THE ROLE OF CULTURAL AWARENESS/SENSITIVITY IN PROJECT DESIGNING PLANNING AND IMPLEMENTATION WITHIN HUMANITARIAN ORGANIZATIONS

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I. ABSTRACT:

**Purpose** – This thesis aimed at investigating the role cultural awareness plays within humanitarian organizations in Nairobi Kenya; whether cultural awareness/sensitivity is necessary in the planning and designing of humanitarian projects. Another aim was to positively contribute in educating humanitarians on the sensitivity of creating sustainable programmes through inclusion of the beneficiaries’ capabilities; and finally add academic knowledge to humanitarian action.

**Design/methodology/approach** – The quantitative research method was used. The data was gathered with the aid of questionnaires. Two hundred and fifty questionnaires were sent to 21 international organizations based in Nairobi and one hundred and eighty responses received however one hundred and sixty four were filled correctly. The response rate was 72 percent.

**Findings/Recommendations** – It is clear that cultural awareness and sensitivity plays a major role in creating a beneficiary participation within humanitarian operations.

The level of cultural awareness and sensitivity in humanitarian organizations operating within development projects is high compared with emergency organizations.

Developmental organizations are more aware of importance of this sensitivity within their staff and towards their beneficiaries within their projects.

Developmental organizations provide cultural training while most emergency organizations do not.

Within emergency organizations consultation of beneficiaries when initiating projects is non-existent.

Cultural lens model is well applicable to be used within humanitarian research in analysing why organizations behave different towards their beneficiaries. The model also can be an asset for recruitment process within humanitarian organization.

If humanitarian assistance is not built on the communities capabilities and abilities the result will be loss of livelihoods due to dependency which will arise from help they are being provided. Therefore designers’ should understand beneficiaries cultures on how they used to sustain their livelihoods for their survival, and build projects from this learning. This will lead to project sustainability and beneficiaries’ resilience towards catastrophes.

**Research limitations/implications** – The limitation occurred from the timing of the study. The data collection of questionnaires was administered by the researcher’s representative. This influenced the sampling process which the researcher could not claim full control over. The second limitation was distance and expense of communication to get and to be able to distribute the questionnaires to the organizations which may have influenced the number of respondents.

**Originality/value** – The study is original with its field-based quantitative research foundation and reflective hindsight analysis.

**KEY WORDS:** Humanitarian organizations, Cultural Awareness, Cognition, Cultural Lens, Sustainability, Beneficiaries, Projects Designing, Planning and implementation
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CHAPTER 1. INTRODUCTION AND OVERVIEW OF RESEARCH PROBLEM

“There is always hope when people are forced to listen to both sides” (John S. Mill, 1860)

1.1 The context: Cultural Awareness in Humanitarian organizations

Several researchers have emphasised on the need of local participation in the designing of humanitarian projects. According to Harry W. Strachan the side effects of planning in aid control system argues that although there are concerns as to the extent to which the views of beneficiaries or users are properly acknowledged and fed into project management or the learning process, there is a tendency to attempt to justify change, through difficult process of attribution and accountability (469).

Additionally, Fowler on his part argues that the gap between project predictions, and how the change processes essentially occur, has led some organizations to ‘tighten up’ aid projects, by using more detailed data and log-frames in an attempt to insulate projects from external influences (59).

As per Fowler, aid system is founded on the idea that there are deficits of knowledge, money and skills in the southern part which need to be changed or improved. He further argues that the typical mechanisms which the North has been employing are through aid projects which are designed from the Northern perspective of what is good in their own meaning of their civilization.

Simply said, this project approach treats aid projects as a linear production process; where the delivery of goods and services has to function in a closed system protected from external forces. This approach eliminates flexibility needed in case of changes in the beneficiaries’ plight during the implementation phase of the projects.

