Effects of Power-bases on Coordination of Humanitarian Actors

A conceptual presentation of a new study

Okezie Emmanuel Emuaga

DSA Ireland Conference

Dublin

24-25 November, 2016

KEMMY BUSINESS SCHOOL
University of Limerick

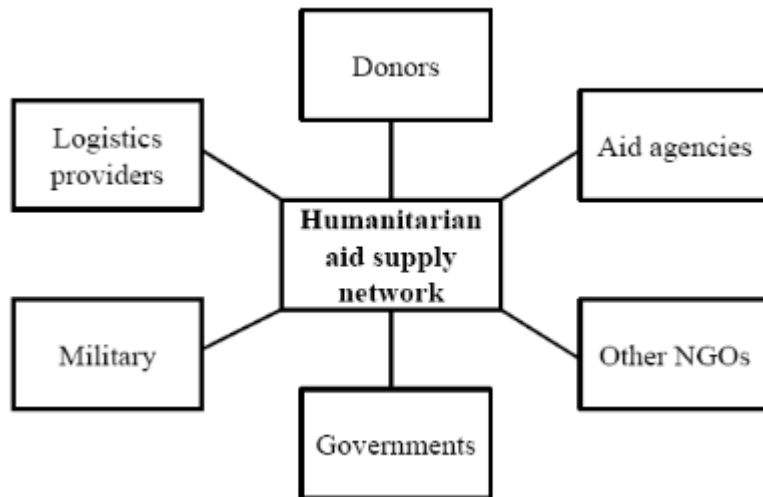**UNIVERSITY of LIMERICK**

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Research Agenda

- Broad Research Agenda
  - What are the effects of power-bases on coordination of humanitarian actors?

- Located in Dean's Office, Kemmy Business School from October 10, 2016
  - Policy Relevance

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Introduction

Humanitarian Action

- Definition of Humanitarian Logistics – Thomas & Mishuzima 2005
- Typical NGO = Unrelated diversification (Johnson et al. 2009); https://alkhair.org
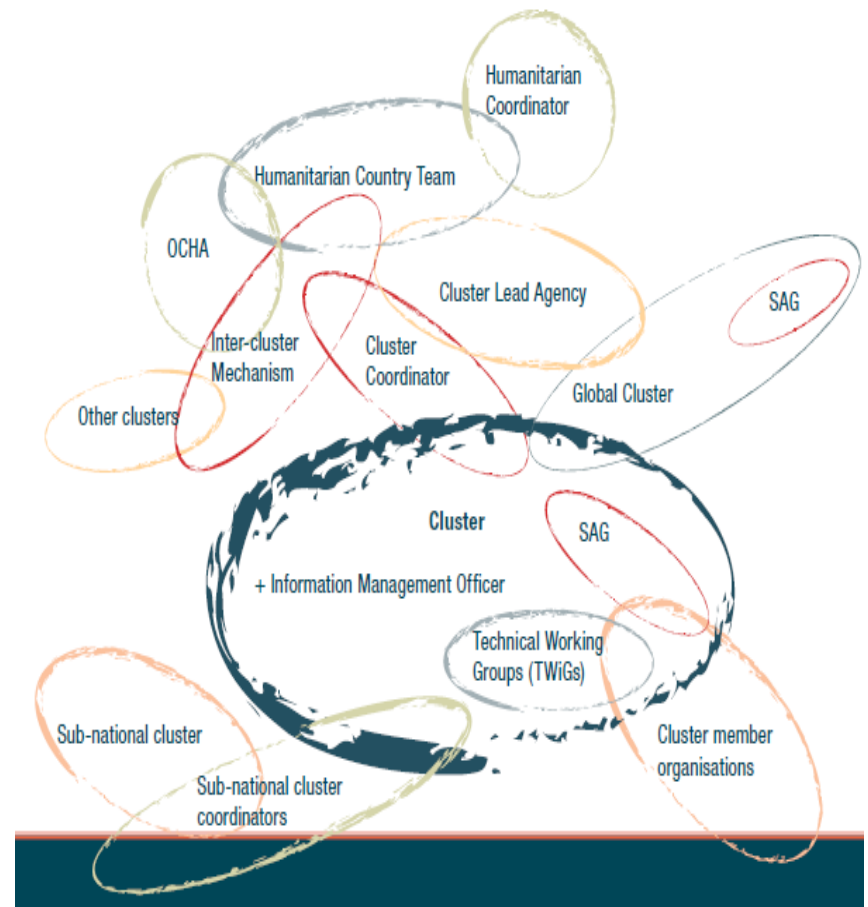- Results = Failures + Coordination challenge

