The selected humanitarian organizations should consider Information Technology usages through their organizational levels and try to expose the positive influences of Information Technology in their organizations. Moreover, this research indicates that the return of Information Technology can be higher than non IT usages so, it is the time to employ this remarkable power. On the other words, IT should be developed its usages from the new technologies to contribute the success of their projects.

The second objective of this study was to identify the success factors of humanitarian aid projects in Mogadishu, Somalia in selected humanitarian organizations. The findings revealed that the success of the projects depends on individual or group of people that involves in the project so project Donors and all other stakeholders should develop

communication plan and also critical success factors should be identified and agreed with the project beneficiaries.

The third objective of this study was to investigate ideas and strategies to reduce information technology challenges facing humanitarian aid workers in Mogadishu, Somalia. Based on the findings and the conclusions drawn in this study, it is hereby recommended that the donors should fund the IT training of organization staff. Furthermore, provision should be made for continuous retraining of staff on IT since development in technology is dynamic and the staff needs to keep abreast with current development. Again, the Top management should make training in IT mandatory for all staff as this will propel the uninterested or unwilling ones to undertake the training. Lastly, IT facilities should be provided and its functionality ensured so as to improve field staff access to it within the field. Finally, it is suggested that all staff should have a rethink towards IT training and make time to improve their competences irrespective of their workload.

Areas for further research

On the basis of the knowledge that the researcher gained during this study, the researcher would recommend the following topics for further studies which are important in the field of humanitarian projects and help to increase their success.

- Information Management and Technology Issues addressed by Humanitarian Relief Coordination Bodies.
- Barriers to successful integration of IT in International Organizations on implementing emergency response projects.

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APPENDICES
APPENDIX I
TRANSMITTAL LETTER



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Website: www.kiu.ac.ug

OFFICE OF THE ASSOCIATE DEAN SOCIAL SCIENCES
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

December 20, 2010

Dear Sir/Madam,

RE: REQUEST FOR MOHAMED HUSSIEN ABDULLAHI MPP/40482/91/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing a Master of Arts in Project Planning and Management he is currently conducting a field research of which the title is " Information Technology and the success of humanitarian projects in somalia" .As part of his research work; his has to collect relevant information through questionnaires, interviews and other relevant reading materials.

Your organization has been identified as a valuable source of information pertaining to his thesis the purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him will be used for academic purposes only. Rest assured the data you provide shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,


Dr. ROSEANN MWANIKI
SOCIAL SCIENCE (SPGSR)

"Exploring the Heights"

APPENDIX II: RESEARCH INSTRUMENT

QUESTIONNAIRE

Date:

Dear Respondent,

I am a student at Kampala International University studying a Master of Arts in Project Planning and Management, this questionnaire has been prepared for data collection concerning "impact of Information technology on success of humanitarian projects in Somalia". The purpose of the questionnaire is only for academic reasons and the information you provide treated with utmost will be confidentially. I kindly request you to answer the questions fully and honestly. Your assistance will be highly appreciated Direction: Please tick in the blanks provided as your response.

A. Profile of the Respondent

1. Gender:

- Male ()
- Female ()

2. Age:

- Between 20-30 () 20
- Between 31-40 () 40
- Between 41-50 () 13
- 51 and above () 7

3. Marital Status

- Single () 23
- Married () 46
- Others () 11

4. Educational Qualification:

- Junior college () 21
- Diploma () 24
- Bachelor () 19
- Master () 10
- PhD () 6

5. You had work experiences in Humanitarian projects in Somalia for::

- Less than 1 year () 10
- 1 year () 22
- 2 years () 28
- 2 years and above () 20

Instruction: Please write your answer to the statements below.

Kindly use the rating guided as follows for 1,2,3,4

- (4) Strongly agree- if you agree with no doubt at all
- (3) Agree – if you agree with some doubt
- (2) Disagree- if you disagree with some doubts
- (1) Strongly disagree - if you disagree with no doubt at all.

Section B: the Impact of Information Technology

No	Question	4	3	2	1
1	Easily accessibility to Information Networks				
2	Accessibility to necessary information of team working				
3	Accessibility to feedback information (opportune) for personnel of the organization in order to awareness from the deficiency of their functions and correct them.				
4	Immediate accessibility to updated information				
5	Contributes to reduce Logistics costs and transportation challenges				
6	Office automation and accomplishing the automatic activities in the organization.				
7	Fast, instant and immediate accessibility of personnel to the information.				

Section C: how do you see the success factors of humanitarian projects implemented your organization in Somalia?

No	Question	4	3	2	1
1	A strong humanitarian assistance case has been developed and approved to implement the project.				
2	The project is in line with organizational strategy				
3	I have the full support of senior management for the project.				
4	The benefits of the project are well understood and documented.				
5	A clear set of deliverables have been identified.				
6	Critical success factors have been identified and agreed With the project beneficiaries.				
7	Donors will support a request for additional resources, if required.				

8	A detailed project plan exists.				
9	Frequent milestones have been built into the project plan.				
10	Everyone in the team understands their role and is committed to the cause.				
11	A risk log has been completed and a plan formulated to minimize identified risks.				
12	A communications plan has been developed.				
13	The project time-scale is accurate and achievable.				
14	I am confident that the project has every chance of success.				

