

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

FINAL GRADUATION PROJECT NAME:

AGILE METHODOLOGY FOR EMERGENCY CONTEXT PROJECTS IN AREAS  
AFFECTED BY NATURAL DISASTERS

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## DEDICATION

To my family:

- My mom, dad and my siblings who always have my back and support my choices.
- My wife for her support and sacrifice during this journey.

To those who fight for the best opportunities to succeed and leverage skills to improve life conditions and better achievement for people and communities.

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- The Office of International Labour Organization (ILO) in Haiti.
- The Coordination Team of PROFIT Project at ILO which agreed to be interviewed for this research.

## ABSTRACT

Why do we need to use a model or approach while implementing a project? What are the benefits and disadvantages of each known approach? How relevant are they when facing several issues on the ground, particularly in emergency contexts linked to natural disasters and political crises, among others? These are some of the questions that we've asked ourselves during the development of this PROJECT, which will focus on using an Agile-based approach to develop guidance for projects implemented in emergency contexts. Our study case concerns the International Labour Organization (ILO), a specialized agency of the United Nations, which has been working on development and humanitarian projects, including emergency projects, in Haiti for several years.

The objective of this document is to show how Agile can help manage emergency context projects in a way that satisfies all the stakeholders involved in their implementation. To reach this objective, we focused our work on the three following steps: a diagnosis of existing (or non-existing) guidance on Agile methodology in the ILO work environment, a development of a practical guideline tool on how we can manage different areas and processes of projects based on Agile, and the application of this practical tool on an ongoing project implemented on the ground.

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## ABBREVIATIONS AND ACRONYMS

CAMMP: Adaptable Methodology for Managing Projects

CTA: Chief Technical Advisor

FGP: Final Graduation Project

IFC: International Finance Corporation

ILO: International Labour Organization

PDNA: Post-Disaster Needs Assessment

PMI: Project Management Institute

PMP: Project Management Professional

PRODOC: Project Document

PROFIT (French acronym): “Strengthen Agricultural Opportunities through Training and Technology Investment”

UN: United Nations

WBS: Work Breakdown Structure

## EXECUTIVE SUMMARY

This Final Graduation Project (FGP), and the related research project intend to help managers understand the fundamentals of an Agile-based methodology for project management in emergency contexts. We observed that managers of organizations, specifically those of the International Labour Organization (ILO), dealt with many crises while they were implementing projects. Projects did not deliver on time (delays), frequent change requests were made, frustrations and complaints from beneficiaries and stakeholders arose, and there was an inadaptability to predict approaches to address changes.

ILO dealt with many difficulties in implementing its projects in Haiti, a country which faces many crises, either environmental crises linked to natural disasters or political ones linked to violent demonstrations and political assassinations. among others. In many cases, those situations caused delays and temporary or permanent suspension of activities. This is the reason why it is a must to adopt an approach that can help managers face all this uncertainty in an effective manner.

The general objective of this project was to develop an Agile project management methodology for emergency context projects assigned to the International Labour Organization (ILO).

For this project, we expect to reach the three following objectives: 1) carry out an initial diagnosis in the International Labour Organization (ILO) regarding project administration, particularly the administration of the PROFIT<sup>1</sup> project; 2) define and propose the processes of the project management methodological guide based on the good practices proposed by the PMI and the Agile guides to create a tool of practical use and accessible to project administrators of the International Labour Organization (ILO); 3) implement the project management methodological guide at the International Labour Organization (ILO) to develop a reference case for the implementation of the guide and confirm that its purpose is met.

To reach our objectives, we've intended to implement the PROJECT upon 3 steps considered as our methodological pathway. 1) diagnosis of the ILO environment for project management in Haiti, particularly in emergency contexts, 2) development and elaboration of an Agile-based guidance for project management areas and processes, 3) application/implementation of this guidance through an ongoing project implemented by ILO in emergency contexts as a reference case. Content analysis and bibliographical analysis were the main methods used to complete this path.

Regarding the diagnosis of the ILO environment, it helped us discover the mechanism of project implementation at the organization, particularly the mechanism of the implementation of PROFIT project which is our research field. A documentation review (PRODOC, evaluation report, ILO guidance) and interviews of key actors of the PROFIT project were the main methods used and conducted to collect information to be analyzed for the PROJECT.

Then, the information collected allowed me to identify gaps and needs in terms of guidance for project management, particularly in the PROFIT project context. As the main deliverables for

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<sup>1</sup> PROFIT: French acronym of the project which means in English: “Strengthen Agricultural Opportunities through Training and Technology Investment”

our RESEARCH PROJECT, we've developed an agile-based guidance which is a practical guide for each domain or area of project management. We've called that guidance a 10-step agile-based guide. The areas taken into consideration are scope, schedule, team, stakeholder, communication, resource, procurement, risk, quality, change. For each of them, we've developed the 10-steps guide and linked each task to the associated processes: initiating, planning, executing, monitoring and controlling, closing.

Finally, in regards with the third objective, we've implemented on the field (in real-life situation) the agile-based guidance of one project area to the PROFIT project, specifically to the communication component (our reference case). A crisis communication plan was developed and implemented in accordance with the guidance proposed in the RESEARCH PROJECT.

Following this research project, we've been able to conclude that ILO, as an international organization, is not so clear regarding the adoption of either traditional or agile approach for project management. However, Agile methodology could help address issues and challenges faced by project managers while implementing projects. Indeed, this methodology is even more relevant when it comes to addressing challenges and issues where changes occur frequently. This is the case for emergency situations caused by natural disasters or provoked by other unexpected events such as political trouble or violence. Humanitarian actors such as international organizations and NGOs must deal with these types of events, and Agile could be the proper solution. That's what we prove with ILO, where we've implemented a crisis communication plan based on Agile practical guidelines to help the PROFIT project in reaching its objectives in terms of communication and visibility during period of instability and uncertainty.

With this research, we can confirm that Agile guarantees flexibility and efficiency while focusing on customer satisfaction. It can also be applied in every process of project management. Managers should be trained to use this methodology to help them leverage the skills of their team and maximize opportunities and satisfaction for the customers, stakeholders, and beneficiaries.

ILO faced and continues to face challenges while it's implementing its projects for many reasons like emergency context linked to natural disaster and political violence occurred in its state members. Fortunately, the agile methodology offers a framework that contains clear guidance based on the agile mindset to obtain the expected results and guarantee the success of the project, the satisfaction of the customers, and the continuing engagement of the sponsors towards the organization and the communities, even in crisis and emergency situations.

That is why we've recommended mainly to ILO to establish a mechanism to adopt policy regarding the implementation of agile in every aspect of the projects and programs implemented on the field operations. So, managers around the world will have clear directives to make agile their main reference in a project management perspective and continue to impact the world while contributing to the saving of the humanity.

## 1. INTRODUCTION

Traditional (predictive) approaches in project management have led the way so far for projects and managers. Often, projects using these approaches reach their goals, and executors, stakeholders and beneficiaries can express satisfaction. In general, such projects are very detailed in terms of documentation and limited in terms of possibility to make changes because they are restricted by the sponsor or financial partner.

In other cases, many projects have failed due to several reasons and unexpected events. Sometimes, the failure of a project is due to lack of management and governance. In this case, the issue is internal. Unexpected events can also occur, such as natural disasters, which prevent stakeholders from filling the gaps in terms of realization. Whether the issues are external or internal, satisfaction is missing and is replaced by complaints, frustrations, and bad precedents for the implementing organizations and every individual involved in the execution on the ground.

This showcases the necessity to implement other approaches than the predictive ones to address these issues in an effective and constructive way. By citing Bartle, Casanova, P. (2013) highlights the need to adopt an adaptive approach that differs from the one of traditional project management:

[...] the traditional project management approach has been questioned due to the large number of failing projects. Moreover, due to market globalization and related growing organizational and productive complexity, a need for adaptive continual change and team empowerment has emerged, which have led to more flexible and participatory management approaches [...].

The choice of the Agile methodology thus becomes relevant and obvious because its

focus is on delivering maximum value against business priorities in the time and budget allowed, especially when the drive to deliver is greater than the risk.

### 1.1. Background

The International Labour Organization was founded in 1919 by the Treaty of Versailles, which put an end to World War I. At this time, the ILO was part of the League of Nations agencies. The creation of the ILO was intended to develop solutions for resolving urgent problems related to social justice and decent work conditions. Currently, the ILO has 187 member states, and its administration council is composed of three constituents: government representatives, unions representatives and employers' representatives. In 1946, the ILO became the first United Nations (UN) specialized agency. In recognition of its impact and its role in helping to improve the world, it has been awarded the Nobel Peace Prize in 1969, the year of its 50<sup>th</sup> anniversary. <https://libguides.ilo.org/c.php?g=657806&p=4649148>

The mission of the ILO is implemented through international labour standards, research activities and technical cooperation. International labour standards are materialized through fundamental and governance conventions. These standards are promoted through the member states for their ratification.

#### *Fundamental conventions:*

- Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87)
- Right to Organize and Collective Bargaining Convention, 1949 (No. 98)
- Forced Labour Convention, 1930 (No. 29) (and its 2014 Protocol)
- Abolition of Forced Labour Convention, 1957 (No. 105)
- Minimum Age Convention, 1973 (No. 138)

- Worst Forms of Child Labour Convention, 1999 (No. 182)
- Equal Remuneration Convention, 1951 (No. 100)
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111)
- Occupational Safety and Health Convention, 1981 (No. 155)
- Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)

Governance conventions:

- Labour Inspection Convention, 1947 (No. 81)
- Employment Policy Convention, 1964 (No. 122)
- Labour Inspection (Agriculture) Convention, 1969 (No. 129)
- Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144)

<https://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm>

Technical cooperation is the implementation and application of the fundamental principles and work rights in the field, through the implementation of ILO programs and projects. However, there is no standard regarding the way to manage programs and projects in terms of models or approaches, as the ILO works in the field in member states, particularly in Haiti. Even though the ILO has a certified program on project management, thanks to its International Training Centre (ITCILO), it is not clear if this learning content will be applied in the field, particularly in emergency contexts. Furthermore, not all project managers in the field have been enrolled in this learning program. That's why we think it is important to set a guideline tool to help the office in Haiti get the appropriate standard for their actions.

## 1.2. Statement of the problem

Haiti is categorized as a fragile country by the World Bank (<https://thedocs.worldbank.org/en/doc/a91e714e0a53291b569c4a41981aa2c5-0090082023/original/FCSList-FY06toFY23.pdf>), which means that the population of this country experiences difficult situations for reasons linked to political, environmental and social events. Thus, organizations including the ILO evolve in an environment that is fragile and unstable due to multiple factors, including:

- Frequent and diverse natural disasters that impact the implementation of projects in communities (4 major disasters in 10 years: an earthquake in 2010, Hurricane Sandy in 2012, Hurricane Matthew in 2016 and an earthquake in 2021).
- Frequent political and social crises, leading to instability, violent demonstrations, recurrent changing of government and discontinuity in the government's actions (8 prime ministers nominated by 3 presidents from 2011 to 2021. During this period, 1 president was in charge without competing in elections (temporary president from 2016-2017) and 1 president was killed during his term (2021).
- The extreme vulnerability of the population, which expects rapid actions and solutions and whose needs are growing and changing quickly.

These situations require flexibility and agility. In an evaluation report published in 2017, the ILO (2017) recognizes that flexibility is required for its field operations, including in its “administrative systems, surge capacity and shifting technical sets”<sup>2</sup> to respond to future needs. The COVID-19 crisis and the changing environment due to multiple crises in Haiti

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<sup>2</sup> International Labour Organization, 2017. Independent evaluation of the ILO's field operations and structure, 2010-2016, p. 23

reinforce and confirm the necessity to substitute traditional project management methodologies to Agile ones in the projects implemented in crisis and emergency situations, including projects implemented by the ILO in Haiti.

In this changing context, people expect humanitarian and development organizations like the ILO to act and evolve in a flexible way that allows them to provide rapid responses that meet their needs. This is why I think that Agile methodology adapted to ILO projects implemented in emergency contexts could be more helpful to the organization to improve efficiency and effectiveness in the field.

### 1.3. Purpose

The purpose of this project aims to highlight the scope of Agile methodology for the context of humanitarian and development interventions, particularly for organizations which evolve in fragile contexts like Haiti. Hence our research question: How can an Agile project management methodology be applied to emergency projects implemented in areas affected by natural disasters and help their management in terms of efficiency and effectiveness?

Our hypothesis is stated as follows: An Agile project management methodology can also be applied to projects implemented in areas affected by natural disasters in terms of efficiency and effectiveness.

The main advantages of this RESEARCH PROJECT are based on the guidance to develop project management areas and processes based on Agile methodology. It will help the project manager and field team to develop other skills and competencies based on Agile and not only on predictive project management methods and approaches.

The results of this research project could also serve as a reference guide for other



organizations to help them learn guidance skills on how to run projects in emergency contexts and in fragile countries. This guidance could serve as a reference case for future projects implemented in emergency contexts by the ILO or other organizations which evolve in Haiti or other countries and who deal with natural disasters and other crises frequently.

#### 1.4. General objective

- Develop an Agile project management methodology for emergency context projects assigned to the International Labour Organization (ILO).

#### 1.5. Specific objectives

For this project, we expect reaching the three following objectives:

- Carry out an initial diagnosis in the International Labour Organization (ILO) regarding project administration, particularly the administration of the PROFIT project.
- Define and propose the processes of the project management methodological guide based on the good practices proposed by the PMI and the Agile guides to create a tool of practical use and accessible to project administrators of the International Labour Organization (ILO).
- Implement the project management methodological guide at the International Labour Organization (ILO) to develop a reference case for the implementation of the guide and confirm that its purpose is met.

## 2. THEORETICAL FRAMEWORK

In this chapter, I will discuss the organization and theories used to support my research and present the roadmap and the explanation of the project. As Vinz mentions (2022), “a theoretical framework is a foundational review of existing theories that serves as a roadmap for developing the arguments you will use in your own work. In a theoretical framework, you explain the existing theories that support your research”.

### 2.1. Company framework

The International Labour Organization (ILO) is a specialized agency of the United Nations and has been operating in Haiti since the 1980s. It is the only tripartite United Nations agency which reunites governments, employers, and workers’ representatives from 187 member states to elaborate standards and policies on decent work for women and men (<https://www.ilo.org/global/about-the-ilo/mission-and-objectives/lang--en/index.htm>). As a result, its administration council follows that same tripartite pattern by including representatives from each constituent.

Founded in 1919, its main goal is to advance social justice and promote decent work. The ILO specifically works in setting labour standards, developing policies and devising programs that promote decent work for all women and men. In its administrative structure, all constituents, including workers, employers, and governments, have equal authority in terms of voice for validating decisions in the administrative council. This can be an advantage as every point of view and each social partner involved in the economy and the workplace are taken into consideration. Among the standards and policies adopted by the organization, we can highlight the main ones that reflect the vision of the ILO. They are called fundamental instruments and

governance conventions (<https://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm>

Fundamental instruments).

- Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87).
- Right to Organize and Collective Bargaining Convention, 1949 (No. 98).
- Forced Labour Convention, 1930 (No. 29).
- Abolition of Forced Labour Convention, 1957 (No 105).
- Minimum Age Convention, 1973 (No. 138).
- Worst Forms of Child Labour Convention, 1999 (No. 182).
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111).
- Occupational Safety and Health Convention, 1981 (No. 155).
- Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187).

Governance (priority) conventions

- Labour Inspection Convention, 1947 (No. 81).
- Employment Policy Convention, 1964 (No. 122).
- Labour Inspection (Agriculture) Convention, 1969 (No. 129).
- Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144).

To bring its vision to fruition, the organization implements projects and programs in the member states through the implementation of country offices. The main funder of the ILO are

member states which fund regular and project budgets. Haiti is one of the member states where the ILO implements different projects and programs, including projects in emergency contexts.

#### 2.1.1. Company background

Since 2010 (year of the earthquake which killed over two hundred people and caused millions of injuries), the organization often intervenes in emergency crises through its projects and activities. Unfortunately, this hasn't improved the situation in Haiti, which is continuously facing the negative impacts of natural disasters. Due to this, it is a must for organizations, including the ILO, to adapt their actions to positively impact the life conditions of the Haitian population. Since the earthquake in 2010, the ILO has implemented emergency-context projects or activities in Haiti such as the following:

- Project 16/6: a project which consists of removing rubble after hundreds of houses and buildings collapsed in the earthquake (2010 – 2015). The debris was used to repave roads in affected neighbourhoods.
- Cash for Work (2016-2017): After Hurricane Matthew the South and Grand Anse departments, the ILO has provided assistance to the community by implementing cash-for-work activities, where the community received some cash to help clean streets covered various types of debris, such as fallen trees, stones and rubble.
- PROFIT emergency (2021-): A project to help rehabilitate public roads and markets affected by the earthquake of August 2021. These rehabilitations are intended to facilitate the transport and commercialization of agricultural products grown in the community, which include cocoa and breadfruit.

### 2.1.2. Vision of ILO

There's no letteral title mentioning the ILO vision anywhere in the consulted documents.

However, we've found a foundational layout statement which could be considered as its vision:

Social justice and humane conditions of labour cannot be achieved while workers struggle to make their voices heard. The ILO was founded on a system that gives governments, employers and worker representatives a seat at the table, where they can openly debate and develop labour standards together. This system is called tripartism and it remains the defining feature of the Organization to this day.  
<https://www.ilo.org/infostories/en-GB/Stories/The-ILO/Laying-the-Foundations-of-Social-Justice#social-justice>

This foundational layout statement can be summarized as follow: ILO remains the main international system that gives governments, employers and worker representatives a seat at the table, where they can debate and set labour standards together.

### 2.1.3. Mission statement

The ILO mission is stated on its website:

“Promoting jobs, protecting people.”

“The International Labour Organization (ILO) is devoted to promoting social justice and internationally recognized human and labour rights, pursuing its founding mission that social justice is essential to universal and lasting peace.”