Modern Management

- Focused differentiation & Collaboration (Johnson et al. 2009)

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Efforts at Coordination

Date	Initiative	Actors	Aims
1993	Monk Principles	World Conference on Religion and Peace, supported by large religious relief agencies and UN agencies	Reassert the traditional ICRC principles of neutrality and impartiality for complex emergencies.
1993	Providence Principles	Humanitarian and War Project, Brown University	Establish the Providence Principles and a code of conduct for practitioners operating in war zones.
1997	ALNAP	Sector-wide initiative, 65 members among NGO, Donor and UN agencies.	Provide a network for sharing performance-enhancing activities.
1997	People in Aid	NGOs as members organizations.	Improve human-resources skills of agencies.
1997	The Sphere Project	IFRC, Oxfam, Steering Committee for Humanitarian Response.	Create Humanitarian Charter and Sphere Standards.
2003	Good Humanitarian Donorship Initiative	UN, NGOs, Red Cross movement, donor governments.	Establish the Principles and Good Practice of Good Humanitarian Donorship.
2003	Humanitarian Accountability Project (HAP)	60 members, including NGOs and Institutional donors.	Establish Code and Accreditation Programme concerning accountability to beneficiaries.
2005	Emergency Capacity Building Project (ECB)	7 large NGOs, IRC, with support from the Bill and Melinda Gates Foundation, Microsoft and ECHO.	Improve accountability and impact measurement, risk reduction, and information and technology requirements.
2007	Compas Tool	URD (emergency, rehabilitation, development)	Shift from ex-post quality control to quality assurance during process.

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Efforts at Coordination contd.

The CHS Guidance Notes and Indicators were developed by a working group made up of representatives of international NGOs, networks, UNOCHA, Groupe URD, the Sphere Project and the CHS Alliance. It has been enhanced through consultation and field-testing involving a wide range of users in different contexts. The development of the guidance has drawn on existing materials from Sphere, CHS Alliance (formerly HAP and People In Aid) and Groupe URD.

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Cluster System Currently

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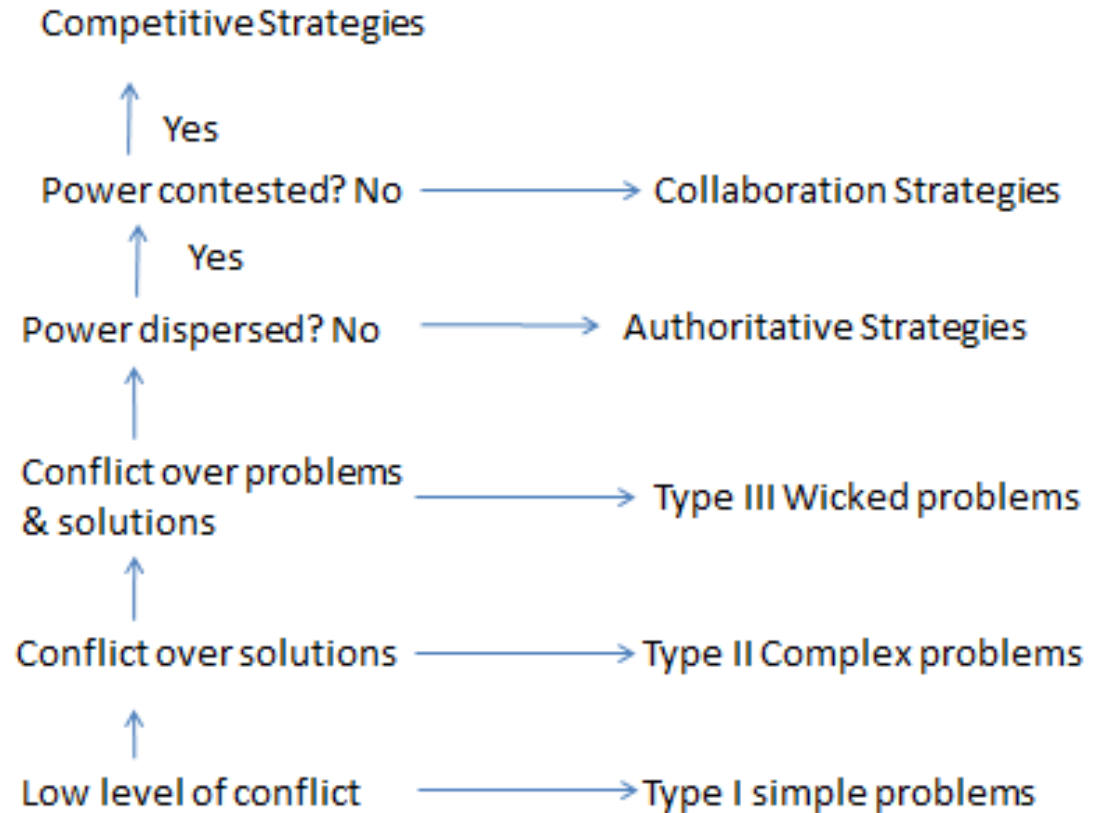
Cluster System Currently contd.