Section D: Suggestions and Recommendations how to overcome the challenges of information technology by humanitarian aid worker in Somalia are:

No	Question	4	3	2	1
1	Increasing the skills and status of humanitarian aid workers.				
2	Encouraging collaboration and team work among staff and Donors.				
3	Motivation, socialization and funding of projects on IT that will develop lifelong learning.				
4	Ascertaining level of academic staff rates their IT competency level.				
5	Staffs have a rethink towards IT training and make time to improve their competences irrespective of their workload.				

APPENDIX III: CALCULATION OF CONTENT OF VALIDITY INDEX

$$\text{CVI} = \frac{\text{Number of all relevant questions}}{\text{The total number of the items}}$$

Section: A

$$\text{CVI} = \frac{5}{7} = 0.71$$

Section: B

$$\text{CVI} = \frac{11}{14} = 0.78$$

$$\text{Section C} = \frac{4}{5} = 0.8$$

Therefore, Average of content validity index is

$$\text{CVI} = \frac{2.29}{3} = 0.76$$

**APPENDIX IV: INTERPRETATION OF MEANS
INDEX**

Range	Description	Interpretation
3.26- 4.00	strongly agree	Very high
2.51- 3.25	Agree	High
1.76- 2.50	Disagree	Moderate
1.00- 1.75	strongly disagree	Low

RESEARCHER'S CURRICULUM VITAE

Curriculum Vitae

PERSONAL DATA

Name : Mohamed Hussein Abdullahi
Place of Birth : Baledweine
Date of Birth : 17/Nov/1984
Mother's Name : Fadumo Abukar
Nationality : Somali
Marital Status : Single
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maxamedsunni@yahoo.com

EDUCATIONAL BACKGROUND

2009-2011: Kampala International University, Master of Arts in Project Planning and Management

2005- 2009: Somali Institute Of Management And Administration Development, bachelor of Information Technology

2010_ 2011: Dominion International College, Diploma in Business Administration.

FEB 2009 : CISCO II, CISCO Network essentials, SIMAD, Mogadishu, Somalia.

AUG 2009 : CISCO I, CISCO IT essentials, SIMAD, Mogadishu, Somalia

TRAINING & SEMINARS

SEP 2010 : Financial Management and Accounting, Held At Makerere University in Uganda

AUG 2010 : Ngo Management and Development, Held at Makerere University in Uganda

FEB 2010 : Monitoring and evaluation Course, Held at Makerere University in Uganda

FEB 2010 : Research Methodology course, Held at Makerere University in Uganda

JAN 2010 : Procurement and Logistic course, Held at Makerere University in Uganda

MAY 2004 : Project planning and management course, Held at Makerere University in Uganda

NOV 2006 : Teacher training course, Held at Mogadishu, Somalia

WORK EXPERIENCE

August 2010 up to Present: Emergency Monitoring and Evaluation Group- M&E Officer Nairobi, Kenya.

Duties & Responsibilities

- Analyze and evaluate client requirements and business goals.
- Recommend appropriate strategies and logistics to increase business opportunities
- Create different analytical role models appropriate to projects.
- Identify and implement operational business logistics.
- Conduct research and information gathering.

- Initiate structure documentation and presentation of findings.
- Identify and document functional requirements, information sources, distribution paths and system specifications.
- Perform financial analyses and make reports.
- Coordinate and follow the smooth running of project monitoring, evaluation and reporting activities.
- Define, adapt Monitoring and Evaluation plan for the project and conduct visits to field.
- Work closely with project teams in developing monitoring and reporting tools.
- Develop and update indicators tracking monitoring tools in collaboration with Project Managers, officers and Regional Coordinator.
- Organize relevant project and partners staff trainings, especially in the areas of data collection, development of data collection tools, data analysis and proper use of data for decision making.
- Contribute to a wide organizational learning process by preparing newsletters and disseminating data, lessons learned, best practices, qualitative and anecdotal evidence provided by activities implemented in the field.
- Develop an appropriate documentation and dissemination system related to the various activities of the project.
- Undertake periodic field visits to project sites to ensure that the activities are being done in accordance to work plan and schedules.

JUN, 2007 to FEB 2009: EAST AFRICA SOCIETY FOR SOCIAL SERVICES (EASOSS), Project Manager, Mogadishu, Somalia.

Duties & Responsibilities

- Responsible to the Project Management on all aspects of the implementation of all projects Implement by EASOSS organization.
- Monitoring project activities to ensure progress is in line with project objectives and that impact is obtained.
- Collect and prepare case studies and when necessary assess and evaluate past projects.
- Outlining and writing of project proposals and budgets for submission to donors.
- Naming of new projects and program areas.
- Evaluating the performance of the projects implemented by EASOSS and recommending improvements if they required.
- Prepare project activities budgets based on approved work plans.
- Ensure funds are utilized according to donor agreements and guide project support staff on the same.
- Ensure team work and effective coordination and knowledge sharing.
- Ensure appropriate utilization and proper handling and care of project assets under their responsibility (IT equipment, stationery etc.)
- Respect and adhere to host organizations' rules and regulations while working or living in their premises or using their facilities and resources

SKILLS

- excellent communication skills (both written and oral)
- time-management and organizational skills (not only for yourself working on many projects at once but also the time of others)
- flexibility (there are many different crisis happening at once)
- computer, desktop publishing skills, experience in IT
- creativity to communicate in different ways
- excellent interpersonal skills
- the ability to form and maintain relationships through teamwork and networking

LANGUAGES

▪ Somali	Mother Tongue
▪ English	Fluent
▪ Arabic	Fluent

REFERENCES

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