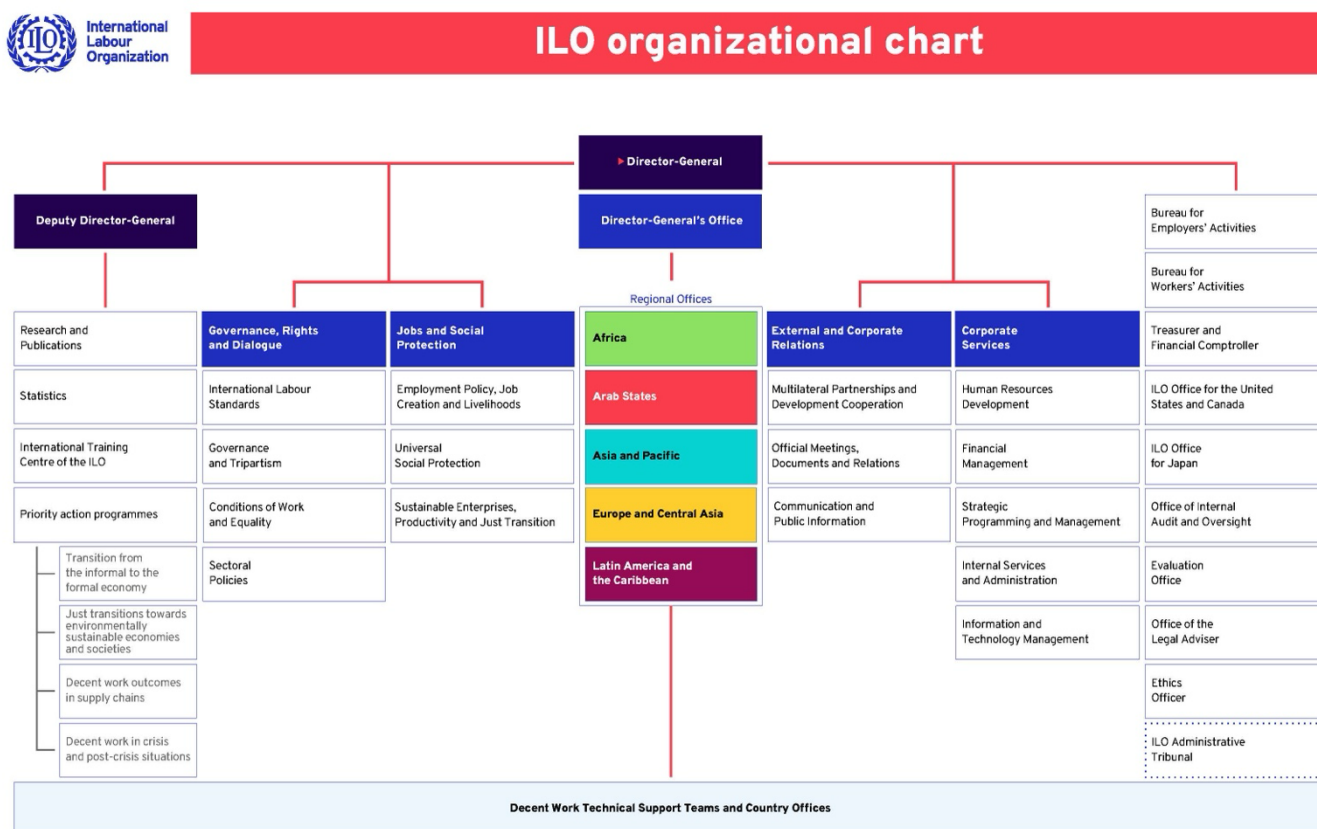
Today, the ILO's Decent Work Agenda helps advance the economic and working conditions that give all workers, employers, and governments a stake in lasting peace, prosperity, and progress (<https://www.ilo.org/global/about-the-ilo/mission-and-objectives/lang--en/index.htm>).

### 2.1.4. Organizational structure

While I have access to the global structure of the organization, documents are not available regarding the local structure in Haiti. As of now, I haven't yet been able to access all

the official documents detailing the organizational structure. However, I was able to design one from my observations. As I was an official of the organization from 2014 to 2020, and a consultant at the moment, I know how the organization is structured locally as a project bureau.

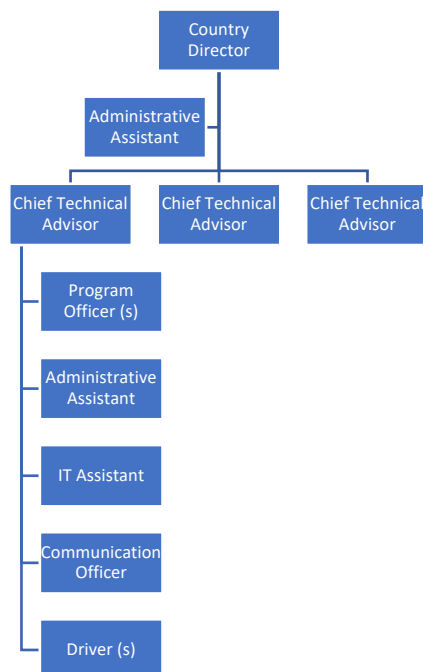
Figure 1 - ILO Organizational Structure



As of 25 January 2023

Source: Global Organizational Structure (Source: [https://www.ilo.org/wcmsp5/groups/public/--dgreports/---dcomm/documents/genericdocument/wcms\\_866526.pdf](https://www.ilo.org/wcmsp5/groups/public/--dgreports/---dcomm/documents/genericdocument/wcms_866526.pdf))

Figure 2 - Local Organizational Structure



*Source: Own elaboration*

As a project bureau, the office in Haiti implements different programs and projects. Each of them is led by a Chief Technical Advisor (CTA), supported by a multidisciplinary team to run the project or program: administrator, communications specialist, advisors, IT specialist, project officers and drivers. However, the office has a Bureau Coordinator, which is the public figure that represents the organization in political and diplomatic spheres. They are also in charge of developing new projects and establishing partnerships for mobilizing resources. An administrative assistant organizes their calendar and meetings and manage their activities.

### 2.1.5. Products offered

As a U.N. agency, the ILO works in development and technical cooperation to help authorities in fulfilling basic needs in communities. Specifically, the ILO works in the following:

- promoting decent and green jobs: the ILO works with partners to implement projects which promote or creates jobs with decent conditions. It focuses on certified vocational training to help young people get qualifications to enter the workplace and earn better income.
- entrepreneurship, including promotion of agricultural cooperatives: the ILO reinforces agricultural associations and cooperatives by training them in marketing, basics and fundamental principles of entrepreneurship to help them strengthen their business.
- promotion of protection against child work: the ILO works with its partners to promote quality education for children, provide decent jobs for their parents and young people, and prevent children from being involved in child labour and compromising their future.
- promotion of labour rights: the ILO, as a specialized agency of the United Nations, develops standards and policies on labour rights to help improve the workplace for all workers. These policies and standards are generally published on the website of the organization, which encourages members to reproduce them and make them accessible in all industries.

### 2.2. Project management concepts

As we are in the field of project management, it is relevant to apply project management concepts, specifically those which are relevant to the Agile-based methodology that we are



trying to apply to emergency context projects.

Project management is defined by the PMBOK (2021) as “the application of knowledge, skills, tools and techniques to project activities to meet the project requirements”. (p. 245).

Thus, that research project is the application of project management concepts, tools and techniques including project life cycle, project charter, constraints (scope, schedule and cost), project management processes (initiating, planning, executing, monitoring, controlling and closing), and other processes and domains of the management plan (integration, scope, schedule, cost, quality, resources, communication, risks, procurement and stakeholders).

Also, as we want to apply an Agile-based methodology, related concepts will be taken into consideration, including Agile as a mindset of values and principles (PMBOK, 2021), which considers four values and twelve principles. It will be important to choose one approach of the Agile methodology, as we know that there is more than one Agile approach (Kanban, Lean, etc) The Agile manifesto will be the foundation of the application of the Agile approach to our project.

For the project linked to the development of Agile-based guidance for an implemented project in emergency contexts, it will be relevant to consider all concepts and apply them to our specific reference case. As there are different Agile approaches, it will also be important to differentiate them (Kanban, Lean, Agile...) and pick one of them for our project.

Regarding the Agile concepts, we must decide which Agile approach will be used in the context of this project. Since we work on humanitarian and development projects, I believe that Scrum, being an adaptive life cycle model, will be the most relevant as an Agile approach for this project. Indeed, Cassanova (2013) establishes Scrum as an “adaptive life cycle model with iterations called sprints that typically last no more than 4 weeks with defined functionality to be

achieved in each sprint and active management role throughout”.

### 2.2.1. Project management principles

Based on my project, I believe that the twelve principles of the Agile mindset will be the keys for the deliverables that I have to complete, including the guidance for the project life cycle and the reference case, because we will focus on adaptability, change and crisis management, among others. The authors of the Agile Practice Guide (2017) mention that these principles are relevant for many industries: “Although originating in the software industry, these principles have since spread to many other industries” (p. 10).

These Agile principles are narrowly linked to most of the twelve project management principles elaborated by the PMI. Here are the main principles relevant for my project and how they will be implemented:

- Create a collaborative project team environment. This principle will be implemented through the team management guidance. Leadership guidelines will also be provided to help managers practice leadership characteristics.
- Demonstrate leadership behaviours.
- Tailor based on context/enable change to achieve the envisioned future state: The change management guidance will help project leaders know how to adapt and manage changes and be flexible without being chaotic while managing the project in emergency contexts.
- Build quality into processes and deliverables. The guidance on the quality management plan will help me to show how to build quality while implementing emergency-context projects.

- Optimize risk responses: The guidance on change management will help leverage interventions to face risks and adapt these interventions to be more resilient and sustainable, even during emergency periods.
- Embrace adaptability and resiliency.

### 2.2.2. Project management domains

The research will cover all eight project performance domains mentioned by the PMI (PMBOK 2021, p. 7): stakeholders, team, development approach and life cycle, planning, project work, delivery, measurement and uncertainty. The PMBOK defines a project performance domain as “a group of related activities that are critical for the effective delivery of project outcomes”. If we want to be efficient, it is not wise to think about splitting domains, as the PMI highlights the importance of this interrelation and interdependence between domains: “Project performance domains are interactive, interrelated, and interdependent areas of focus that work in unison to achieve desired project outcomes” (p. 7).

With our project, we can’t afford not taking into consideration even one of the domains, because when we talk about Agile-based approaches, it covers all of. That’s why we plan to help the project team obtain guidance on the mentioned domains based on Agile principles. For example:

- For the domain of team performance, the key principles of Agile to apply to the project are the following: the best architectures, requirements and designs emerge from self-organizing teams, and at regular intervals, the team reflects on how to become more effective, then adjusts its behaviour accordingly.
- For the domain of project work performance, the principle to apply is to prioritize the

customer's satisfaction through early and continuous delivery of valuable software.

- For the domain of uncertainty performance, the first principle of the Agile mindset will be applied, which is to welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

### 2.2.3. Predictive, adaptive and hybrid projects

In the predictive approach, the project follows a linear life cycle: analyze, design, build, test, deliver. Plans are detailed for the team to help them know what and how to deliver. Changes are very restricted, and managers are not enthusiastic to allow changes in requirements.

In an adaptive project, there is no fear of changes. The project is based on feedback for each small deliverable. Customers can then provide feedback to improve the deliverable.

In a hybrid project, there is a combination of predictive, iterative, incremental and/or Agile approaches.

As I propose to develop an Agile-based guidance, our work will be based on adaptive projects and on how to turn a predictive project into an adaptive one with all the guidance that I will suggest to the reference case. As I mentioned previously, the organization doesn't have any statement or policy regarding the application of a management approach (traditional or Agile). Thus, it will be relevant to design Agile-based guidance for the projects implemented in emergency contexts by the ILO.

### 2.2.4. Project management

Project management is the application of knowledge, skills, tools and techniques to

project activities to meet the project requirements. Regarding this definition, we have one question regarding our purpose for this research project: how do we meet the project requirements while applying Agile-based guidance to the project management domains in the context of implementing an emergency project? It will be important to keep in mind that we can do better with an Agile approach that adapts and improves interventions toward communities.

As the project management environment is changing (Levine, 1994), the use of new and adapted approaches becomes a necessity to face the challenges and issues that occur during the management process. It is not only a question of new software or other controlled management tools, we must also face natural and human-provoked events and phenomena such as political crises and natural disasters. Agile is more than relevant to reach the project objectives.

#### 2.2.5. Project management knowledge areas and processes

There are a couple of areas and processes that we will take into consideration for our work: scope management, schedule management team management, stakeholder management, communication management, resources management, procurement management, risk management, quality management, change management, monitoring and evaluation management.

#### 2.2.6. Project life cycle

The PMI (2017) mentions four types of life cycles: predictive, iterative, incremental and Agile. Those types are defined in the Agile Practice Guide as stated:

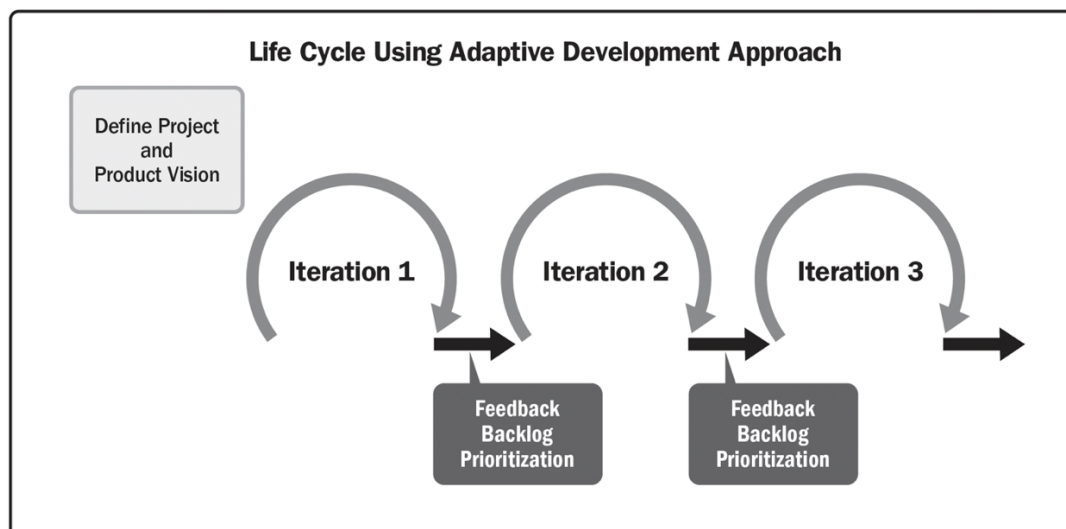
- The predictive life cycle is a “more traditional approach, where the bulk of planning occurs upfront, then executes itself in a single pass, a sequential process”.

- The iterative life cycle is “an approach that allows feedback for unfinished work to improve and modify that work”.
- The incremental life cycle is “an approach that provides finished deliverables that the customer may use immediately”.
- The Agile life cycle is “an approach that is both iterative and incremental to refine work items and deliver frequently”.

(p. 17).

Unfortunately, there is no mention regarding the choice of a life cycle approach in the PRODOC. However, the analysis in the chapter dedicated to it will help understand the choice of a predictive approach. Since I intend to implement an Agile methodology in emergency contexts, the project life cycle for my work will follow an Agile methodology that features an adaptive development approach which is based on feedback, backlog and prioritization. (Figure 2-11, PMBOK 2021, p. 45).

**Figure 3 - Life Cycle with Adaptive Development Approach**



*Note.* Adapted from Project Management Body of Knowledge, Seventh Edition, Project Management Institute, 2021.

### *2.2.7. Company strategy, portfolios, programs, and projects*

According to me, the company strategy is akin to the editorial polity and agenda of a newspaper or other form of media. The company strategy will be the foundation of all activities of this company. For Cabanis-Brewin, J. & Pennypacker, J. S. (2006), organization strategy is executed through portfolios, programs and projects.

Based on the standard for portfolio management, (PMI, the Standard for Portfolio Management, 2017), “a portfolio is a collection of projects, programs, subsidiary portfolios and operations managed as a group to achieve strategic objectives. The portfolio components, such as programs and projects within the portfolio, are quantifiable...” (p. 3)

“A program is a group of related projects, subsidiary programs and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually. A project is a temporary endeavour undertaken to create a unique product, service or result.” (p. 6).

In my opinion, it is relevant to mention that our research project will focus on a specific project implemented in an emergency context. We will exclude situations where portfolios and programs could be impacted by our work. To reach this goal, it is important to differentiate the different programs and projects of the ILO in Haiti from our selection for the work.

To realize its mission, the ILO has a project bureau in Haiti, which implements several projects related to this mission, in collaboration with its constituents and other partners. Currently, the ILO has implemented two programs (Better Work and HIV/AIDS in the Workplace) and 3 projects (PROFIT I, PROFIT Emergency, Joint SDG Funds). The last two are directly related to my topic because they were implemented as a result of a crisis (emergency or post-emergency).

Better Work is an ILO program that promotes decent work and competitiveness in the

global garment industry. (<https://betterwork.org>). It is a collaboration of two major institutions, the ILO and the International Finance Corporation (IFC), intending to improve working conditions in the garment industry, promote the respect of labour rights and strengthen competitiveness.

The HIV/AIDS in the Workplace program is also implemented in the garment industry, with a focus on promoting HIV-based nondiscrimination policy in the workplace.

Strengthening Agricultural Opportunities through Training and Technology Investment is the full name of the PROFIT project. It was developed following the earthquake that occurred on August 14, 2021, which affected the South and Grand Anse departments. With this project, this ILO wanted to provide additional support to the first phase of the project (PROFIT 1) by implementing activities linked to the rehabilitation of public infrastructures devastated by the earthquake. This is the project we selected for our research project.

The Joint SDG Funds project was implemented in the same context, and its activities were elaborated to promote food security and youth employment. The main objective of the project is to strengthen public institutions to effectively implement policies and programs that ensure the provision of quality basic services in the most underserved communities and increase their resilience to climate-related threats, including through disaster management and risk mitigation (One UN Plan 2020-2022). The joint program will help respond to the national challenges facing the country to end poverty, hunger, inequality and promote access to decent work and economic growth.



