Practical and Conceptual Problems

Dennis Dijkzeul
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 hyper-inflation, 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
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