Drivers

- Competition (Tatham et al. 2016)
- Information receiving only attitude (Bharosa 2009)
- Secular Vs Religious values & Market for Projects (Krause 2014)
- Apathy to cluster management (Clarke and Campbell 2015)
- Leadership and understanding of roles (Salmon et al. 2011)

Improvement efforts

- H-CLOP (Tatham & Spens 2016)
- Coordinated resources (Opdyke et al. 2016)
- Network typology (Lassa 2015)
- Knowledge Management (Ferguson, J. 2016).
- Knowledge Sharing (Lannon et al. 2016, unpublished)

Troubleshooting & Research extension

- HL is wicked problem (Tatham & Houghton 2011).
- Cluster system is after collaborative strategy.
- More managerial tools demanded for Coordination challenges (Ritvala et al. 2014)
- Power = many types, manifestations, uses, results (Choi & Kim 2007)
  - Focus only on coercive attributes (Cox 1999)
  - Conceded for reasons (Haugaard 2016)

Competitive Strategies

↑ Yes

Power contested? No ⟶ Collaboration Strategies

↑ Yes

Power dispersed? No ⟶ Authoritative Strategies

↑

Conflict over problems & solutions ⟶ Type III Wicked problems

↑

Conflict over solutions ⟶ Type II Complex problems

↑

Low level of conflict ⟶ Type I simple problems

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Research Extension contd. & Focus

HYPOTHESES:

H1: HAs independent approach is major contributor to failures in humanitarian action
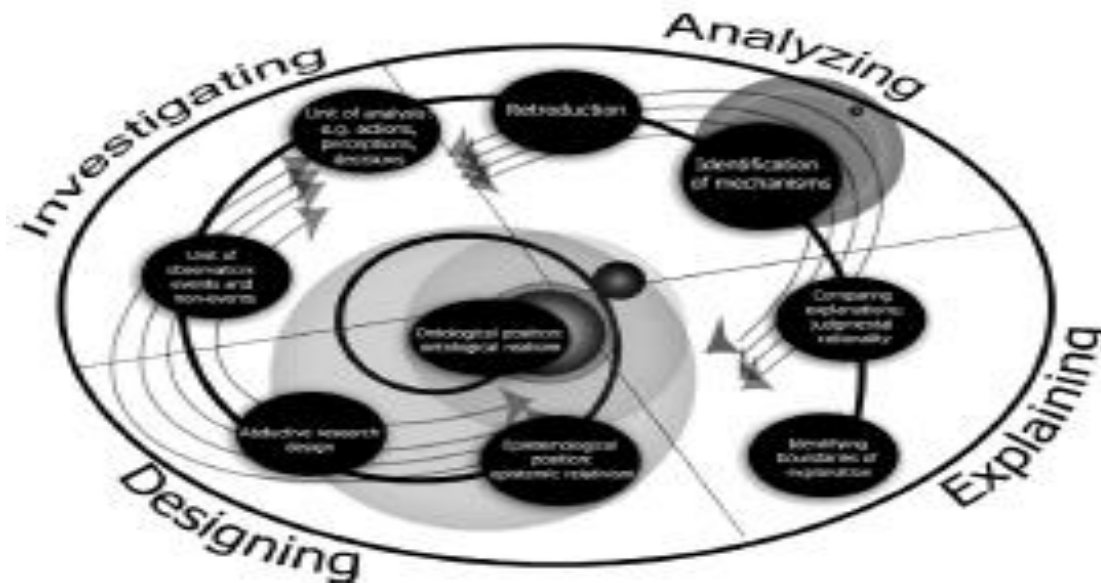
H2: Cluster system is not fit for purpose

H3: New source of leadership influence is required

H4: Aspect of power will enable coordination of HAs.

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Research Method

- Relativism ontology
- Critical Realism epistemology
- Critical realist method

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Thank You

Inputs and suggestions for progressing research are welcome

Contact: Okezie.Emuaga@ul.ie