### 2.3. Other applicable theory/concepts related to the project topic and context

Since we will focus on how Agile can help to deal with uncertainty and emergency situations while implementing projects, we consider disaster recovery as another concept to cover. Baham *et al.* (2017) define disaster recovery as stated in the following quote:

“We define disaster recovery as a subset of business continuity planning, which focuses on the process of creating and executing a plan for how an organization will resume partially or completely interrupted IT, organizational, or business critical functions within a predetermined time after a disaster or disruption has occurred” (p. 635).

For the authors, there are many benefits of using Agile methodology in disaster recovery environments. Adaptability, flexibility, and project visibility are among these benefits, according to them:

“The need for a highly adaptive methodology with the ability to cope with sudden or frequent changes is critical to minimizing the downtime of complex IS... Agile methodologies use short feedback cycles to provide timely and frequent updates, which are critical during the DR response and recovery...” (p. 636).

It is also important to mention that the domain of action research domain applies our theory to a practical problem. Baham *et al.* (2017) defines action research as “research that involves practical problem solving which has theoretical relevance” (p. 637). Thus, the practical problem here is the challenge to implement and manage projects in emergency contexts. The theory that we intend to apply is an Agile-based approach to the project areas and domains that allows us to become more flexible, adaptable and relevant to this context.

### 2.3.1. Current situation of the problem or opportunity in study

The ILO and many local and international organizations in Haiti evolve in a constantly changing environment due to multiple crises, which include political troubles and natural disasters, among others. There are many predictive-based ongoing projects developed by the implementing partners, including the ILO. However, many complaints and delays have been observed due to the permanent crises in Haiti.

Among these crises, we can mention the earthquake that occurred in the South department on August 14, 2021, which has cost approximately 2 billion USD in damages, more than two thousand deaths and has displaced 40,000 people, among others. This earthquake has slowed down the activities of the ILO in the field, and many other organizations have been obliged to suspend or cancel their activities.

We can also mention the institutional crisis which has been worsened by the assassination of the president. Since then, there is a continuous situation of insecurity from gang violence, violent demonstrations and road blocks preventing humanitarian access to the intervention fields for project activities. This has meant that many institutions are being forced to adapt. Most of them are doing it without clear guidance on how to adapt or respond to changes in chaotic situations without causing the project's failure.

The ILO has some general guidance on Agile, but there is no guidance for current projects implemented in the field. The organization has developed an initiative to help communities recover from the disaster's impact. However, it is not clear that they have elaborated any form of guidance. Therefore, I think this could be an opportunity to help the project manager and the coordinator of the office adopt an Agile-based guidance and methodology while they are implementing projects in countries in situations like Haiti.

### 2.3.2. Previous research done for the topic in study

The Project Management Institute has developed standards and practice guides on project management and Agile methodology, which include the Standard for Project Management and Guide to the Project Management Body of Knowledge (PMI, 2021), the Agile Practice Guide (PMI 2017) and other practices and processes guides related to project management. Based on these guides, the PMI highlights the difficulties and challenges encountered by project managers due to “high uncertainty, high rates of change, complexity and risk”. Unfortunately, traditional predictive approaches are not relevant in these uncertain situations. As highlighted in the Agile Practice Guide: “... Agile approaches were created to explore feasibility in short cycles and quickly adapt based on evaluation and feedback” (PMI, 2017, p. 7).

Based on this quote, we can deduce that there are several approaches in Agile methodology and that managers are encouraged to use one of them to be able to face changes in situation, risk and uncertainty. The fundamentals of Agile approaches are linked to the Agile manifesto and mindset. This Agile mindset, developed in 2001 has four values, twelve principles and offers practices to be applied to projects. These fundamentals of the Agile mindset are mentioned by the PMI in the Agile Practice Guide (pages 8-10):

#### Four values

- 1- *Individuals and interactions over processes and tools*
- 2- *Working software over comprehensive documentation*
- 3- *Customer collaboration over contract negotiation*
- 4- *Responding to change over following a plan*

These values will be applied in the guidance that I will develop for the project implemented by the International Labour Organization (ILO) in emergency contexts in Haiti.

Also, another matter that we have focused on is linked to the twelve principles behind the Agile Manifesto (figure 2.2, p. 9).

The literature on Agile also takes into consideration the life cycle of the project. There are four types of life cycles: predictive, iterative, incremental, and Agile (PMI 2017, p. 17). Thus, it is important to know whether to use one or the other or to use a hybrid type or not.

To implement an Agile approach to a project, the PMI identifies several steps to be taken into consideration to fulfill and create an Agile environment (PMI 2017, p. 33)

- Start with an Agile mindset.
- Servant leadership empowers the team.
- Team composition.

In terms of delivering, we also need to consider different processes and common practices to apply in an Agile environment. The PMI mentions some of them in chapter 5 of the Agile Practice Guide:

- Charter the project and the team
- Common practices for Agile: retrospectives, backlog preparation and refinement, daily standups, demonstrations, reviews, planning for iteration-based Agile, execution practices which include continuous integration, test at all levels, test-driven and behaviour-driven development, spikes.
- Measurements

Last but not least, Agile literature suggests some key considerations for project agility (PMI 2017, p. 71...): organizational change management, organizational culture, procurements and contracts, business practices, multiteam coordination and dependencies, Agile and the Project Management Office (PMO) and organizational structure.

Baham *et al.* (2017) establish a relevant comparison of disaster recovery needs and Agile principles. I think this comparison could be considered as a premise in terms of previous research in the application of Agile methodology in emergency contexts. The authors highlight how the agility definition and principles could help meet the needs of disaster recovery.

For example, Agile can help facilitate the creation of change to meet the needs of adaptability and agility for disaster recovery. Furthermore, with daily or regular sprints between team members, this Agile principle could help meet the need for situational awareness in the domain of disaster recovery domain. In sum, disaster recovery needs (adaptability and agility, situational awareness, efficient orchestration, focus of effort) would be met thanks to Agile definition and principles, based on that approach.

### 2.3.3. Other theory related to the topic of study

Baham and his colleagues highlight the main benefits of using Agile methodology in completing organizational projects, including in emergency situations: adaptability, flexibility and project visibility (Baham & Co, 2017, p. 636). For these authors, it is a must to use this approach to minimize wasting time and money. They mention some critical components which could be severely impacted by using the traditional approach in emergency contexts, including the ability to respond to ongoing emergency conditions, coordination of recovery teams and

access to adequate communication mediums, among others. They also prove that this methodology could be applied in emergency contexts by presenting a case study in their paper. Their focus was on managing an information system during catastrophes. As a result, I will follow the same steps to apply this methodology while my guidance on the ILO project will be developed.

Also, in the context of emergencies, I believe that Scrum theory will be helpful to apply to this project. As mentioned in the Scrum Guide, some contexts require to learn and experiment based on observation and experience. This can help reduce waste and focus on the essentials, since “Scrum is founded on empiricism and lean thinking. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed. Lean thinking reduces waste and focuses on the essentials”. We will have to apply the three theories of Scrum: transparency, inspection and adaptation.

### 3. METHODOLOGICAL FRAMEWORK

Methodological framework is presented as a framework which “provides structured practical guidance or a tool to guide the user through a process, using stages or a step-by-step approach” (McMeekin, Nicola & Wu, Olivia & Germini, Evi & Briggs, Andrew. (2020), p. 2). According to these authors, a methodology framework brings consistency, robustness, quality and trustworthiness to the research. That’s why we need to develop a methodological framework.

#### 3.1. Information sources

An information source can be defined as the origin of the information used or to be used. This source could be a person, an event, an object or any related material where the information is located. The University of Minnesota compares them to evidence and suggests three type of information sources: “Sources of information or evidence are often categorized as primary, secondary or tertiary material”. (<https://crk.umn.edu/library/primary-secondary-and-tertiary-sources>).

##### 3.1.1. Primary sources

Arkansas State University defines primary sources as stated: “first-hand accounts created at the time of an event by the people who directly witnessed or were directly involved”. The main advantage of using them is that primary sources give you information straight from the source (<https://libguides.astate.edu/information/sources>).

In a text published on the website of the University of Minnesota, original thinking on a subject is considered as a primary source: “These sources are records of events or evidence as they are first described or actually happened without any interpretation or commentary. It is information that is shown for the first time or original materials on which other research is

based. Primary sources display original thinking, report on new discoveries or share fresh information” (<https://crk.umn.edu/library/primary-secondary-and-tertiary-sources>).

Considering this approach from the University of Minnesota, the primary sources that I will use are the practices and standards on Agile methodology from the PMI, as it is one of the main sources of information on Agile methodology, diagnosis reports from the ILO and the PRODOC of our reference case, since the ILO is the main organization linked to this research.

### 3.1.2. Secondary sources

Secondary sources are defined as those which are “created after the event by people who weren’t directly involved. This includes books and journals written by scholars as well as reference books. Secondary sources may include photographs or other primary sources and can then offer insight and research into the original event”. The University of Minnesota precises that “these sources offer an analysis or restatement of primary sources. They often try to describe or explain primary sources. They tend to be works which summarize, interpret, reorganize, or otherwise provide an added value to a primary source”( <https://crk.umn.edu/library/primary-secondary-and-tertiary-sources>).

In this case, we can consider other materials aside from those of the PMI which are related to Agile methodology as secondary sources. <https://crk.umn.edu/library/primary-secondary-and-tertiary-sources>

### 3.1.3. Tertiary sources

The University of Minnesota considers indexes, abstracts and any related type of repackaged information as tertiary sources:

“These are sources that index, abstract, organize, compile or digest other sources. Some reference materials and textbooks are considered tertiary sources when their chief purpose



is to list, summarize or simply repackage ideas or other information. Tertiary sources are usually not credited to a particular author” (<https://crk.umn.edu/library/primary-secondary-and-tertiary-sources>).

**Table 1 - Information sources**

| Objectives  | Information sources  |   |
|---|--|---|
|   | Primary  | Secondary   |
| Carry out an initial diagnosis in the International Labour Organization (ILO) regarding project administration, particularly the administration of the PROFIT project.  | Field interviews with ILO project managers (named Chief Technical Advisors). | Independent Evaluation Report of the ILO’s field operations and structure.  |
| Define and propose the processes of the project management methodological guide based on the good practices proposed by the PMI and the Agile guides to create a tool of practical use and accessible to project administrators of the International Labour Organization (ILO). |  | <p>Cooke, J. L. (2016). Prince2 Agile: an implementation pocket guide: step-by-step advice for every project type (Ser. Businesspro collection). IT Governance Publishing.</p> <p>PMI, 2017. Agile Practice Guide, and other practices and guides on project management and Agile methodology from the PMI.</p> |

| Objectives  | Information sources |   |
|---|---------------------|---|
|   | Primary             | Secondary   |
| Implement the project management methodological guide at the International Labour Organization (ILO) to develop a reference case for the implementation of the guide and confirm that its purpose is met. |                     | <p>Baham, C., Hirschheim, R., Calderon, A.A., Kisekka, V. (2017). An Agile methodology for the disaster recovery of information systems under catastrophic scenarios.</p> <p>Kelly, L. M., Goodall, J., &amp; Lombardi, L. (2022). Developing a monitoring and evaluation framework in a humanitarian non-profit organization using agile methodology. <i>Disaster Prevention and Management: An International Journal</i>, 31(5), 536–549.</p> <p>PMI, 2017. Agile Practice Guide, and other practices and guides on project management and Agile methodology from the PMI.</p> <p>PRODOC of the reference case.</p> |

*Combined sources*

### 3.2. Research methods

According to the Wordvice blog (2023), “research methods are the techniques and procedures used to collect and analyze data in order to answer research questions and test a research hypothesis” (<https://blog.wordvice.com/research-methods-types-examples/>). Through these procedures, we can collect two types of data, quantitative and qualitative, to be analyzed from a research perspective. These types of data are the most commonly mentioned in social science research.

This blog identifies several common types of research methods:

- Surveys which involve collecting data from interviewing many people.
- Experiments that imply manipulating variables to decrypt cause-and-effect relationships between them.
- Case studies which help to gather information about a specific case or phenomenon.
- Observations which constitute a method to watch and record individual and/or group behaviour.
- Content analysis that is an analysis and interpretation of discourses (written or spoken).
- Historical research which focuses on analyzing historical data through the examination of primary and secondary sources.

This categorization is not too different from that of other authors who write on research methods. Pickard (2018) states that research methods are defined by their driving purpose: “A research method is not defined by the techniques employed within it to harvest data, but by the driving purpose of the investigation. Research methods include case study, survey, action research and so on”. For the author, the researcher focuses on the choice of the research methods, depending on what he needs:

“... research methods, which we have already defined as the bounded system created by the researcher to engage in empirical investigation, the overall approach to the investigation. Often the choice of method is dictated by a number of factors, not least of which is the individual researcher’s own paradigm preference. That said, very often external forces can drive our choices – the purpose of the research, the audience, resource constraints and so on.” (p. 99).

Besides the same methods found on Wordvice blog, Pickard highlights other ones that could be useful for any type of research in the field of project management. For the author, there are eight research methods: case studies, surveys, experimental research, usability testing, ethnography, the Delphi method, action research and historical research. For the needs of our work, three research methods will be used: content analysis, case studies and observations.

### 3.2.1. Content analysis

As we will need to decrypt the existing PRODOC, the content analysis will be relevant as a research method. As Thomas (2017) mentions, content analysis is a discourse analysis to understand the language in social use. It's all about the understanding of the written text included in different documents.

### 3.2.2. Case study

The case study method is defined by Pickard as “a method designed to study the particular context within and has a very specific purpose” (p. 101). According to him, its purpose is “to provide a holistic account of the case and in-depth knowledge of the specific through rich descriptions situated in context” (p. 102). Thomas (2017) approaches the case study in a close similarity. According to him, “a case study involves in-depth research into one case or a small set of cases”. That means the case study is meant to decrypt a singular phenomenon. Thus, since our purpose is to understand the implementation context of the emergency projects at the ILO and apply Agile methodology to a specific project, I believe that this method will be relevant for our work.

### 3.2.3. Observation

Observation is described either as a research method (Wordvice blog) or a data collection technique (Pickard). As a data collection technique, Pickard suggests that observation helps getting evidence on people’s behaviour: “Observations are carried out in order to provide evidence of the ‘here and now’, to discover how people behave and interact in particular situations” (p. 225). The Business Research Methodology (<https://research-methodology.net/research-methods/qualitative-research/observation/>) considers observation “as a participatory study, because the researcher has to immerse herself in the setting where her respondents are”. As we intend to go in the field to observe managerial behaviour, observation will be useful as a research method.

**Table 2 - Research methods**

| Objectives  | Research methods  |   |  |
|---|---|---|--|
|   | Content analysis  | Case study  | Observations   |
| Carry out an initial diagnosis in the International Labour Organization (ILO) regarding project administration, particularly the administration of the PROFIT project.  | For understanding the existing report and the PRODOC.   | N/A   | Observe the managers in implementing one or different management approaches. |
| Define and propose the processes of the project management methodological guide based on the good practices proposed by the PMI and the Agile guides to create a tool of practical use and accessible to project administrators of the International Labour Organization (ILO). | Use of practices and guide on Agile to select the most appropriate methods for elaborating guidance for the reference case. | The reference case will serve as the reference to elaborate the tool. | N/A  |

| Objectives  | Research methods   |  |  |
|---|--|--|--|
|   | Content analysis   | Case study   | Observations   |
| Implement the project management methodological guide at the International Labour Organization (ILO) to develop a reference case for the implementation of the guide and confirm that its purpose is met. | Content analysis will also be relevant as we need to understand the content of the PRODOC to be able to make relevant propositions regarding Agile-based guidance. | Understand the holistic implementation context of ILO projects in emergency contexts and develop Agile-based guidance to our reference case. | It will be important to use the observation method as we must understand how project managers behave on the field to be able to provide relevant Agile-based guidance to adjust managerial behaviours. |

*Source: Pickard, 2018*

### 3.3. Tools

Tools are the instruments used to collect data. The Formplus website mentions that it is important to define tools depending on the purpose of the research.

“Data collection tools refer to the devices/instruments used to collect data, such as a paper questionnaire or computer-assisted interviewing system. Case studies, checklists, interviews, observation and surveys or questionnaires are all tools used to collect data. The objective behind data collection is to capture quality evidence that allows analysis to lead to the formulation of convincing and credible answers to the posed questions”

([https://www.formpl.us/blog/data-collection-method#:~:text=Case%20Studies%2C%20Checklists%2C%20Interviews%2C,ways%20and%20for%20different%20purposes\).](https://www.formpl.us/blog/data-collection-method#:~:text=Case%20Studies%2C%20Checklists%2C%20Interviews%2C,ways%20and%20for%20different%20purposes).)

Pandey & Pandey (2015) suggest different tools that we can use for data collection: questionnaires, interviews, schedules, observation techniques and rating scales. For the needs of our work, we will use bibliographical files, questionnaires, observation and semi-structured interviews. Also, in the analysis chapter, we will develop a practical tool for project managers that links Agile-based guidelines for each domain with the project management processes. This practical tool (detailed in chapter 4) will help project managers better identify the proper momentum to apply to those guidelines during project implementation.

