



Practical and Conceptual Problems

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Topics Last Week

- My background
- Contents of the course
- Other courses
- Definitions
- Types of Actors
- Program Student Activities

TODAY WE 'LL CONTINUE

Definitions

To a large extent 4 common characteristics:

- ◆ Deterioration or complete collapse of both central government authority and (parts of) civil society.
- ◆ Episodic food insecurity, frequently deteriorating into mass starvation.
- ◆ Macro-economic collapse involving hyperinflation, massive unemployment, and net decreases in Gross National Product.
- ◆ Mass population movements of displaced people and refugees escaping conflict or searching for food.

Breakdown of Distinctions?

- State, Crime, Army, and Civilians
- Private and Public
- Natural vs man-made disasters
- Sovereignty of State (vs. Security of People)
- Security, Relief, Rehabilitation, and Development
- New distinctions: Political vs Humanitarian?

TOPICS

- WHEN AND HOW TO INTERVENE? (SOVEREIGNTY IN INTRA-STATE CONFLICTS)
- CONTINUUM DEBATE: LINKING RELIEF, REHABILITATION AND DEVELOPMENT
- DECLINING RESOURCES, DISPARITIES IN ALLOCATION
- MANAGEMENT
 - ◆ INTER-ORGANIZATIONAL
 - ◆ INTRA-ORGANIZATIONAL

WHEN AND HOW TO INTERVENE?

- WHEN IS IT AN EMERGENCY?
 - ◆ CMR OF 1 DEATH PER 10,000 A DAY
 - ◆ MALNUTRITION > 10%
 - ◆ GENOCIDE

IT IS AN EDUCATED GUESS

WHEN AND HOW TO INTERVENE?

- SHOULD ONE HELP?
 - ◆ AM I MY BROTHER'S KEEPER?
 - ↳ HUMANITARIAN IMPULSE
 - ↳ HUMANITARIAN IMPERATIVE
 - ◆ "RIPENESS" OF CONFLICT
 - ◆ DIFFERENT TRADITIONS & POWER POSITIONS
- CONSEQUENCES OF HELP
 - ◆ TAKES AWAY DIGNITY (ESPECIALLY NON-RECIPROCAL HELP)
 - ◆ CREATES DEPENDENCY
 - ◆ REIGNITES CONFLICT

WHEN AND HOW TO INTERVENE?

- DIFFERENCE INDIVIDUAL HELP & ORGANIZED AID
 - ◆ AID DIFFERS FROM SOCIETAL LEVEL TO SOCIETAL LEVEL
- IF ONE HELPS; WHAT IS SUFFICIENT HELP?
 - ◆ STOPGAP OR CONTAINMENT
 - ◆ NEW BEGINNING FOR THE NEEDY, I.E. LINKING RELIEF AND DEVELOPMENT
 - ◆ REMAIN INDEPENDENT OR TAKE SIDES?

WHEN AND HOW TO INTERVENE?

- WHAT IS THE LEGAL BASIS?
 - ◆ THE SHIFT FROM SOVEREIGNTY TO SECURITY OF THE PEOPLE IS INCOMPLETE
- WHO INTERVENES:
 - ◆ LEGAL ISSUES: USE OF FORCE
 - ◆ WHO LEADS? SUPERPOWER, REGIONAL POWER, NGOs, UN, ICRC

WHEN AND HOW TO INTERVENE?

- CONCLUSION:
 - ◆ CASCADING CONUNDRUMS & UNIQUE CASES
 - ◆ MULTIPLICATION OF ACTORS (ACTOR MIX)
 - ◆ MANY ISSUES TO ADDRESS (ISSUE MIX)
 - ◆ DIFFERENT LEVELS OF SOCIETY (LEVEL MIX)
 - ◆ BUT ALSO INCREASING INSTITUTIONALIZATION AND CODIFICATION OF HUMANITARIAN IDEALS

PRACTICAL HISTORY: DIFFICULTIES IN LRD

- DURING COLD WAR, MAINLY:
 - ◆ FIRST GENERATION PEACEKEEPING
 - ◆ CONTINUUM IDEA
 - ☞ BASED ON NATURAL DISASTERS (ONE MAJOR CAUSE)
 - ☞ ONE-TIME EVENTS (SHORT TERM)
 - ☞ DIFFERENT SECURITY, DEVELOPMENT AND RELIEF ORGANIZATIONS
 - ☞ LIMITED SET OF ISSUES
 - ☞ POLITICAL AND HUMANITARIAN ACTORS WERE THUS SEPARATED