To eliminate these challenges, there is surely need for dialogue between the humanitarian organizations and the beneficiaries. This is in line with Klein that there is an increasing demand for cultural aspects to be taken into account when planning or designing aid projects. This has revealed an increased need of dialogue around issues of beneficiaries’ participation in planning and designing of projects (Klein, 2004:248).
According to Kleiner, an understanding of cultures and societies is crucial to post conflict stability and support operations and nation building. This requires close and sometimes long term interaction between people of other cultures (34).

The current doctrines in humanitarian action do not stress consideration of any type of cultural awareness and competence factors during the deliberation on planning process and execution of aid projects. The awareness is overly simplistic focusing on a list of do and don’ts without providing a context for cultural understanding.

Cultural interaction in humanitarian action is an unavoidable fact. Therefore, it requires the humanitarian organizations to invest in cultural awareness. This poses a challenge to aid workers to have an expanded awareness of cultural differences for effective interaction of all actors. Lack of experience with diversity in natural setting can create mismatches due to the complex picture of humanitarian setting. Humans grow morally as a consequence of learning how to be with others.

“Effective interaction means (…) trying to see the world of others and to respect their life ways. It means not forcing their ways on them. Yet at the same time, it means being true to yourself and your ways. To be really effective, interactions must be a two way street, or, of course, it is not interaction at all. That is, all interacting individuals should be doing so from the basis of awareness, understanding, and knowledge” (Chaffee, 1987:47)

It is an undisputed fact that cultural interpretation competence and adaptations are a pre-requisite to achieving a win-win relationship in any aid operation between the beneficiaries and aid organizations. However, to what extent has this been put in place by organizations within their operations and why failures are still being experienced when the organizations hand over projects to their beneficiaries. How should aid organizations bring cultural awareness and local capabilities in their planning methods and design, take off the ‘Western Glasses’ and synergize; while learning and respecting each other.

Therefore, this thesis will investigate the role cultural awareness plays within humanitarian organizations.
1.2 Thesis Statement
Within humanitarian assistance, cultural awareness and sensitivity is a prerequisite element. Therefore, what is the role of cultural awareness and sensitivity necessary in planning and designing for humanitarian organizations

1.3 Research question
1. What is the level of cultural awareness and sensitivity in humanitarian organizations?
2. What is the relationship of humanitarian assistance and cultural awareness analysed through the Lens-Model on cognition differences within humanitarian workers?
3. Is there cultural awareness in designing and planning of humanitarian projects?
4. What are the indicators of cultural awareness within humanitarian organizations?
5. To what extent is cultural awareness visible within humanitarian organizations?

Hypothetically, the researcher wishes to determine if there is actually a relationship between cultural sensitivity and the ability of the humanitarian organizations to embed beneficiaries capabilities in their designing and planning of projects (with a major focus of humanitarian organizations in Nairobi Kenya)
1.4 Conceptual model

The researcher has developed a framework of which sets this research. The factors highlighted in this conceptual framework provide a basis for this research and shows how the researcher views the concepts involved in this research. The main focus of this research is to find out the role cultural awareness/sensitivity plays in designing planning and implementation of projects in humanitarian organizations. The process is as indicated below in figure 1.1