**Table 3 – Tools**

| Objectives   | Tools  |
|--|--|
| <p>Carry out an initial diagnosis in the International Labour Organization (ILO) regarding project administration, particularly the administration of the PROFIT project.</p>  | <p>Bibliographical file:<br/>International Labour Organization (2017). Independent Evaluation of ILO’s field operations and structure - final report <a href="https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_586142.pdf">https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_586142.pdf</a>:<br/>This document will help analyze the written content available on the matter.</p> <p>Questionnaires will be developed to interview managers on the field and to use during interviews to collect more information from the field team.</p> <p>Semi-structured interviews to collect more information from the field team.</p> |
| <p>Define and propose the processes of the project management methodological guide based on the good practices proposed by the PMI and the Agile guides to create a tool of practical use and accessible to project administrators of the International Labour Organization (ILO).</p> | <p>Bibliographical files:</p> <ul style="list-style-type: none"> <li>- Agile Practice Guide</li> <li>- PMBOK</li> <li>- An Agile methodology for the disaster recovery of information systems under catastrophic scenarios</li> </ul> <p>These will help analyze the written content available on how to develop guidance based on Agile for project areas and processes.</p>  |

| Objectives  | Tools  |
|---|--|
| Implement the project management methodological guide at the International Labour Organization (ILO) to develop a reference case for the implementation of the guide and confirm that its purpose is met. | Bibliographical files: <ul style="list-style-type: none"> <li>- Agile Practice Guide</li> <li>- PMBOK</li> </ul> Observation to get more information on managerial behaviour in the field. |

*Combined sources*

### 3.4. Assumptions and constraints

PMI (2021) provides a clear definition of assumptions and constraints. “An assumption is a factor that is considered to be true, real, or certain, without proof of demonstration. A constraint is a limiting factor that affects the execution of a project, program, portfolio, or process” (p. 174). Based on this definition, if we want to link these two elements, we can conclude that this assumption is what we expect without the limiting factors (constraints).

The assumptions and constraints considered in our work are the following:

#### Assumptions:

- The information sources are available and accessible in order to get a detailed diagnosis of the ILO.
- A methodological guide developed in that research project will be used by the ILO in Haiti for an ongoing project implemented in emergency contexts in the country, as a reference case.
- The ILO team will be receptive to my project and will help me implement the



methodological guide in the ongoing project in the field.

### Constraints

Limited time to go through all the reports available.

No budget available to implement new projects based on the methodological guide.

Limited time to implement the methodological guide to the reference case.

Limited budget to help apply the methodological guide in the field.

**Table 4 - Assumptions and constraints**

| Objectives  | Assumptions  | Constraints  |
|---|--|--|
| Carry out an initial diagnosis in the International Labour Organization (ILO) regarding project administration, particularly the administration of the PROFIT project.  | The information sources are available and accessible in order to get a detailed diagnosis of the ILO.  | Limited time to go through all the available reports.  |
| Define and propose the processes of the project management methodological guide based on the good practices proposed by the PMI and the Agile guides to create a tool of practical use and accessible to project administrators of the International Labour Organization (ILO). | A methodological guide developed in that research project will be used by the ILO in Haiti for an ongoing project implemented in emergency contexts in the country, as a reference case. | No budget available to implement new projects based on the methodological guide.   |
| Implement the project management methodological guide at the International Labour Organization (ILO) to develop a reference case for the implementation of the guide and confirm that its purpose is met.   | The ILO team will be receptive to my project and will help me apply the methodological guide in the ongoing project in the field.  | Limited time to implement the methodological guide to the reference case.<br><br>Limited budget to help apply the methodological guide on the field. |

*Own elaboration.*

### 3.5. Deliverables

Deliverables are defined by the PMBOK (2021) as “any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project” (p. 239). For my research project, the deliverables are the following items:

- the diagnosis report
- the Agile-based guidance for the project lifecycle path
- the reference case for the implementation of Agile in emergency contexts

**Table 5 - Deliverables**

| Objectives  | Deliverables   |
|---|--|
| Carry out an initial diagnosis in the International Labour Organization (ILO) regarding project administration, particularly the administration of the PROFIT project.  | - The diagnosis report will provide an overview of how ILO implements and manages projects.  |
| Define and propose the processes of the project management methodological guide based on the good practices proposed by the PMI and the Agile guides to create a tool of practical use and accessible to project administrators of the International Labour Organization (ILO). | - Agile-based guidance for the project lifecycle path: guidance will be provided for each project area and process. The guidance will consider the following areas and processes: scope, schedule, team, stakeholders, communication, resources, procurement, risk, quality, change, monitoring and evaluation.                                    |
| Implement the project management methodological guide at the International Labour Organization (ILO) to develop a reference case for the implementation of the guide and confirm that its purpose is met.   | - Reference case for the implementation of Agile in emergency contexts:<br>A practical case will show how we can implement the guidance through the emergency-context project. This reference case will be called “Strengthen Agricultural Opportunities through Vocational Training and Technology Investment (also known as the PROFIT project). |

*Combined sources*

## 4. RESULTS

This chapter aims to present the main results of our analysis regarding the applicability of Agile methodology in emergency-context projects. Specifically, we will showcase the results in the context of the implementation of projects by the ILO in emergency situations in Haiti. Agile methodology has been applied to a project as a reference case implemented by the ILO in Haiti since January 2021. The project concerned by our work is called “Strengthen Agricultural Opportunities through Training and Technology Investment”, also known as PROFIT”.

### 4.1. Presentation of the PROFIT Project (ref: PRODOC)

Since January 2021, the ILO has implemented the PROFIT project in the Grand Anse department of Haiti. Funded by the Foreign Affairs Ministry of Norway for the amount of 3 million USD, PROFIT aims to accomplish the three following objectives:

- Develop promising value chains in terms of market by maximizing added value in Haiti (locally) and favouring remunerative Haitian and international markets.
- Improve the living conditions of small cocoa and breadfruit producers in Grande Anse.
- Create green and decent jobs and promote entrepreneurship along the cocoa and breadfruit value chains.

The ILO is the implementing organization. However, depending on the scope and nature of some activities and the market ecosystem, other local or national service providers have been designated responsible for some of them.

The results and sub-results expected from this project are the following:

- A) Capacity of producers to produce more and better quality (refined) products corresponding to increasing market demand is improved (tailored technical and

managerial training, producers better structured), with a particular attention to gender specificities and needs.

**Output 1.1:** A rural extension service is formalized in the South and Grand'Anse departments with the support of CHAGHA, INCAH and the Ministry of Agriculture.

**Output 1.2:** 1 technician for 10 groups of 20 farmers is trained by technical trainers from the CRS (NGO) and GeoNova (Haitian geo-referencing company), the Ministry of Agriculture and the private sector.

**Output 1.3:** Establishment of demonstration plots (cocoa) with leading farmers with AYITIKA & the CRS.

**Output 1.4:** Implementation of a research/development program to develop the local market for breadfruit consumption and processing with Quisqueya University.

B) Technological capacity of agriculture and applied research along the value chains for the selected products are improved (traceability, fermentation, post-harvest equipment).

**Output 2.1:** Specialized vocational training programme for selected candidates ready to engage in the creation of small businesses specialized in agricultural services.

**Output 2.2:** Creation of a participation fund to co-finance initiatives seeking to develop services for farmers through small private or associative enterprises.

**Output 2.3:** New cocoa plantations and rehabilitation program for old ones by setting up a professional-sized service with brigades of young farmers affiliated with AYITIKA (AYITIKA SA is a company committed to the development of Haiti's cocoa sector) and KALEOS.

C) Revenues and financial capacity of beneficiary farmers are improved, and eco-friendly and decent jobs are created in support of the three agricultural value chains.

**Output 3.1:** Development of a pilot centre for the preparation, processing and marketing of breadfruit.

**Output 3.2:** Construction of associative or articulated cocoa collection centres for private cocoa exporters.

D) Support for the establishment of a credit/saving scheme.

**Output 4.1:** Financial literacy training for farmers through the rural extension

**Output 4.2:** Establishment of small cooperatives or rural funds for credit savings.

**Output 4.3:** Assisting private companies (cocoa exporters, for example) in developing a credit/saving scheme for the producers.

The project has faced many challenges since the beginning, including the withdrawal of key technical stakeholders (AYITIKA), political trouble and violent demonstrations. Moreover, in August 2021, an earthquake occurred and devastated the South and Grand Anse Departments, where the project is being implemented. Following the earthquake, some project activities have been suspended, and the project board has decided to develop an emergency component with an additional budget, new objectives and activities, and an increased number of people in the team to help leverage the impact of the PROFIT project.

Even though the funder has agreed to fund new activities, the project board was unable to complete all of them. Originally, the project had to restore five public agricultural infrastructures (local markets) and public routes. However, only 1 market and a few kilometers of roads have been rehabilitated. How could Agile methodology help prevent the project board from failing to accomplish these projects? This chapter will highlight the Agile guidance for that purpose.

#### 4.2. Initial diagnosis in the International Labour Organization (ILO) regarding project administration, particularly the administration of the PROFIT project.

The objective of this diagnosis was to determine the current situation of the ILO regarding project administration, particularly the administration of the PROFIT project. To do so, two methods have been applied. First, we completed a documentation review of what the organization proposes in terms of guidance and principles regarding project administration. Then, we interviewed three project administrators in the organization. All of them are linked to the PROFIT project.

##### 4.2.1. Analysis of the documentation review

The literature review provides a lot of relevant information regarding project administration and management at the ILO in terms of approach, methodology or general guidance to follow. However, besides the PRODOC of the PROFIT project and the mid-term evaluation report, the information regarding approach and methodology is in separate procedures for areas and processes of the project.

In the PRODOC, only the processes and areas are presented, and there aren't many details regarding their management process. For example, in the stakeholder area, the PRODOC mentions the numbers of stakeholders targeted and their responsibilities in the project. However, there's no mention of how stakeholders will communicate between each other or how they will be connected through their responsibilities. We must mention that one of the lead partners identified in the PRODOC has never onboarded in the project.

This is the same for the domain of team management domain. The PRODOC only identifies the number of staff, their title and their expertise. No mention of the leadership type to

apply for the team, the project team culture or the communication method to be established between the staff members is made. However, we observed that another employee has been added to take charge of additional activities following the earthquake (emergency activities). Is that Agile? The interview responses will provide more details on this.

Also, no information is available regarding communication management, procurement management and resource management in the PRODOC. Change management is absent in the PRODOC or any project-related document. However, some general guidance is available on the ILO website on those areas or domains.

Regarding risk management, there's a framework which identifies the risks and presents an analysis and response plan for each of them. We can consider the risk description in the framework as the risk analysis, and the mitigation as the response plan and its implementation process.

Table 6 - Extract from risk management framework of PROFIT project

| Risk Area  | Risk Description   | Risk Assessment | Risk Mitigation   |
|--|--|-----------------|---|
| <b>Risk 1:<br/>External<br/>Political<br/>and<br/>social</b> | Political and social unrest leading to violence can have a significant impact on the project neighbourhoods that have a history of social, political and economic-based violence. Given Haiti's tumultuous history, this risk is expected to occur during the project implementation and will most likely cause delays and/or cancellation of some training due to the inability to operate. | Medium          | The ILO will carefully monitor the political and social situation and implement measures to prevent the waste of project resources during times of unrest. The ILO will make provisions to anticipate the impact of social protests and will make every possible effort to minimize its effect on project implementation while encouraging partners to use the apprenticeship when trainees are in their field of activity and less affected by unrest. |

Source: PROFIT PRODOC

In a mid-term evaluation report, it is mentioned that the project has faced some challenges during the implementation period. We mentioned some of them, including the earthquake in August 2021, political trouble, and violent demonstrations in the areas of project implementation. Based on the report, these challenges have been mitigated thanks to the Agile approach that was applied. However, there aren't more details on how the Agile approach has been implemented in the project processes and areas.

Also, in the literature review, we found other documents which provide more guidance on how the projects are administered and managed at the ILO. However, that guidance is not necessarily linked to an Agile methodology or approach. They only highlight general rules on how the ILO does business and how people should behave while doing business with or for the ILO. The organization provides some templates and general guidance for a variety of situations, including recovery implementation. However, in a project perspective, they are not very detailed.

**Table 7 - Example of guidance promoted by the ILO for recovery implementation**

| Responses                                  | Reconstruction Activities   |
|--|---|
| Employment-intensive investment approaches | <ul style="list-style-type: none"> <li>• Assessment of debris quantum, removal, recycling, and reuse, where some initiatives entail changes in policy and/or regulations.</li> <li>• Community infrastructure re-construction</li> <li>• Restoring access to and reconstruction of production units</li> <li>• Re-establishing business sourcing, access to markets, and support services</li> <li>• Expanding 'green work'<sup>16</sup> opportunities that link climate-change adaptation measures with employment, income security and asset creation for the benefit of local communities</li> </ul> |
| Support to MSMEs (including cooperatives)  | <ul style="list-style-type: none"> <li>• Provide capital grants or credit assistance to refurbish/replace machinery of same technology or more advanced technology (for example, environmentally sustainable technology, digitalization) and associated equipment</li> </ul>  |
| Skill development                          | <ul style="list-style-type: none"> <li>• Short-term training of workers in the skills demanded by the reconstruction process</li> <li>• On- and off-the-job training as part of the reconstruction works</li> <li>• Skills certification and further upskilling after the reconstruction works</li> </ul>   |
| Emergency employment services              | <ul style="list-style-type: none"> <li>• Career guidance and counselling</li> <li>• Job matching</li> </ul>   |

Source: ILO. Extract from "Employment, Livelihoods and Social Protection: Guide for recovery implementation" ([https://www.ilo.org/global/topics/employment-promotion/recovery-and-reconstruction/WCMS\\_818515/lang--en/index.htm](https://www.ilo.org/global/topics/employment-promotion/recovery-and-reconstruction/WCMS_818515/lang--en/index.htm))



Moreover, the ILO has general guidance on procurement management, which is based on United Nations guidance for vendors and suppliers (ILO Procurement Home Page: <https://www.ilo.org/global/about-the-ilo/procurement/lang--en/index.htm>). The bureau also has a communication and a brand strategy that should be considered in every aspect of any project (ILO Brand Hub: <https://brand.ilo.org>) and a specific communication plan has been developed for the PROFIT project. However, we can't call them Agile or say that they are linked with a project perspective.

As we face a lot of challenges when it comes to applying these strategies in a local context, particularly in emergency contexts, there isn't any available information regarding the exact procedure to follow to stay flexible and agile. The ILO Strategic Plan 2022-2025 doesn't provide this guidance either, hence the necessity to develop such products for projects, particularly projects implemented in emergency contexts.

#### 4.2.2. Analysis of interviews with managers and team

The interviews realized with the PROFIT project team provides little information regarding the methodology used in the managing project. Three people from the team have been interviewed: the Chief Technical Advisor (CTA), who is in charge of the overall project management, supervision, monitoring and liaison with other ILO projects, the Agro Specialist acting as the field coordinator, who is an expert on agricultural value chain and who coordinates all field activities and liaises with the various partners and stakeholders for effective project implementation, and the Emergency Project Officer who has been onboarded after the earthquake to lead the emergency activities.

To complete these interviews, a questionnaire containing three series of questions has

been used. We've chosen to send the series separately to limit bias across subjects. The first series of questions is linked to the level of knowledge of the managers on traditional and agile approaches. The second one contains questions regarding the overall approach used by the ILO for project design and management. The third one is related to the approach currently applied in the implementation of the PROFIT project and the challenges faced by the project with this current approach.

Here are the questions that we asked. For the first series of the questionnaire, five questions have been asked to the managers.

**Table 8 - Questionnaire - First series**

| # | Questions  |
|---|--|
| 1 | What are the approaches and methodologies that you know regarding project management?    |
| 2 | What are the advantages and disadvantages of an Agile methodology in project management? |

*Own elaboration*

#### *Analysis report for this first series*

Based on the first series in the questionnaire, we found evidence that managers are aware of traditional and Agile methodologies in project management. All of them have responded positively by naming those two approaches to answer the first question. However, we discovered confusion in some of the answers. One of the managers has confounded approach (traditional and Agile) and management tool and objective characteristics (GANTT, PERT, SMART). Also, they tend to confound training and certification programs or associations in project management (Project Management Professional - PMP, Project Management Institute - PMI) with methodologies or approaches in project management. However, all of them agreed

on the fact that Agile methodology gives more flexibility, is less rigid and helps facing uncertainty, particularly in a fragile country where it is difficult to deal with unexpected events. The traditional approach was seen as less flexible, more rigid and requiring a lot of documentation.

For the second series, we wanted to figure out if the ILO provides guidance to managers on which methodology to apply in project management. Here are the questions asked in chart 9:

**Table 9 - Questionnaire - Second series**

| # | Questions   |
|---|---|
| 3 | Do ILO project managers have a project management manual, a guidance shared when hired?   |
| 4 | Does the ILO have a guide or manual on project design and management? Do you have mandatory courses on project design and management to attend? |
| 5 | Does the ILO adopt/promote a particular approach/methodology in the design and/or implementation of projects? What kind?                        |
| 6 | Is there, if any, a difference in approaches between development projects and humanitarian projects?  |
| 7 | Does the Haitian context change the ILO's approach for designing and managing projects? Explain.  |
| 8 | Do emergency contexts ( such as natural disasters) change the ILO's approach to designing and managing projects? Explain.                       |

*Own elaboration*

#### Analysis report for the second series

Based on the answers of the interviewees, the ILO does have resources for project design and management, such as online courses and training provided by the International Turin Centre (<https://www.itcilo.org/fr/topics/gestion-des-projets>) and related manuals and documents. However, these trainings and resources are not *sine qua non* conditions to be Agile and flexible in the project's implementation.

Furthermore, the managers know that contexts can be a reason to apply change. However, they don't have a framework to plan, implement, monitor and evaluate those changes. Therefore, it is important to help them apply an Agile methodology through the project's domains and areas.

For the third series, we wanted to know the scope of using the Agile methodology in the PROFIT project implementation. Here are the questions asked in chart 10:

**Table 10 - Questionnaire for interview – Third series**

| #  | Questions  |
|----|--|
| 9  | In an emergency context, how flexible are you in procurement, recruiting staff, implementing changes in the project and communicating with staff and stakeholders?   |
| 10 | Are there procedures for managing changes in project implementation?   |
| 11 | The project evaluation mentions that you adopted an Agile approach to deal with the challenges faced, particularly after the earthquake of August 14, 2021. Can you tell us more about this approach?  |
| 12 | How has the agile approach been integrated in the different domains or areas of the PROFIT project, such as scope, schedule, team, stakeholders, communications, resources, procurement, risk, quality, change, monitoring, evaluation, and so on? |

*Own elaboration*

### *Analysis report for the third series*

In terms of flexibility in emergency contexts, the interviewees couldn't provide details on how changes in project management have been developed and implemented through their projects. Only some examples of change implementation have been provided, without any linkage to a specific procedure or written guide. The CTA of the project was very clear when he mentioned that he doesn't know any organizational procedures regarding change management; however, he stated that he makes sure to stay flexible and open to changes in regard to the

context of implementation.