PRACTICAL HISTORY: DIFFICULTIES IN LRD

- HOWEVER, CHARACTERISTICS OF CONFLICT CHANGED:
 - ◆ EXPLOSION OF CONFLICTS, SOMETIMES REGIONAL
 - ◆ INTRASTATE
 - ◆ CIVILIANS AS TARGET
 - ◆ RAGTAG ARMIES (MILITIAS, WARRING FACTIONS, CIVILIANS, etc.)
 - ◆ WEAK STATE WITH LOW LEGITIMACY
- DISILLUSIONS WITH PEACEKEEPING
- INEFFECTIVENESS OF HUMANITARIAN AID

PRACTICAL HISTORY: DIFFICULTIES IN LRD

- FROM FIRST GENERATION TO SECOND GENERATION PEACEKEEPING (REBUILDING WITH A SECURITY COMPONENT)
 - ◆ THREE TRANSITIONS
 - ☞ SECURITY
 - ☞ GOVERNANCE (DEMOCRATIZATION)
 - ☞ SOCIO-ECONOMIC
- MANY ISSUES COMPETE FOR ATTENTION!

PRACTICAL HISTORY: DIFFICULTIES IN LRD

- MULTIDIMENSIONAL OPERATIONS:
 - ◆ RELIEF
 - ◆ DEMILITARIZATION
 - ◆ POLITICAL (RE)CONSTRUCTION
 - ◆ SOCIAL (RE)INTEGRATION & (RE)CONCILIATION
 - ◆ ECONOMIC (RE)BUILDING
- NO STATUS QUO EX ANTE, NO CONTINUUM
- DIFFERENT MIXES
- ILL-PREPARED, REFLECT OLD INSTITUTIONAL SET-UP (SECURITY COUNCIL, DEV. ORGs, etc.)
- STILL EVOLVING (FADING DISTINCTIONS)

DECLINING RESOURCES

- DECLINE IN
 - ◆ ODA
 - ◆ MULTILATERAL
 - ◆ UN
 - LESSER DECLINE NGOs, RELIEF & BRETTON WOODS INSTITUTIONS
 - DISPARITIES IN ALLOCATION
 - YET, ALSO LACK OF ABSORPTIVE CAPACITY
- QUESTIONS:
- IS CUSTOM TAILORED AID POSSIBLE?
 - OR DO DONORS JUST WANT CONTAINMENT?

MANAGEMENT OF INTERNATIONAL ORGANIZATIONS

- COMMON THEMES:
 - ◆ NOT ENOUGH EMPIRICAL MATERIAL ON MANAGEMENT OF INTERNATIONAL ORGANIZATIONS
 - ◆ WE CAN LEARN A WHOLE LOT FROM THEIR MANAGEMENT: COMPLEX ENDS & MEANS RELATIONSHIP
 - ◆ INTERESTING INTERACTION WITH OTHER DISCIPLINES AND MANAGEMENT AREAS

MANAGEMENT OF INTERNATIONAL ORGANIZATIONS

- NEED FOR INTER-ORGANIZATIONAL COOPERATION, BUT
 - ◆ FUNDRAISING COMPETITION
 - ◆ DIFFERENT PROCEDURES, PROMOTION POLICIES, ETC.
 - ◆ WIDE VARIETY OF ORGANIZATIONS

MANAGEMENT OF INTERNATIONAL ORGANIZATIONS

- INTRA-ORGANIZATIONAL ISSUES
 - ◆ DUAL ACCOUNTABILITY
 - ◆ DECENTRALIZATION
 - ◆ LOCAL PARTICIPATION? WHO CONTROLS? WHOSE EFFECTIVENESS?

ALTERNATIVES

- PRODERE
- PROGRESS
- FIDHEG / PDHSL
- DECOPAZ

11 YEARS OF
REBUILDING WITH
UN SYSTEM



SIX COUNTRIES,

**UN ORGs, NGOs,
STATE
INSTITUTIONS,**

**\$115 MILLION +
FOLLOW-UP**

RECENT RESEARCH

- MORE POSITIVE ABOUT THE POSSIBILITIES FOR REBUILDING (IN GUATEMALA)
- LINKING RELIEF, REHABILITATION AND DEVELOPMENT
- JOINT STRATEGY & TOOLS
- SUBSTANTIVE INVESTMENT & LOCAL PARTICIPATION

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