![Figure 1:1 Conceptual framework](image)
1.5 Operationalization

<table>
<thead>
<tr>
<th>Broad aim</th>
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<th>List of research questions</th>
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<tr>
<td>To investigate what cultural awareness means for the implementers of humanitarian projects</td>
<td>To explore the weight cultural awareness sets on projects designing and planning</td>
<td>What is the necessary level of cultural awareness and sensitivity in humanitarian organizations?</td>
<td>Literature review - Theoretical framework - Cultural lens model</td>
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<td>What is the relationship of humanitarian assistance and cultural awareness analysed through the Lens-Model on cognition differences within humanitarian workers?</td>
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<tr>
<td>To relate the humanitarian actors main objectives to cultural awareness and integration in project planning and designing</td>
<td>To identify cultural aspects which hinder humanitarian project’s success</td>
<td>Is there cultural awareness in designing and planning of humanitarian projects?</td>
<td>Literature review/Interviews Cases (challenges in humanitarian interventions)</td>
</tr>
<tr>
<td>To identify the importance of cultural awareness within project designing and planning</td>
<td>To identify indicators of cultural awareness in humanitarian projects planning and designing</td>
<td>What are the indicators of cultural awareness within humanitarian organizations</td>
<td>Literature review/Survey - Organizational culture awareness - Individual cultures awareness within humanitarian action</td>
</tr>
<tr>
<td>To identify cultural aspects within the designing and planning of humanitarian projects</td>
<td>To identify extend the cultural awareness is integrated into humanitarian organizations for better planning and designing methods of projects</td>
<td>To what extent is cultural awareness visible within humanitarian organizations?</td>
<td>Survey - Behaviour - Values - Context Sensitivity - Individualism vs. Collectivism - Social &amp; Culture identity - Efficacy - Cognition - Time Horizons - Achievement vs Relations - Tolerance for Uncertainty - Power Distance - Hypothetical vs. Concrete Reasoning - Differentiation vs. Dialectical Reasoning - Attribution</td>
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<tr>
<td>To add up academic knowledge about the importance of cultural awareness in project designing and planning</td>
<td>To give recommendations whether cultural awareness is crucial in designing, planning, implementation and the overall success of humanitarian project.</td>
<td>What is the level of cultural awareness and sensitivity necessary in planning and designing for the humanitarian organizations?</td>
<td>Summary of findings and conclusion</td>
</tr>
</tbody>
</table>

Table 1:1 Operationalization Table
1.6 Conclusion
This chapter has introduced the research problem and the objectives of the study. The chapter also discussed the research questions and the operationalization. The next chapter will discuss the literature review on humanitarian organizations and the level of culture in planning designing and implementation.
CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

"Seek to understand before seeking to be understood." S. Covey

In the following chapter, the key theories and ideas behind humanitarian organization are discussed. Additionally, consequences of cultural awareness while designing and planning in humanitarian action are discussed through current literatures. The key sources in the subjects in relation to humanitarian aid from a humanitarian organizations perspective are also discussed. The chapter will try to answer the first four research questions:

1. What is the necessary level of cultural awareness and sensitivity in humanitarian organizations
   - What are Humanitarian organizations?
   - What is humanitarian assistance?
   - What is Cultural awareness/sensitivity?

2. What is the relationship of humanitarian assistance and cultural awareness analysed through the Lens-Model?
   - Is there cultural awareness in designing and planning of humanitarian projects?
   - If yes why should it be there and if not why is it not there?

3. What are the indicators of cultural awareness within humanitarian organizations?

2.1.1 What are humanitarian organizations?

Given the importance of NGOs as vehicles for humanitarian assistance, at this juncture the researcher wishes to clarify what exactly a humanitarian organization is while putting an emphasis on humanitarian action. Ideal humanitarian acts can be considered as acts “motivated by an altruistic desire to provide life-saving relief; to honour the principles of humanity, neutrality, impartiality, and independence; and to do more good than harm” (Barnett et al., 2008:11).

Humanitarian aid organizations can be governmental agencies or Non-Governmental Organizations (NGOs). They are non-profit and non-manufacturing organizations. Humanitarian organization
(NGOs) are the non-profit sector referring to a group of organisations which are neither part of the private nor public sector, thus, referred to as the third sector (Fenwick, 2005:498).