The example that he provided is when he was tasked with developing the emergency component of the project after the earthquake occurred or when he had to relocate three members of the staff (including the national coordinator) closer to the implementation communities for better project leverage and efficiency. Also, the duration of the project had been extended, and the scope of some activities had been redefined. The fact of the matter is that we need guidance to support that kind of decision, even if we want to be flexible and agile in an emergency context.

The established diagnosis proves that the managers of PROFIT are aware of the importance of an Agile approach for projects. However, there's a lack of guidance to support the decisions in real-life situations. That's why it becomes relevant to develop such a guidance for each project area.

4.3. Definition and proposition of the processes of the project management methodological guide based on the good practices proposed by the PMI and the Agile guide to create a tool of practical use and accessible to project administrators of the International Labour Organization (ILO).

This practical guide will provide guidance for each domain or area of project management in an Agile perspective. Each guide will give ILO managers a list of rules by project performance domain or area to be applied in an emergency context. The areas and/or domains concerned by this practical guide are the following: scope, schedule, team, stakeholders, communications, resources, procurement, risk, quality, change, monitoring and evaluation. Each guide will answer the following question for each domain: *How to stay agile in*

*an emergency context?* We propose a 10-step guide for each of them. For each guideline, we’ve also developed a practical tool which associates tasks with project management processes, which can serve as practical landmarks for project managers.

#### 4.3.1. 10-step Agile-based guide for scope management plan in emergency context.

In Agile, a top-down approach is preferred to a bottom-up one as promoted in the traditional approach to define the project scope. Sliger (2010) mentions that the top-down schemas help eliminate the waste of time and money: “Agile uses a top-down approach to defining and estimating scope in order to eliminate the waste (time and money) of spending many weeks defining requirement details that may never be implemented or that may be outdated by the time the team is ready to build the feature”. The focus is put on the delivering value and continuous communication with the customer.

In the context of humanitarian projects, including those in a context of emergency, this focus could either be the beneficiaries, who expect problem solving in their communities, or the sponsor, who could decide what kind of project he wants to fund or not. In both cases, Agile can be helpful to put them together and define where to start in terms of scope. Here are some guidelines to define that scope in an emergency context and stay agile.

**Table 11 - Guidelines to stay agile for scope management**

| <b>Guidelines to stay agile for scope management</b> |   |   |
|--|---|---|
| <b>#</b>   | <b>Guideline</b>  | <b>Timeline</b>                         |
| 1  | Identify the main challenges faced by the communities after the emergency has occurred (through Post-Disaster Needs Assessment) | First two weeks following the emergency |
| 2  | Share the information regarding the available resources with the community to avoid unachievable expectations                   | First two weeks following the emergency |

| <b>Guidelines to stay agile for scope management</b> |   |   |
|--|---|---|
| <b>#</b>   | <b>Guideline</b>  | <b>Timeline</b>                               |
| 3  | Classify the needs in order of decreasing priority  | First two weeks following the emergency       |
| 4  | Communicate the needs assessment and classification with the sponsor to help them identify which priority activities he'll be able to fund                        | First two weeks following the emergency       |
| 5  | Validate the scope with the sponsor   | First two weeks following the emergency       |
| 6  | Communicate the scope with the stakeholders   | Right after the validation                    |
| 7  | Communicate the scope with the team members and assign roles and responsibilities   | Right after the validation                    |
| 8  | Communicate the validated scope to the communities  | Right after the validation                    |
| 9  | Bi-weekly standups with team members on the scope to make sure we stay aligned with communities and sponsor requirements  | Bi-weekly                                     |
| 10   | Define criteria for scope review and change and refine it (if needed) with the sponsor and communities to make sure that we stay aligned with the validated scope | Three months after the emergency has occurred |

*Own elaboration*

The figure below shows the tasks and project management processes involved for each of them.

Figure 4 - Tasks and associated processes to stay agile for scope management.

| Guidelines to stay agile for scope management. |   |                    |          |           |                            |         |
|--|---|--------------------|----------|-----------|----------------------------|---------|
| #  | Guidelines  | Involved processes |          |           |                            |         |
|  |   | Initiating         | Planning | Executing | Monitoring and controlling | Closing |
| 1  | Identify the main challenges faced by the communities after the emergency occurred (through Post-Disaster Needs Assessment)   |                    |          |           |                            |         |
| 2  | Share the information regarding the available resources with the community to avoid unachievable expectations   |                    |          |           |                            |         |
| 3  | Classify the needs in an order of decreasing priority   |                    |          |           |                            |         |
| 4  | Communicate the needs assessment and classification with the sponsor to help him identify which priority activities he'll be able to fund   |                    |          |           |                            |         |
| 5  | Validate the scope with the sponsor   |                    |          |           |                            |         |
| 6  | Communicate the scope with the stakeholders   |                    |          |           |                            |         |
| 7  | Communicate the scope with the team members and assign roles and responsibilities   |                    |          |           |                            |         |
| 8  | Communicate the validated scope to the communities  |                    |          |           |                            |         |
| 9  | Bi-weekly standups with the team members on the scope to make sure we're stay aligned with communities and sponsor requirements   |                    |          |           |                            |         |
| 10   | Define criteria for scope review and change, and refine it (if needed) with the sponsor and communities to make sure that we stay aligned with the validated scope and to refine it if needed |                    |          |           |                            |         |

Source: Adapted from the 10-step guidelines for scope management.

#### 4.3.2. 10-step Agile-based guide for schedule management planning in emergency contexts

As mentioned previously, the Agile approach helps managers avoid wasting time and be more efficient. The key aspect to memorize and summarize for the application of Agile into the scheduling process for a project is that instead of scheduling the overall duration of a project, prioritizing short time periods for activities by breaking the project planning in small periods of time is recommended (<https://agilecheetah.com/building-an-agile-project-schedule-do-this-instead/#:~:text=Agile%20planning%20breaks%20up%20the,timebox%20on%20the%20project%20timeline.>). This can also be applied to emergency contexts.



Table 12 - Guidelines to stay agile for schedule management

| Guidelines to stay agile for schedule management |  |                                 |
|--|--|---------------------------------|
| #  | Guideline  | Timeline                        |
| 1  | Break the project plan into small and short periods  | Recovery planning               |
| 2  | Involve the team members to help you define those periods  | Recovery planning and executing |
| 3  | Define milestones for activities   | Recovery planning               |
| 4  | Define dependency between components, activities and period of realization   | Recovery planning               |
| 5  | Adopt and validate a dependency scheme with the team: finish-to-start, finish-to-finish or start-to-start                      | Recovery planning               |
| 6  | Prepare your WBS based on the dependency scheme  | Recovery planning               |
| 7  | Define the critical path   | Recovery planning               |
| 8  | Assign a small team (autonomous and self-organized) to each small period to help you monitor the WBS and the periods           | Recovery planning and executing |
| 9  | Review those periods as much as needed and possible  | Recovery executing              |
| 10   | Evaluate the schedule as much as needed, define criteria on how schedule could be changed and assign responsibilities for that | Recovery executing              |

*Own elaboration.*

The figure below shows the tasks and the project management processes involved for each of them.

Figure 5 - Tasks and associated processes to stay agile for schedule management

| Guidelines to stay agile for schedule management |   |                    |          |           |                            |         |
|--|---|--------------------|----------|-----------|----------------------------|---------|
| #  | Guidelines  | Involved processes |          |           |                            |         |
|  |   | Initiating         | Planning | Executing | Monitoring and controlling | Closing |
| 1  | Break the project plan into small and short periods   |                    | •        |           |                            |         |
| 2  | Involve the team members to help you define those periods   |                    | •        |           |                            |         |
| 3  | Define milestones for activities  |                    | •        |           |                            |         |
| 4  | Define dependency between components, activities, and period of realization   |                    | •        |           |                            |         |
| 5  | Adopt and validate a dependency scheme with the team: finish-to-start, or finish-to-finish, or start-to-start                   |                    | •        |           |                            |         |
| 6  | Prepare your WBS based on dependency scheme   |                    | •        |           |                            |         |
| 7  | Define the critical path  |                    | •        |           |                            |         |
| 8  | Assign small team (autonomy and self-organized) to each small period to help you monitor the WBS and the small periods          |                    | •        |           |                            |         |
| 9  | Review those periods as much as needed and possible   |                    |          |           |                            |         |
| 10   | Evaluate the schedule as much as needed, define criteria on how schedule could be changed, and assign responsibilities for that |                    |          |           |                            |         |

*Source: Adapted from the 10-step guidelines for schedule management.*

#### 4.3.3. 10-step Agile-based guide for team management planning in emergency contexts.

One of the criteria to call a team agile is its size. The PMI considers an agile team as a team with more than two and less than fifteen people possessing different kinds of technical expertise depending on the needs of the project (<https://www.pmi.org/disciplined-agile/agility-at-scale/tactical-agility-at-scale/large-agile-teams/organizing-agile-teams>). In some cases, the team size can be bigger, but the manager is responsible of building and organizing it in a way to help the members be more efficient. Here are some guidelines to keep them in Agile mode.

Table 13 - Guidelines to stay agile for team management

| <b>Guidelines to stay agile for team management.</b> |   |   |
|--|---|---|
| <b>#</b>   | <b>Guideline</b>  | <b>Timeline</b>   |
| 1  | Identify the expertise and skills needed for the project (develop the general terms of reference for those skills).       | Initiating, planning                                      |
| 2  | Build (or reorganize based on the event) the team in regard to the expertise needed                                       | Recovery planning, executing                              |
| 3  | Help the team members become autonomous, responsible and accountable  | Recovery planning, executing, monitoring                  |
| 4  | Let the leaders emerge from the team  | Recovery planning, executing, monitoring                  |
| 5  | Help them assign roles and responsibilities between the members   | Recovery planning and executing                           |
| 6  | Establish work performance metrics  | Recovery planning   |
| 7  | Review and refine (if needed) work performance metrics  | Executing, monitoring and controlling                     |
| 8  | Communicate methodology and criteria with the team on their performance evaluation (individual and collective evaluation) | Beginning of the assignment (planning)                    |
| 9  | Evaluate the team based on the metrics for each milestone achieved.   | At each milestone (executing, monitoring and controlling) |
| 10   | Define and communicate criteria for team change   | Planning, monitoring and controlling                      |

*Own elaboration.*

The figure below shows the tasks and the project management processes involved for each of them.

Figure 6 - Tasks and associated processes to stay agile for team management

| Guidelines to stay agile for team management. |  |                    |          |           |                            |         |
|---|--|--------------------|----------|-----------|----------------------------|---------|
| #   | Guidelines   | Involved processes |          |           |                            |         |
|   |  | Initiating         | Planning | Executing | Monitoring and controlling | Closing |
| 1   | Identify the expertise and skills needed for the project (develop the general terms of reference for those skills).        |                    |          |           |                            |         |
| 2   | Build (or reorganize based on the event) the team in regard the expertise we look for                                      |                    |          |           |                            |         |
| 3   | Help the team members get their autonomy and the feeling to be responsible and accountable                                 |                    |          |           |                            |         |
| 4   | Let the leaders emerge from the team   |                    |          |           |                            |         |
| 5   | Help them assign roles and responsibilities between the members  |                    |          |           |                            |         |
| 6   | Establish work performance metrics   |                    |          |           |                            |         |
| 7   | Communicate with the team on their performance evaluation methodology and criteria (individual and collective evaluation); |                    |          |           |                            |         |
| 8   | Review, and refine (if needed), work performance metrics   |                    |          |           |                            |         |
| 9   | Evaluate the team based on the metrics for each milestone achieved.  |                    |          |           |                            |         |
| 10  | Define and communicate criteria for team change  |                    |          |           |                            |         |

*Source: Adapted from the 10-step guidelines for team management.*

#### 4.3.4. 10-step Agile-based guide for stakeholder management planning in emergency contexts.

Scrum as an Agile method (PMI, Agile Practice Guide – 2017, p. 11) provides some general guidance regarding stakeholder management in an agile way. We were inspired by the Scrum framework to develop guidelines to help managers stay agile in stakeholder management in emergency contexts. Steiner (2020) is right when he states that Scrum as a framework doesn't provide cookbook recipes, and the responsibility is ours to develop content for that framework for a particular context. See below the guidelines list related to stakeholder management in emergency contexts classified by Steiner according to the four following categories: user, influencer, provider, and governance.

Table 14 - Guidelines to stay agile for stakeholder management

| Guidelines to stay agile for stakeholder management |   |                                    |
|---|---|------------------------------------|
| #   | Guideline   | Timeline                           |
| 1   | Identify the needs (from PDNA)  | Recovery initiating                |
| 2   | Identify the potential stakeholders per need category   | Recovery initiating                |
| 3   | Classify the stakeholders by interest level and influence power   | Recovery initiating                |
| 4   | Validate the stakeholders list with the sponsor   | Recovery initiating                |
| 5   | Communicate the stakeholders list to the beneficiaries  | Recovery executing                 |
| 6   | Establish and implement a communication mechanism and calendar for each stakeholder in regard of their position in the influence and interest classification framework. | Recovery planning and executing    |
| 7   | Address the needs, feedback and suggestions provided by stakeholders as much as possible.   | Recovery executing                 |
| 8   | Evaluate the engagement level of every stakeholder throughout the project implementation  | Recovery executing                 |
| 9   | Promote the stakeholders' responsibilities and achievements in the beneficiary communities  | Recovery executing                 |
| 10  | Define and implement criteria for change in the stakeholder list and responsibilities   | Initiating, planning and executing |

*Own elaboration.*

The below figure shows the tasks and the project management processes involved for each of them.

**Figure 7 - Tasks and associated processes to stay agile for stakeholder management**

| Guidelines to stay agile for stakeholder management. |  |                    |          |           |                            |         |
|--|--|--------------------|----------|-----------|----------------------------|---------|
| #  | Guidelines   | Involved processes |          |           |                            |         |
|  |  | Initiating         | Planning | Executing | Monitoring and controlling | Closing |
| 1  | Identify the needs (from PDNA)   |                    |          |           |                            |         |
| 2  | Identify the potential stakeholders per need category  |                    |          |           |                            |         |
| 3  | Classify the stakeholders by interest level and influence power  |                    |          |           |                            |         |
| 4  | Validate the stakeholders list with the sponsor  |                    |          |           |                            |         |
| 5  | Communicate the stakeholders list to the beneficiaries   |                    |          |           |                            |         |
| 6  | Establish and implement a communication mechanism and calendar for each stakeholder in regard of their position into the influence |                    |          |           |                            |         |
| 7  | Address the needs, feedback, and suggestions provided by stakeholders as much as possible.   |                    |          |           |                            |         |
| 8  | Evaluate the engagement level of every stakeholder throughout the project implementation   |                    |          |           |                            |         |
| 9  | Promote the stakeholders' responsibilities and achievements in the beneficiary communities   |                    |          |           |                            |         |
| 10   | Define and implement criteria for change in the stakeholder list and the responsibilities  |                    |          |           |                            |         |

*Source: Adapted from the 10-step guidelines for stakeholder management.*

#### 4.3.5. 10-step Agile-based guide for communication management planning in emergency contexts

Communication is very important for an Agile approach in project management. Indeed, one of the principles in the Agile manifesto is based on fluid and face-to-face communication that can help convey information within the team. Furthermore, Layton (2017) highlights other related criteria for communication in Agile: emphasizing simplicity, directness and face-to-face conversations. Thus, implementing a communication plan in Agile requires taking into consideration those elements. See the guidelines proposed below for communication within the team and with the stakeholders and beneficiaries.

Table 15 - Guidelines to stay agile for communication management

| Guidelines to stay agile for communication management |  |   |
|---|--|---|
| #   | Guideline  | Timeline  |
| 1   | Identify communication needs and develop a crisis communication plan for the next three months, including the list of activities, while involving key stakeholders.  | Recovery initiating, planning (within 3-7 days following the emergency) |
| 2   | Share the crisis communication plan with team members to get them involved with the implementation (delegate as much as possible)  | Recovery initiating, planning (within 3-7 days following the emergency) |
| 3   | Integrate the crisis communication plan in the overall emergency plan  | Recovery planning   |
| 4   | Implement the crisis communication plan by making sure that implementation communities are aware of changes occurring as a result of the emergency for each component of the project and for each stakeholder (objectives, actions, responsibilities, impact).<br><br>Involve the community leaders with credibility and positive influence by letting them play the messenger's role. | Recovery executing  |
| 5   | Identify local resources, alternative tools, and proximity communication methods for reaching the audience more quickly and for a lower cost. If technology breaks down, use traditional tools such as word of mouth, going door-to-door or small-scale community meetings.  | Recovery planning and executing   |
| 6   | Regularly monitor the impact of the crisis communication plan on the community (developing informal and formal surveys)  | Recovery executing  |
| 7   | Meet the staff to refine the activity list and strengthen it with new ones, if needed  | Recovery executing (weekly standup and flow-based Agile questions).     |
| 8   | Implement an accountability mechanism by collecting feedback on the crisis communication activities from the population  | Recovery executing  |

| <b>Guidelines to stay agile for communication management</b> |  |  |
|--|--|--|
| <b>#</b>   | <b>Guideline</b>   | <b>Timeline</b>                                      |
|  | (suggestions box)  |  |
| 9  | Regularly communicate with key stakeholders on achievements for the communication plan                         | Recovery executing                                   |
| 10   | Evaluation of the implementation with stakeholders and team.<br>Renew the crisis communication plan if needed. | Recovery executing, monitoring, controlling, closing |

*Own elaboration.*

The figure below shows the tasks and the project management processes involved for each of them.



**Figure 8 - Tasks and associated processes to stay agile for communication management**

| Guidelines to stay agile for communication management. |  |                    |          |           |                            |         |
|--|--|--------------------|----------|-----------|----------------------------|---------|
| #  | Guidelines   | Involved processes |          |           |                            |         |
|  |  | Initiating         | Planning | Executing | Monitoring and controlling | Closing |
| 1  | Develop a crisis communication plan (for next three months), including the list of activities, while involving key stakeholders.   |                    |          |           |                            |         |
| 2  | Share the crisis communication plan with the team members to get them involved in the implementation (delegate as much as possible)  |                    |          |           |                            |         |
| 3  | Integrate the crisis communication plan in the overall emergency plan.   |                    |          |           |                            |         |
| 4  | Implement the crisis communication plan by making sure that implementation communities are aware of changes occurred after the emergency for each component of the project, and for each stakeholder (objectives, actions, responsibilities, impact...). Involve the community leaders with credibility and positive influence by letting them play the messengers role. |                    |          |           |                            |         |
| 5  | Identify local resources, alternative tools, and proximity communication methods for reaching the audience more quickly, and less costly. If technology breaks down, use traditional tools: word mouth; door-to-door; small-scale community meeting;   |                    |          |           |                            |         |
| 6  | Regularly monitor the impact of crisis communication plan on the community (developing informal and formal surveys)  |                    |          |           |                            |         |
| 7  | Meet the staff for refining the activity list, strengthen it with new ones, if needed  |                    |          |           |                            |         |
| 8  | Implement an accountability mechanism by collecting feedback on the crisis communication activities from the population (suggestions box)  |                    |          |           |                            |         |
| 9  | Regularly communicate with key stakeholders on achievements for the communication plan   |                    |          |           |                            |         |
| 10   | Evaluation of the implementation with stakeholders and team. Renew the crisis communication plan if needed   |                    |          |           |                            |         |

*Source: Adapted from the 10-step guidelines for communication management.*

#### 4.3.6. 10-step Agile-based guide for resource management planning in emergency contexts

An Agile approach can also be applied to resource management. Agile can help build a strong team and be efficient in resource mobilization and management. The key words should be flexibility, quality and collaboration.

Table 16 - Guidelines to stay agile for resource management

| Guidelines to stay agile for resource management |   |   |
|--|---|---|
| #  | Guideline   | Timeline  |
| 1  | Identify resources needed earlier (PDNA)  | Recovery initiating, planning                       |
| 2  | Break down the resources into smaller blocks (based on the breakdown structure)   | Recovery planning                                   |
| 3  | Define criteria of efficiency in resource mobilization and management   | Recovery planning                                   |
| 4  | Define criteria of change and integration process in other domains for resource management  | Recovery planning                                   |
| 5  | Validate the criteria with the team, the sponsor and the stakeholders (if needed)   | Recovery planning, executing                        |
| 6  | Empower the team members in managing small amounts of resources (assign roles and get the leaders involved)                               | Recovery executing                                  |
| 7  | Stay alert on every change request in resource management and implement change in compliance with the criteria defined prior              | Recovery executing                                  |
| 8  | Monitor the performance of human resources on managing other types of resources and regularly empower the team to maintain its efficiency | Recovery executing                                  |
| 9  | Regularly communicate and monitor with the team on the status of resources for each activities block                                      | Bi-weekly stands-up (Recovery executing)            |
| 10   | Evaluate the efficiency of the overall resources management   | Executing, monitoring, and controlling, and closing |

*Own elaboration.*

The figure below shows the tasks and the project management processes involved for each of them.

**Figure 9 - Tasks and associated processes to stay agile for resource management**

| Guidelines to stay agile for resource management. |   |                    |          |           |                            |         |
|---|---|--------------------|----------|-----------|----------------------------|---------|
| #   | Guidelines  | Involved processes |          |           |                            |         |
|   |   | Initiating         | Planning | Executing | Monitoring and controlling | Closing |
| 1   | Identify resources needed earlier (PDNA)  |                    |          |           |                            |         |
| 2   | Break down the resources into smaller block (based on the breakdown structure)  |                    |          |           |                            |         |
| 3   | Define criteria of efficiency in resources mobilization and management  |                    |          |           |                            |         |
| 4   | Define criteria of change and integration process in other domains for resources management   |                    |          |           |                            |         |
| 5   | Validate those criteria with the team, the sponsor, and the stakeholders (if needed)  |                    |          |           |                            |         |
| 6   | Empower the team members in managing small block of resources (assign roles, and get the leaders involved)                            |                    |          |           |                            |         |
| 7   | Stay alert on every change request in resources management and implement change in compliance with the criteria defined prior         |                    |          |           |                            |         |
| 8   | Monitor the performance of human resources on managing the other type of resources, and empower regularly to keep the team efficiency |                    |          |           |                            |         |
| 9   | Regularly communicate and monitor with the team on the status of resources for each activities block                                  |                    |          |           |                            |         |
| 10  | Evaluate the efficiency of the overall resources management   |                    |          |           |                            |         |

*Source: Adapted from the 10-step guidelines for resource management.*

#### 4.3.7. 10-step Agile-based guide for procurement management planning in emergency contexts

In procurement procedures, we can be Agile while maintaining a high standard of quality. This will be possible with a collaborative team which helps to guarantee quality insurance and flexibility while following simple procedures based on trust, monitoring, evaluation and communication.

Table 17 - Guidelines to stay agile for procurement management

| Guidelines to stay agile for procurement management |   |   |
|---|---|---|
| #   | Guideline   | Timeline  |
| 1   | Identify products and services needed earlier   | Recovery initiating, planning                           |
| 2   | Break down into smaller blocks (based on the breakdown structure)   | Recovery planning                                       |
| 3   | Define criteria of efficiency in purchasing goods and services  | Recovery planning                                       |
| 4   | Define criteria of change in purchasing goods and services  | Recovery planning                                       |
| 5   | Validate the criteria with the team, sponsor and stakeholders (if needed)   | Recovery planning, executing                            |
| 6   | Establish a mechanism of quality insurance for goods and services and prioritize local offers when the quality/price ration meets the standards | Recovery planning, executing                            |
| 7   | Stay alert regarding every change request in purchasing goods and products  | Recovery executing                                      |
| 8   | Empower the team members to get in touch with service and good providers for quality insurance, flexibility and speed in acquirement process    | Recovery executing                                      |
| 9   | Regularly communicate and monitor the lifetime cycle of good and services with the team   | Bi-weekly stand-ups (recovery executing and monitoring) |
| 10  | Evaluate the purchasing process   | Executing, monitoring, controlling, closing             |

*Own elaboration.*

The figure below shows the tasks and the project management processes involved for each of them.

Figure 10 - Tasks and associated processes to stay agile for procurement management

| Guidelines to stay agile for procurement management. |   |                    |          |           |                            |         |
|--|---|--------------------|----------|-----------|----------------------------|---------|
| #  | Guidelines  | Involved processes |          |           |                            |         |
|  |   | Initiating         | Planning | Executing | Monitoring and controlling | Closing |
| 1  | Identify products and services needed earlier   |                    |          |           |                            |         |
| 2  | Break down into smaller block (based on the breakdown structure)  |                    |          |           |                            |         |
| 3  | Define criteria of efficiency in purchasing goods and services  |                    |          |           |                            |         |
| 4  | Define criteria of change in purchasing goods and services  |                    |          |           |                            |         |
| 5  | Validate those criteria with the team, the sponsor, and the stakeholders (if needed)  |                    |          |           |                            |         |
| 6  | Establish a mechanism of quality insurance for goods and services/Prioritize local offers when the ratio quality/price meets the standards    |                    |          |           |                            |         |
| 7  | Stay alert on every change request in purchasing goods and products   |                    |          |           |                            |         |
| 8  | Empower the team members to get in touch with service and good providers for quality insurance, flexibility, and speed in acquirement process |                    |          |           |                            |         |
| 9  | Regularly communicate and monitor with the team on the lifetime cycle of good and services  |                    |          |           |                            |         |
| 10   | Evaluate the purchasing process   |                    |          |           |                            |         |

*Source: Adapted from the 10-step guidelines for resource management.*

#### 4.3.8. 10-step Agile-based guide for risk management planning in emergency contexts

When it comes to applying Agile approaches in risk management, anticipation and prevention are key. The Agile alliance highlights three important paths to take to prevent risk or diminish their impacts: transparency (“expose everything we are doing so that we can see risks early”), collaborative planning (“harness the knowledge of the entire team and anticipate more risks”), and customer involvement (“mitigate customer risk by involving throughout the lifecycle”) (<https://www.agilealliance.org/wp-content/uploads/2016/01/Agile-Risk-Management-Agile-2012.pdf>). In emergency contexts, we should be able to anticipate constantly.

See the guidelines below:

**Table 18 - Guidelines to stay agile for risk management**

| <b>Guidelines to stay agile for risk management</b> |   |                                |
|---|---|--------------------------------|
| <b>#</b>  | <b>Guideline</b>  | <b>Timeline</b>                |
| 1   | Identify risks that could affect the project  | Recovery planning              |
| 2   | Communicate identified risks with the team and stakeholders   | Throughout the project         |
| 3   | Establish a communication mechanism to monitor new potential risks                                      | Throughout the project         |
| 4   | Empower the team to help you define mitigation actions  | Planning, executing            |
| 5   | Define criteria of efficiency for mitigation actions  | Planning                       |
| 6   | Engage the stakeholders and the sponsor (if needed) to identify and eliminate risk causes (if possible) | Executing                      |
| 7   | Communicate the impact of every possible risk to the customer (beneficiary of the project)              | Executing                      |
| 8   | Engage the community in mitigation actions  | Executing                      |
| 9   | Regularly communicate with the team and monitor mitigation actions in terms of efficiency               | Executing                      |
| 10  | Evaluate the mitigation actions   | Executing, monitoring, closing |

*Own elaboration*

The figure below shows the tasks and the project management processes involved for each of them.

Figure 11 - Tasks and associated processes to stay agile for risk management

| Guidelines to stay agile for risk management. |   |                    |          |           |                            |         |
|---|---|--------------------|----------|-----------|----------------------------|---------|
| #   | Guidelines  | Involved processes |          |           |                            |         |
|   |   | Initiating         | Planning | Executing | Monitoring and controlling | Closing |
| 1   | Identify risks that could affect the project  |                    |          |           |                            |         |
| 2   | Communicate on risks identified with the team and stakeholders  |                    |          |           |                            |         |
| 3   | Establish a communication mechanism to monitor new potential risks                                      |                    |          |           |                            |         |
| 4   | Empower the team to help you define mitigation actions  |                    |          |           |                            |         |
| 5   | Define criteria of efficiency for mitigation actions  |                    |          |           |                            |         |
| 6   | Engage the stakeholders and the sponsor (if needed) to identify and eliminate risk causes (if possible) |                    |          |           |                            |         |
| 7   | Communicate the impact of every possible risk to the customer (beneficiary of the project)              |                    |          |           |                            |         |
| 8   | Engage the community in mitigation actions  |                    |          |           |                            |         |
| 9   | Communicate regularly with the team and monitor the mitigation actions in terms of efficiency           |                    |          |           |                            |         |
| 10  | Evaluate the mitigation actions   |                    |          |           |                            |         |

Source: Adapted from the 10-step guidelines for risk management.

#### 4.3.9. 10-step Agile-based guide for quality management planning in emergency contexts

The PMI highlights the importance of paying attention to quality for delivery: “If the team does not pay attention to quality, it will soon become impossible to release anything rapidly” (Agile Practice Guide, p. 56). Quality impacts rapidity, which in turn impacts efficiency. Based on general guidance provided by the Agile Practice Guide, here are some specific guidelines

suggested for emergency contexts to stay agile in the quality management domain for project management.

**Table 19 - Guidelines to stay agile for quality management**

| <b>Guidelines to stay agile for quality management</b> |  |   |
|--|--|---|
| <b>#</b>   | <b>Guideline</b>   | <b>Timeline</b>                           |
| 1  | Define the satisfaction rate and metrics for each output and outcome<br>(acceptance criteria)  | Recovery planning                         |
| 2  | Review the satisfaction rate at each iteration and refine it, if needed  | Each iteration (recovery executing)       |
| 3  | Validate the metrics with the customer (sponsor, beneficiaries) through formal and informal processes  | Recovery initiating, planning             |
| 4  | Integrate the metrics into each component, domain or activity  | Recovery planning                         |
| 5  | Regularly monitor and evaluate activities in regard to the established metrics   | Daily scrum meetings (recovery executing) |
| 6  | Assign roles and responsibilities to each team member for monitoring the quality and satisfaction rate reached by a component                                | Recovery planning, executing              |
| 7  | Prioritize several small-scale interventions instead of large ones   | Recovery planning, executing              |
| 8  | Stay alert and remain committed to sponsor and beneficiary feedback on interventions to improve quality and implement changes if needed<br>(suggestions box) | Recovery planning, executing              |
| 9  | Test/validate every milestone with the beneficiaries and sponsors before progressing towards another one (inauguration, certification).                      | Each iteration (recovery executing)       |
| 10   | Evaluate/validate the overall outcomes at the end of the iterations  | Monitoring, controlling, closing          |

*Own elaboration*



The figure below shows the tasks and the project management processes involved for each of them.

Figure 12 - Tasks and associated processes to stay agile for quality management

| Guidelines to stay agile for quality management. |  |                    |          |           |                            |         |
|--|--|--------------------|----------|-----------|----------------------------|---------|
| #  | Guidelines   | Involved processes |          |           |                            |         |
|  |  | Initiating         | Planning | Executing | Monitoring and controlling | Closing |
| 1  | Define the satisfaction rate and metrics for each output and outcome (acceptance criteria)   |                    |          |           |                            |         |
| 2  | Review that satisfaction rate at each iteration and refine it, if needed   |                    |          |           |                            |         |
| 3  | Validate the metrics with the customer (sponsor, beneficiaries) through formal and informal processes.   |                    |          |           |                            |         |
| 4  | Integrate that metrics into each component, domain, or activity  |                    |          |           |                            |         |
| 5  | Regularly monitor and evaluate activities in regard with that metrics established  |                    |          |           |                            |         |
| 6  | Assign roles and responsibilities to each team member for monitoring the quality and satisfaction rate reached by a component                                |                    |          |           |                            |         |
| 7  | Prioritize several small-scale interventions instead of large ones   |                    |          |           |                            |         |
| 8  | Stay alert and remain committed to sponsor and beneficiaries' feedback on interventions to improve quality and implement changes if needed (suggestions box) |                    |          |           |                            |         |
| 9  | Test/validate every milestone with the beneficiaries and the sponsor before heading to another one (inauguration, certification...).                         |                    |          |           |                            |         |
| 10   | Evaluate/validate the overall outcomes at the end of the iterations  |                    |          |           |                            |         |

Source: Adapted from the 10-step guidelines for quality management.

#### 4.3.10. 10-step Agile-based guide for change management planning in emergency contexts

Agile is also about how to plan, implement and manage change in the context of project management. The PMI (Agile Practice Guide, 2017) highlights the reason why it became important to have Agile approaches: “Agile approaches were born out of the need to solve issues associated with high rates of change, uncertainty, and complexity on projects [...]” (p. 57). As we know, emergency contexts bring uncertainty and complexity to projects, as changes occur unexpectedly. There’s no better approach than Agile to address them. Based on reading, here are

some guidelines that I've suggested to manage change in the context of the PROFIT project.

**Table 20 - Guidelines to stay agile for change management**

| <b>Guidelines to stay agile for change management</b> |  |                              |
|---|--|------------------------------|
| <b>#</b>  | <b>Guideline</b>   | <b>Timeline</b>              |
| 1   | Define change criteria for each domain of the project  | Recovery planning            |
| 2   | Identify and assign roles and responsibilities with regard to the implementation of change (empowerment)                       | Recovery planning            |
| 3   | Communicate and validate the change criteria with the team   | Recovery planning            |
| 4   | Communicate and validate change criteria with stakeholders based on the domain where they are involved and engaged             | Recovery planning, executing |
| 5   | Focus on local resources, self-organizing teams and proximity solutions to implement change                                    | Recovery executing           |
| 6   | As much as possible, use less costly solutions for implementing change. Remember, agile helps the project avoid wasting money. | Recovery executing           |
| 7   | Stay alert on how change in a domain could affect another one and refine it as much as possible                                | Recovery executing           |
| 8   | Regularly communicate on situations that could affect the overall project and monitor the (daily stand-ups)                    | Recovery executing           |
| 9   | Engage stakeholders in the implementation of change, even if change criteria have been validated prior                         | Recovery executing           |
| 10  | Evaluate the implementation of change  | Recovery executing, closing  |

*Own elaboration.*

The figure below shows the tasks and the project management processes involved for each of them.

**Figure 13 - Tasks and associated processes to stay agile for change management**

| Guidelines to stay agile for change management. |  |                    |          |           |                            |         |
|---|--|--------------------|----------|-----------|----------------------------|---------|
| #   | Guidelines   | Involved processes |          |           |                            |         |
|   |  | Initiating         | Planning | Executing | Monitoring and controlling | Closing |
| 1   | Define change criteria for each domain of the project  |                    |          |           |                            |         |
| 2   | Identify and assign roles and responsibilities in regard the implementation of change (empowerment)                            |                    |          |           |                            |         |
| 3   | Communicate and validate those change criteria with the team   |                    |          |           |                            |         |
| 4   | Communicate and validate change criteria with stakeholder based on the domain where they are involved and engaged              |                    |          |           |                            |         |
| 5   | Focus on local resources, self-organizing teams, and proximity solutions to implement change                                   |                    |          |           |                            |         |
| 6   | As much as possible, use less costly solutions for implementing change. Remember, agile helps avoid project from wasting money |                    |          |           |                            |         |
| 7   | Stay alert on how change in a domain could affect another one/refine it as much as possible                                    |                    |          |           |                            |         |
| 8   | Regularly communicate on situations that could affect the overall project, and monitor (daily stands-up)                       |                    |          |           |                            |         |
| 9   | Engage stakeholder in the implementation of change, even if change criteria have been validated prior                          |                    |          |           |                            |         |
| 10  | Evaluate the implementation of change  |                    |          |           |                            |         |

*Source: Adapted from the 10-step guidelines for change management.*

4.4. Implementation of the project management methodological guide based on agile at ILO to develop a crisis communication plan as reference case and confirm that its purpose is met.

This reference case aims to meet the third objective of this research project: “Implement the project management methodological guide at the International Labour Organization (ILO) to

develop a reference case for the implementation of the guide and confirm that its purpose is met.”

As a communications consultant on the PROFIT project, it was a no-brainer to test some of the guidelines proposed previously as best practices for implementing and applying an Agile approach to the project domains, including communication management.

Even after the earthquake in August 2021 and Hurricane Grace, the project has been facing many challenges, including security issues. Violent demonstrations and political trouble after the assassination of the President, institutional shortcomings and other issues have prevented implementing partners from carrying on project activities in the field. Moreover, beneficiaries have started being upset because of lateness in the output’s delivery, lack of communication, difficulties for implementing partners to reach them and implement activities on the field due to recurrent road blocks, difficulties in implementing the initial communication plan developed at the beginning of the project, and so on. In regard to those challenges, I’ve proposed to develop and implement an Agile-based crisis communication plan. The below paragraphs provide details on this plan and report its achievements, results, and improvements to the project so far.

#### 4.4.1. General objective of the crisis communication plan

Prevent the communities from spreading rumors and negative statements on the project by providing a comprehensive understanding of the project, thanks to a communication and social mobilization plan, highlighting the importance of recovery activities, the role of different stakeholders involved in these interventions and the impact of community involvement for a better implementation.

#### 4.4.2. Specific objectives

By February 2024:

- Inform and raise awareness among implementing communities about the activities and merits of recovery interventions carried out by the ILO and its partners.
- Promote recovery activities and the ILO through the development and design of communication and visibility tools and supports adapted to the project.
- Promote ILO interventions in the media through the production and broadcast of a podcast.
- Report the results obtained through the production of video tools and photo reports (impact of the project in the lives of beneficiaries).
- Strengthen capacity of local organizations to take the lead on awareness activities in the field.

#### 4.4.3. Main targets

- Agricultural associations and cooperatives targeted by implementation partners.
- Women's associations.
- Implementation partners.
- Other United Nations agencies.
- Authorities.
- Journalists.

#### 4.4.4. Some activities implemented

- Design/production of communication/visibility tools and supports adapted for the project,

such as panels and articles.

- Production and broadcast of a podcast in Creole.
- Presentation of community awareness activities.
- Production of a video report of no more than 5 minutes on the actions of the recovery plan.
- Production of 4 articles, accompanied by 10 publication proposals for social media on actions related to recovery interventions, in particular an article on the life journey of a woman in the context of the project.

#### 4.4.5. Examples of the Agile approach application through the activities implemented

Developing a crisis communication plan and involving the implementing partners and beneficiary communities since the beginning: Once the communication plan has been developed, we organized a virtual meeting with implementing partners to validate its content and to be onboard for its implementation. We received suggestions which are being integrated into the final version of the document. Thanks to this approach of including the implementing partners in the validation process of the plan, we saved time when we had to implement activities in the field (i.e., no more validation process for field actions).

Also, while difficulties occurred as we were implementing the initial communication plan, we had to make sure that the communities had been made aware of the changes brought to the crisis communication plan. Contact had been established with community leaders to share the information and ask them to spread it through the main communication channels, as well as alternative ones to reach a larger audience.

Prioritize local resources and customer collaboration: As we've been facing several challenges and are unable to reach the beneficiary communities due to road blocks, we've been

prioritizing local resources to collaborate with population members directly and implement most communication activities. For example, we had to run two educative broadcasts with two radio stations. In order to do so, we selected two local radio stations where the project is implemented and involved agricultural association leaders to help in producing the broadcasts and establishing contact with the local radio stations for broadcasting. Furthermore, the leaders were very useful for broadcasting these outputs through other means, such as WhatsApp groups and community meetings. Thanks to the involvement of local resources, we've been able to broadcast in the local media for a longer period of time than initially planned, for no additional cost.

Delegation of responsibilities, including in monitoring and evaluation of communications: As an important part of the Agile approach, it was important to monitor our actions and refine them if necessary. Moreover, we wanted to involve team members through that process, including field team members. Thus, a monitoring mechanism was established by involving other team members to help in collecting data for this monitoring and evaluation process. For broadcasting, a media monitoring tool has been developed and shared with the team to help monitor the broadcast of the programs. We also conducted a short survey with population members on the content of the programs to know if they've been reached by the messages broadcasted.

Bi-weekly stand-ups with the team: As the person in charge of communications for the CTA of the project, they have allowed me to hold a meeting review every two weeks with the team to monitor the impact of actions in the field and for the project.

This reference case shows how Agile can be applied in one of the main domains of project management. Agile approach is not freed from issues and challenges. Communication

can be challenging, and sometimes, delegating meetings and responsibilities won't provide the expected results. The main attitude to keep is to stay alert regarding those issues in order to respond quickly and efficiently.

With the agile application to the crisis communication plan, we can highlight some of the main benefits for the PROFIT project:

- All the key stakeholders were able to take part in the validation process of the crisis communication plan. That kind of involvement legitimates the process since the beginning and prevents us from being overwhelmed by negative critics and questioning throughout the implementation of the plan.
- With agile approach applied to the crisis communication plan, we've been able to leverage local skills and resources from implementation communities, and avoid delays in delivery linked to road blocks and protests.
- Thanks to delegation responsibilities promoted by the agile approach, the crisis communication plan was implemented without big challenges to face. This shared responsibility helps strengthen leadership within the team, and guarantee everyone can step up when its necessary to avoid gaps and lessen feelings of absence within the team.
- Agile provided us some useful tools like the "bi-weekly stand-ups" to maintain a constant communication within the team and allow each member to feel useful and be part of the decisions taken.
- Thanks to the agile approach applied to the crisis communication plan, beneficiaries better embrace the project, and they feel the project belongs to them because local resources are part of the implementation.



## 5. CONCLUSIONS

In this work, we focused on the relevance of an Agile-based approach in project management. We wanted to develop an Agile project management methodology for emergency context projects and demonstrate how this approach could be applied in the specific context of emergency projects implemented after a natural disaster or in a fragile context in developing countries. The International Labour Organization (ILO) was our reference case as the organization implements projects in a fragile country where emergencies linked to natural disasters and political troubles occur frequently.

Here are the main conclusions with regard to our three specific objectives defined for this work:

- 1- We understood that not every organization, even international organizations, know or implement Agile methodologies in their activities. The ILO, as our case study, does recognize the relevance and importance of Agile methodology for increased flexibility and efficiency while implementing projects, but managers are not trained to implement it.
- 2- The ILO does not have Agile-related guidance for project managers. There's no clear framework for managing changes in field operations for managers.
- 3- For some reason, Agile is not systematically applied to the project, even in emergency contexts where changes occur and/or are required.
- 4- There's a need for the ILO to get guidance on Agile methodology in the Haitian context, particularly for the PROFIT project currently implemented in Haiti.
- 5- Agile offers flexibility and efficiency while focusing on customer satisfaction even in situations of frequent changes.

- 6- Agile-based approaches can be applied in every domain or process in project management.
- 7- Any guidance on Agile should be based on the Agile manifesto, Agile mindset, and the twelve principles of this approach.
- 8- This framework (manifesto, mindset, and principles) promotes interactions, communication, collaboration, and transparency to reach high rates of customer satisfaction.
- 9- As a project management domain, the Agile approach is applicable to communication management.
- 10- Regarding the PROFIT project, Agile helped us to implement communication actions in a context of recurrent political trouble following the assassination of the President.
- 11- With Agile, communication between the team, stakeholders and customers is key.
- 12- In the domain of communications, responsibility delegation, utilization of local resources and systematic interaction with all involved people are among the characteristics of Agile applications.

## 6. RECOMMENDATIONS

Based on the findings of this research, it is relevant for every organization which evolves in the humanitarian and development context to stay flexible and to be able to deal with recurrent changes due to unexpected events, such as natural disasters and instability in fragile countries. Luckily, the Agile approach offers a clear path to deal with these issues and maintain good relations with stakeholders, customers and sponsors. Here are some useful recommendations for the ILO with regard to its global context as well as its specific context of work in Haiti.

- 1- In that research, we've developed an agile-based guidance for the context of the PROFIT project. However, ILO, as an international organization, needs to adopt a general guidance to be applied within the organization and its programs and project. Besides the ILO vision, the Administration Council should define that general guidance on Agile approach to be adopted and applied in project management. That can help the ILO managers all over the world to deal with challenges in projects implementation context, particularly when it comes to deal with emergency and uncertainty contexts.
- 2- The Secretariat of the ILO should disseminate this guidance through all the worldwide offices of the organization to reach all field operations managers.
- 3- In the specific context of the projects implementation in Haiti, managers should adopt the guidance proposed in that research. So, they will be aware on how Agile can help them deal with unexpected events on the field and apply Agile-related guidance to achieve the satisfaction of beneficiary communities.
- 4- Project managers should bet on local resources and delegate responsibilities to staff

members in the field as much as possible to bypass mobility challenges such as road blocks.

- 5- The ILO's administration should carry on focusing on developing the capacities of team members and implementing partners in the field to help them take over responsibilities, when necessary, in the implementation of the Agile approach in emergency project contexts.
- 6- For this research, we didn't aim to take the lead on the responsibilities of ILO administration or project managers to define the guidance to be followed in the context of project management domains. Managers could thus choose not to use the guidelines suggested in this research. In any case, they should reflect on how to continue delivering in a difficult situation and how to stay flexible, agile and efficient. They should be aware of the refusal of agile approach could lead them to many consequences like delays in delivery, recurrent customers/beneficiaries' complaints, gaps in communication.

## 7. VALIDATION OF THE RESEARCH IN THE FIELD OF REGENERATIVE AND SUSTAINABLE DEVELOPMENT

First, it is important to define the field of regenerative and sustainable development. We refer to Regeneration *et al.* (2016), who define regenerative development as an approach which intends to make the planet sustainable: “an approach that is about enhancing the ability of living beings to co-evolve, so that our planet continues to express its potential for diversity, complexity, and creativity.” (p. XIV).

They argue that environmental issues have a significant impact on how we live and how we interact between us, as individuals, and between people and nature, and that a behavioural change is required in cultural and psychological terms:

“environmental problems were symptoms of a fractured relationship between people and nature [...] Addressing it would require a transformation in how humans played their role as members of an ecologically connected planet.”

We can state that our research project intends to promote a methodology to help managers better address environmental issues that could occur while they are implementing humanitarian and development projects on the ground, as the ILO does. We think that Agile methodology is then developed to face unexpected events and situations like natural disasters as environmental issues. These types of events lead to many change requests, and managers are on the front line to address them.

When we promote a methodology to address environmental issues, we promote sustainable development objectives, particularly objective 11, related to sustainable cities and communities, and objective 13, related to climate action.

Furthermore, one of the twelve principles of Agile methodology is narrowly linked to sustainable development (PMI, 2017: “Principle 8: Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.” (p. 9).

Our research work addresses issues which concern, at a time, people, planet, profit, processes and products (P5 analysis).

People: The Agile methodology emphasizes individuals and interaction over processes and tools (Agile manifesto).

Planet: Since Agile promotes sustainable development, we can’t afford not to take in consideration the planet and its implications.

Profit: With our work, we promote a methodology which takes into consideration all the factors that could prevent a project from succeeding in emergency contexts.

Processes: The processes of Agile methodology are based on how to take advantage of a situation of change to help the customer get a competitive advantage.

Products: Agile methodology prioritizes valuable products and software to reach customer satisfaction.

More than the other dimensions, our work is linked to environmental dimensions of regenerative development, since the focus is put on how to face unexpected environmental events (natural disasters) while implementing projects on the ground.

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## APPENDICES

## Appendix 1: FGP Charter

CHARTER OF THE PROPOSED  
FINAL GRADUATION PROJECT (FGP)

1. Student name

Jefferson Belizaire

2. FGP name

Agile Project Management Methodology for Emergency Context Projects in Areas Affected by Natural Disasters

3. Application Area (sector or activity)

Development cooperation/humanitarian cooperation

4. Student signature



5. Name of the Graduation Seminar facilitator

Roger Valverde Jimenez

6. Signature of the facilitator

7. Date of charter approval

October 16, 2023

## 8. Project start and finish date

|                             |                            |
|-----------------------------|----------------------------|
| Start date: August 28, 2023 | Finish date: not available |
|-----------------------------|----------------------------|

## 9. Research question

How can an Agile project management methodology applied to emergency projects implemented in areas affected by natural disasters help management in terms of efficiency and effectiveness?

## 10. Research hypothesis

An Agile project management methodology can also be applied to projects implemented in areas affected by natural disasters in terms of efficiency and effectiveness.

## 11. General objective

**Develop an Agile project management methodology for emergency context projects assigned to the International Labour Organization (ILO)**

## 12. Specific objectives

- Carry out an initial diagnosis in the International Labour Organization (ILO) regarding project administration to determine the current situation of the institution.
- Define and propose the processes of the project management methodological guide based on the best practices proposed by the PMI and the Agile guides to create an accessible tool of practical use for project administrators of the International Labour Organization (ILO).
- Apply the project management methodological guide in the International Labour Organization (ILO) to develop a reference case for the implementation of the guide to confirm that its purpose has been met.

## 13. FGP purpose or justification

In Haiti, the International Labour Organization (ILO) is evolving in a changing environment due to multiple factors, including:

- Frequent and diverse natural disasters that impact projects implemented in communities (4 major disasters in 10 years: earthquake in 2010, Hurricane Sandy in 2012, Hurricane Matthew in 2016, earthquake in 2021).
- Frequent political and social crises leading to instability, violent demonstrations, recurrent changing of government and discontinuity in government actions (8 heads of government nominated by 3 presidents from 2011 to 2021). During this period, 1 president was in charge without competing in elections (temporary president from 2016-2017) and 1 president was killed during before his term ended (2021).
- The extreme vulnerability of the population which expects rapid actions and solutions and whose needs are growing and changing quickly.

In an evaluation report published in 2017, the ILO recognizes that flexibility is required for its field operations, including in its “administrative systems, surge capacity and shifting technical sets”<sup>3</sup> to respond to future needs. The COVID-19 crisis and the changing environment due to multiple crises reinforces and confirms the necessity to substitute traditional project management methodologies to Agile ones in the projects implemented in crisis and emergency situations, including projects implemented by the ILO in Haiti.

In this changing context, people expect humanitarian and development organizations like the ILO to act and evolve in a flexible way that allows to provide rapid responses that meet their needs. That’s why I think Agile methodology adapted to ILO projects implemented in emergency contexts could be more helpful to the organization in becoming more efficient and effective in the field.

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<sup>3</sup> International Labour Organization, 2017. Independant evaluation of the ILO’s field operations and structure 2010-2016, p. 23

14. Work Breakdown Structure (WBS). In table form, describing the main deliverable as well as the secondary one, products or services to be created by the FGP.

**1. Final Graduation Project**

- 1.1. Phase 1: Graduation seminar (redaction of core chapters).
  - 1.1.1. Assignment 1 – Week 1: FGP Charter and preliminary bibliography.
  - 1.1.2. Assignment 2 – Week 2: General and specific objectives, WBS chart.
  - 1.1.3. Assignment 3 – Week 3: FGP purpose and justification, WBS review, budget, constraints, risks and main milestones.
  - 1.1.4. Assignment 4 – Week 4: Theoretical framework.
  - 1.1.5. Assignment 5 – Week 5: Methodological framework.
  - 1.1.6. Assignment 6 – Week 6: Redaction of the introduction and project validation in regeneration and sustainable development.
  - 1.1.7. Assignment 7 – Week 7: Final review and executive summary, abstract, bibliography references and indexes.
- 1.2. Phase 2: Tutoring: Diagnosis/analysis and creation of a toolset (final steps of the redaction).
  - 1.2.1. Diagnosis of the case study environment (International Labour Organization).
  - 1.2.2. Development of guidance/orientation for projects implemented in emergency context.
    - 1.2.2.1. Guidance on scope management plan.
    - 1.2.2.2. Guidance on schedule management plan.
    - 1.2.2.3. Guidance on team management plan.
    - 1.2.2.4. Guidance on stakeholder management plan.
    - 1.2.2.5. Guidance on communication management plan.
    - 1.2.2.6. Guidance on resources management plan.
    - 1.2.2.7. Guidance on procurement management plan.
    - 1.2.2.8. Guidance on risk management plan.
    - 1.2.2.9. Guidance on quality management plan.
    - 1.2.2.10. Guidance on change management plan.
  - 1.2.3. Redaction of conclusion and recommendations
  - 1.2.4. Redaction of lists, annexes and indexes.
- 1.3. Review and adjustments.
  - 1.3.1. Submission to readers.
  - 1.3.2. Review comments and considerations provided by the readers.
  - 1.3.3. Adjustments and final review (if needed).
  - 1.3.4. Final approval by readers.
- 1.4. Board of examiners evaluation.
  - 1.4.1. Presentation to the board of Examiners.
  - 1.4.2. Final evaluation by the Examiners.

## 15. FGP budget

| Items   | Justification  | Quantity | Unit price/USD | Total/USD  |
|---|--|----------|----------------|------------|
| Membership PMI                                    | Get access to practical guidelines and standards                             | 1        | 129            | 129        |
| Field trip (round-trip flight)                    | Getting information on ongoing project implemented in emergency context      | 1        | 278            | 278        |
| Lodging and food                                  | During the 2-day trip  | 2 days   | 150            | 300        |
| Internet access and flat rate for telephone calls | Communication with the ILO team and access to documentation through internet |          | 100            | 100        |
| <b>TOTAL</b>                                      |  |          |                | <b>807</b> |

## 16. FGP planning and development assumptions.

- a) For the diagnosis, existing guidance and governing body policies are available online and are easily accessible.
- b) The methodological guide developed in that research project will be used by the ILO in Haiti for an ongoing project implemented in emergency contexts in the country, as a reference case.
- c) The tutoring process will help to quickly complete the redaction step of the methodological guide.
- d) The ILO team will be receptive to my project and will help me to implement the methodological guide to the ongoing project in the field.

## 17. FGP constraints

- a) The methodological guide to be developed will be used only for the ongoing project in Haiti, as a reference case, and won't be used for all the projects at the ILO on the international level.
- b) Due to budget constraints, I won't be able to travel to the implementation field of the project several times. I'll rely on documentation and information provided by the ILO team only.
- c) As the project has already been ongoing, there won't be much time to implement the methodological guide to the reference case. I will have to go as fast as I can.

## 18. FGP development risks

- a) As a politically fragile country, we could experience a temporary or permanent suspension of project activities (reference case) due to political crises (violent demonstrations, electoral crisis).
- b) Changes in project coordination could cause delays in getting information on the implementation process.
- c) As a country exposed to frequent natural disasters, there is a risk of destruction of connectivity infrastructure, including telephone cable and internet. This could cause communications issues with the team during the implementation process of the methodological guide.

## 19. FGP main milestones

Milestones are related to deliverables on the second level (deliverables) and third level (control accounts) of the WBS of section 14 of this Charter. At the same time, the deliverables are related to specific objectives (in the case of the FGP, please include the times for the tutorship reviews as well as for the readership).

| Deliverable  | Estimated date of completion |
|--|------------------------------|
| <b>1. <u>Final Graduation Project</u></b>  |                              |
| <b>1.1. Phase 1: Graduation seminar (redaction of core chapters)</b>   | <b>October 16, 2023</b>      |
| 1.1.1. Assignment 1 – Week 1: FGP Charter and preliminary bibliography.  | September 4, 2023            |
| 1.1.2. Assignment 2 – Week 2: General and specific objectives, WBS chart.  | September 11, 2023           |
| 1.1.3. Assignment 3 – Week 3: FGP purpose and justification, WBS review, budget, constraints, risks and main milestones. | September 18, 2023           |



|   |                          |
|---|--------------------------|
| 1.1.4. Assignment 4 – Week 4: Theoretical framework.  | September 25, 2023       |
| 1.1.5. Assignment 5 – Week 5: Methodological framework.   | October 2, 2023          |
| 1.1.6. Assignment 6 – Week 6: Redaction of the introduction and project validation in regeneration and sustainable development. | October 9, 2023          |
| 1.1.7. Assignment 7 – Week 7: Final review and executive summary, abstract, bibliography references and indexes.                | October 16, 2023         |
| <b>1.2. Phase 2: Tutoring: Diagnosis/analysis and creation of a toolset (final steps of the redaction).</b>                     | <b>February 28, 2024</b> |
| 1.2.1. Diagnosis of the case study environment (International Labour Organization).   | October 31, 2023         |
| 1.2.2. Development of guidance/orientation for projects implemented in emergency context.                                       | January 15, 2024         |
| <i>1.2.2.1. Guidance on scope management plan.</i>  | January 15, 2024         |
| <i>1.2.2.2. Guidance on schedule management plan.</i>   | January 15, 2024         |
| <i>1.2.2.3. Guidance on team management plan.</i>   | January 15, 2024         |
| <i>1.2.2.4. Guidance on stakeholder management plan.</i>  | January 15, 2024         |
| <i>1.2.2.5. Guidance on communication management plan.</i>  | January 15, 2024         |
| <i>1.2.2.6. Guidance on resources management plan.</i>  | January 15, 2024         |
| <i>1.2.2.7. Guidance on procurement management plan.</i>  | January 15, 2024         |
| <i>1.2.2.8. Guidance on risk management plan.</i>   | January 15, 2024         |
| <i>1.2.2.9. Guidance on quality management plan.</i>  | January 15, 2024         |
| <i>1.2.2.10. Guidance on change management plan.</i>  | January 15, 2024         |

|  |                       |
|--|-----------------------|
| <i>1.2.2.11. Guidance on monitoring and evaluation.</i>            | January 15, 2024      |
| 1.2.3. Redaction of conclusion and recommendations.                | January 31, 2024      |
| 1.2.4. Redaction of lists, annexes, and indexes.                   | January 31, 2024      |
| <b>1.3. Phase 3: Review and adjustments.</b>                       | <b>March 31, 2024</b> |
| 1.3.1. Submission to readers.                                      | February 2, 2024      |
| 1.3.2. Review comments and considerations provided by the readers. | March 15, 2024        |
| 1.3.3. Adjustments and final review (if needed).                   | March 29, 2024        |
| 1.3.4. Final approval by readers.                                  | March 29, 2024        |
| <b>1.4. Phase 4: Board of examiners evaluation.</b>                | <b>April 30, 2024</b> |
| 1.4.1. Presentation to the board of examiners                      | April 8, 2024         |
| 1.4.2. Final evaluation by the examiners.                          | April 30, 2024        |

## 20. Theoretical framework

### 20.1. Estate of the “matter”

The Project Management Institute has developed standards and practice guides on project management and Agile methodology, including the Standard for Project Management and Guide to the Project Management Body of Knowledge (PMI, 2021), the Agile Practice Guide (PMI 2017), and other practices and processes guides related to project management. Based on these guides, the PMI highlights the difficulties and challenges encountered by managers in project management due to “high uncertainty, high rates of change, complexity and risk”. Unfortunately, traditional predictive approaches are not relevant to apply in these uncertain situations. As highlighted in the Agile Practice Guide: “... Agile approaches were created to explore feasibility in short cycles and quickly adapt based on evaluation and feedback” (PMI, 2017, p. 7).

Based on this quote, it means that there are several approaches in the Agile methodology, and managers are encouraged to use them to be able to face changes in situation, risk and uncertainty. The fundamentals of Agile approaches are linked to the Agile manifesto and mindset. This Agile mindset, developed in 2001, has four values, twelve principles and a number of practices to be applied to the projects. These fundamentals of the Agile mindset are mentioned by the PMI in the Agile Practice Guide (pages 8-10):

#### Four values

- 5- *Individuals and interactions over processes and tools*
- 6- *Working software over comprehensive documentation*
- 7- *Customer collaboration over contract negotiation*
- 8- *Responding to change over following a plan*

These values will be applied in the guidance that I will develop for the project implemented by the International Labour Organization (ILO) in Haiti in emergency contexts.

Also, another matter that we have focused on is linked to the twelve principles behind the Agile Manifesto (figure 2.2, p. 9).

The literature on Agile also takes into consideration the life cycle for the project. There are four types of life cycles: predictive, iterative, incremental and agile (PMI 2017, p. 17). Thus, it is important to know whether to use one or the other and to use a hybrid type or not.

To implement an Agile approach to a project, the PMI identifies several steps to be taken into consideration to fulfill and create an Agile environment (PMI 2017, p. 33)

- Start with an Agile mindset.
- Servant leadership empowers the team.
- Team composition.

In terms of delivering, we also need to consider different processes and common practices to apply in an Agile environment. PMI mentions some of them in chapter 5 of the Agile Practice Guide:

- Charter the project and the team.
- Common practices for Agile: retrospectives, backlog preparation and refinement, daily standups, demonstrations, reviews, planning for iteration-based Agile, execution practices which include continuous integration, test at all levels,, test-driven development and behaviour-driven development and spikes.
- Measurements.

Last but not least, the Agile literature suggests some key considerations for project agility (PMI 2017, p. 71): organizational change management, organizational culture, procurements and contracts, business practices, multiteam coordination and dependencies, Agile and the Project Management Office (PMO), organizational structure.

Baham and his colleagues highlight the main benefits of using the Agile methodology in completing organizational projects, including in emergency situations: adaptability, flexibility and project visibility (Baham & Co, 2017, p. 636). For these authors, it is a must to use this approach to minimize wasting time and money. They mention critical components which could be severely impacted by using the traditional approach in an emergency context: the ability to respond to ongoing emergency conditions, coordination of recovery teams, access to adequate communication mediums, among others. They also prove that this methodology could be applied in emergency contexts by presenting a case study in their paper. Their focus was on managing an information system during a catastrophe. As a result, I will be able to follow the same steps to apply this methodology while my guidance on the ILO project will be developed.

## 20.2. Basic conceptual framework

List of the basic concepts to be included in the document.

- Project management
- Project life cycle
- Project management processes
- Agile methodology
- Agile approaches
- Kanban
- Lean
- Agile mindset
- Disaster recovery
- Emergency
- Project manager
- Collaboration

- Change management
- Organizational change management
- Organizational structure

## 21. Methodological framework

| Objective   | Name of deliverable | Information sources  | Research method                  | Tools  | Restrictions  |
|---|---------------------|--|----------------------------------|--|---|
| Carry out an initial diagnosis in the International Labour Organization (ILO) regarding project administration to determine the current situation of the institution. | Diagnosis report    | <p>Primary:<br/>field interviews with ILO project managers (named Chief Technical Advisors).</p> <p>Secondary:<br/>Independent Evaluation Report of the ILO's field operations and structure and all documentation related to the projects implemented by the ILO in emergency contexts in Haiti</p> | Qualitative:<br>Content analysis | <p>Bibliographical files</p> <p>Questionnaires</p> <p>Semi-structured interviews</p> | Limited time/future closing of the projects (risk of unavailability of the team for interviews) |

|  |   |   |  |  |  |
|--|---|---|--|--|--|
| <p>Define and propose the processes of the project management methodological guide based on the best practices proposed by the PMI and the Agile guides to create an accessible tool of practical use for project administrators of the International Labour Organization (ILO).</p> | <p>Agile-based guidance for project lifecycle path</p>                      | <p>Secondary:<br/>PMI practices and guides on project management and Agile methodology</p>                                      | <p>Qualitative:<br/>Content analysis</p> | <p>Bibliographical files</p>                         | <p>Non-applicable</p>                              |
| <p>Apply the project management methodological guide in the International Labour Organization (ILO) to develop a reference case for the implementation of the guide to confirm that its purpose has met.</p>   | <p>Reference case for the implementation of Agile in emergency contexts</p> | <p>Primary:<br/>Project document</p> <p>Secondary:<br/>PMI practices and guides on project management and Agile methodology</p> | <p>Qualitative</p>                       | <p>Deductive method (hypothesis and observation)</p> | <p>Limited time/future closing of the projects</p> |

22. Validation of the work in the field of the regenerative and sustainable development.

**We can state that our FGP intends to promote a methodology to help managers better address environmental issues that could occur while they are implementing humanitarian and development projects on the ground, as the ILO does. We think that the Agile methodology is then developed to face unexpected events and situations like natural disasters as environmental issues. These events lead to many change requests and managers are at the front line to address them.**

**When we promote a methodology to address environmental issues, we promote sustainable development objectives, particularly objective 11, related to sustainable cities and communities, and objective 13, related to climate action.**

**Furthermore, one of the twelve principles of Agile methodology is narrowly linked to sustainable development (PMI, 2017: “Principle 8: Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.” (p. 9).**

**Our FGP addresses issues which concern, at a time, people, planet, profit, processes, and products (P5 analysis).**

**People: The Agile methodology emphasizes individuals and interaction over processes and tools (Agile manifesto).**

**Planet: Since Agile promotes sustainable development, we can’t afford not to take in consideration the planet and its implications.**

**Profit: With our FGP, we tend to promote a methodology which takes into consideration all the factors that could prevent a project from succeeding in emergency contexts.**

**Processes: The processes of Agile methodology are based on how to take advantage of changing situations to help the customer get a competitive advantage.**

**Products: Agile methodology prioritizes valuable products and software to reach customer satisfaction.**

More than the other dimensions, our FGP is linked to environmental dimensions of regenerative development, because the focus is on how to face unexpected environmental events (natural disasters) while implementing projects on the ground.

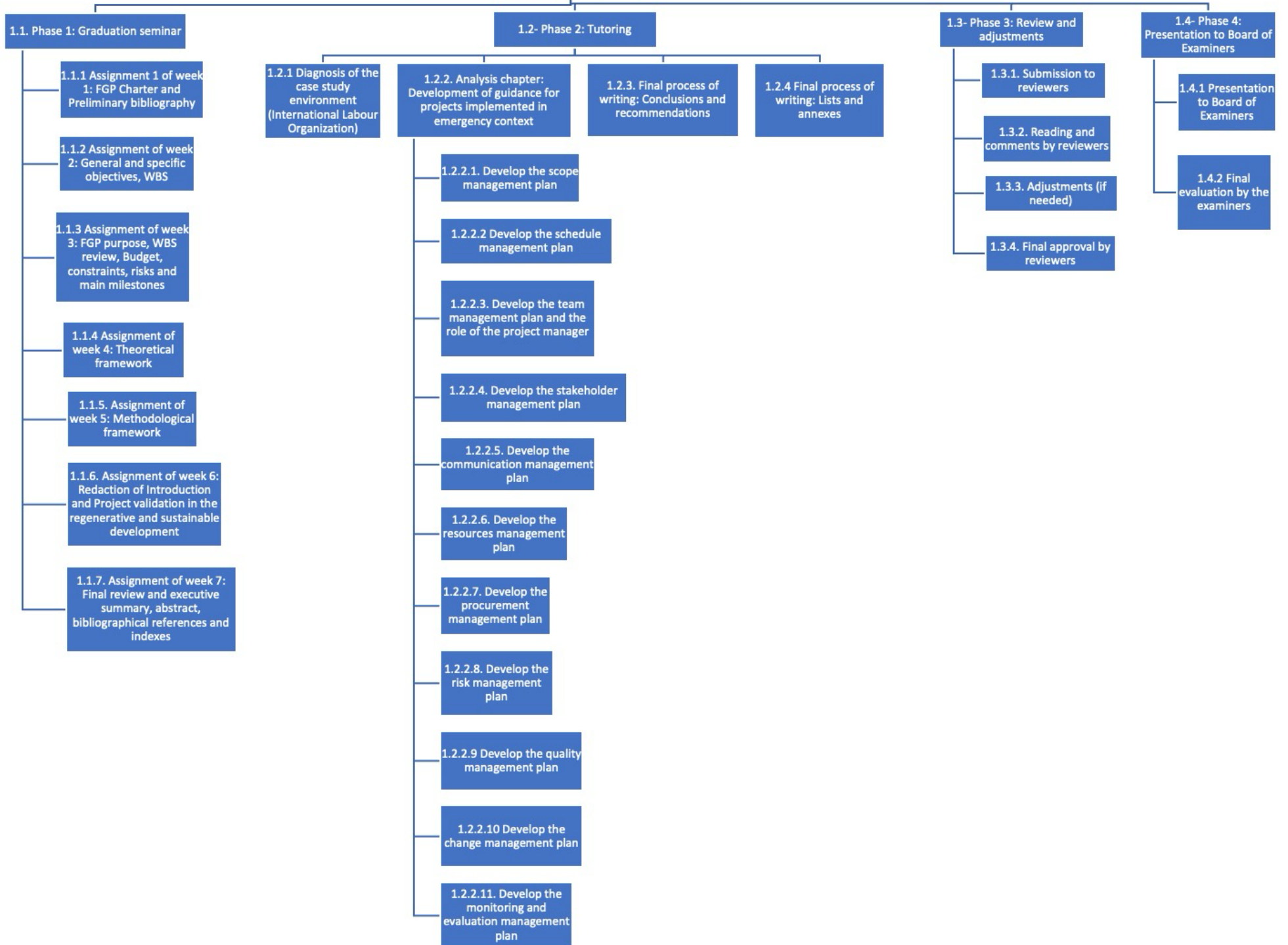
## Appendix 2: FGP WBS

- WBS must include tasks from the complete FGP life cycle, starting from the graduation seminar and ending with the presentation to the Board of Examiners.
- Must be created in WBS Chart pro tool or other layout approved on the WBS practice standard.

You have to adjust the work packages according to changes to the specific objectives.



# 1- Final Graduation Project



### Appendix 3: FGP Schedule

- Must be directly related to the WBS and its work packages. Must include activities, duration, start date, finish date and resources.
- Must be created in MS Project or similar approved software.

#### Project Office X version

[https://drive.google.com/file/d/1rtq73Wp39vMyPjWodN6G50XdEb84hBzO/view?usp=share\\_link](https://drive.google.com/file/d/1rtq73Wp39vMyPjWodN6G50XdEb84hBzO/view?usp=share_link)

#### **PDF version**

[https://drive.google.com/file/d/1dSkOcaRCyDgYxh6tyD-qH0UvAVh0\\_UrR/view?usp=share\\_link](https://drive.google.com/file/d/1dSkOcaRCyDgYxh6tyD-qH0UvAVh0_UrR/view?usp=share_link)

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#### Justification

1- This document provides fundamentals on a similar methodology to Agile: the Customizable and Adaptable Methodology for Managing Projects (CAMMP). It could help in terms of comparison between flexible methodologies for project management. It could help me nurture the theoretical framework of my work.

2-5- Those four references are linked to operationalization and implementation of Agile methodology. That why I've chosen them to get more elements on how to implement Agile for projects, including projects in emergency contexts.

6- This paper from Kelly, Goodall & Lombardi provides information on how to develop a monitoring and evaluation framework in humanitarian activity contexts using Agile methodology. As a study case (emergency services team at the Australian Red Cross), it could help develop specific guidelines for our work and explain the added value of this Agile-based framework for efficiency and effectiveness of projects implemented in emergency contexts.

7- This document will provide elements for comparison between Agile, traditional and hybrid approaches. It will help me conclude on the reason to adopt Agile for efficiency and effectiveness.

8-10 - These three documents from PMI and Luna, Marinho & Moura will help me understand the fundamentals of Agile methodology, including principles, values, practices and patterns, as well as the operationalization of a Agile governance theory.

11- This document from Sphere Project was selected to showcase the main fundamentals on how humanitarian projects should be implemented. The sphere methodology provides standards and guidelines on humanitarian action generally implemented by international and non-governmental organizations. These standards will be compared to Agile guidelines to highlight complementarities/similarities between them and to show how they can be put together to help managers be efficient and effectiveness on projects.

12- This document complements the fundamentals of Agile and the advantages of this methodology for the projects.

## Appendix 5: Revision dictum

**LANGUAGE REVISION CERTIFICATE**

The linguistic revision agency **Révision AM** certifies that the dissertation of

*M. Jefferson Belizaire*

has been read and revised by a qualified professional.

2024-03-01

Date

**Révision AM**

Alexandre Michaud, president  
and CEO of Révision AM