These organisations that make up this third sector are distinctive for two main reasons. Firstly, these organisational tasks and purposes are value driven (Lewis, 1999:327). Secondly, these organizations do not make a profit and their authority is not derived from political processes (Heyse et al., 2009:2). The organisations in the non-profit sector are very diverse in terms of their mission, size, impact, and mode of operation, amount of funding and level of professionalism (Anheier 1; Lewis et al. 119). However, there is an emerging consensus amongst researchers that some core characteristics can be identified (Anheier 1). Additionally, according to Anheier (2000) the non-profit sector can be seen as sharing five key characteristics. Firstly, these organisations are organized, possess a form of institutional reality and they are private and institutionally separate from the government. Moreover, they are non-profit-distributing meaning that they do not return profits to directors or owners. They are also self-governing in that they have broad control over their own activities. And lastly, they are voluntary in such that they involve a degree of voluntary participation at the level of activity or governance (Anheier, 2000:1; Lewis 2003:328) which gives rise to the word humanitarian assistance.

Humanitarian assistance is essentially about providing humanitarian services and commodities either directly (substitution) or more indirectly via the supply of advice or resources through a local authority or partner organisation (support to services). Therefore, humanitarian assistance is about giving aid in the form of ‘material or knowledge’ (Slim et al., 2005:88). Furthermore, Humanitarian action constitutes preventing and alleviating human suffering by providing care and assistance (Hilhorst, 2002:361). The essence of the work of organizations in the humanitarian aid sector is to save lives at risk and to reduce suffering of victims of either “human-made” or “natural” disasters (Barnett & Weiss, 2008). This can be by either sending own personnel to the affected area or by cooperating with local organizations.

Therefore, the humanitarian organisations can be seen as part of the third sector and are mostly focused on the immediate humanitarian needs of people around the world after natural or manmade disasters. However, with the growth in the number and size of humanitarian organizations, the number of humanitarian aid workers also grew. In the time span of 1997 to 2005 there was a rise of 77% in the number of humanitarians (Roth, 2009:2). Humanitarian work in the field has raised eyebrows leading to a closer examination of the cultures and operations of NGOs from an organisational perspective.
is evident that generally NGOs have continued to seek to retain humanitarian values, flexibility in connection with their charitable goals and local networking, yet are increasingly pursuing greater efficiency and effectiveness through utilisation of know-how from the private for profit sector (Hulme et al., 1997:27).

Nevertheless, recognizing the interrelationship between economic developments and the living conditions of people in each nation, organizations have continued to increase sophistication in their understanding in this relation. An analysis has to be done within the macro and micro levels of the societies (Nafzinger et al., 2001:89). As the remit of aid organizations expanded with the complex tasks they continually face; they became more professional in their working domains and practices. It is worth to say that in humanitarian work, professionalism has progressively replaced volunteerism as the main important and valuable system of humanitarian organizations. It is now appropriate to talk of the humanitarian world as a distinct industry (Zetter, 1999) complete with its clear goals, methods and intended objectives.

Since humanitarian agencies have professionalized over the last twenty years, a wide range of disciplines have taken shape within these organizations and their work. In general NGOs see innovation as the only option to achieving competitive advantage. Studies have shown that these constraints are within the internal and external part of the organisations which mitigate this (Fyvie et al., 1999). The following figure 2:1 elaborates further on overseas effectiveness.
2.2 Humanitarian Assistance

For this thesis humanitarian assistance refers to both developmental and emergency projects. Developmental projects are assistance with a design mind set of a long-term work to support the communities to shape their own development. While emergency projects are projects with the aim of immediate short-term help and resources for saving lives at the onset of a disaster or a conflict. Humanitarian assistance has taken various forms and shapes; some have done more harm than the good intentions of the project initiatives for the assistance. This has led to dependence on the assistance and prolongs suffering (Terry, 2001:2). Mary Anderson argues that for humanitarian projects to be valid the designers must include consideration of the long term development or political and social impact which the assistance will bring (Anderson, 1993:24).

It is therefore critical for the designers and planners of humanitarian projects to fully consider the implications of their responses to the needs of the beneficiaries. The organizations should ensure that at all level of needs identification, the communities themselves are brought into the assessment and planning phases of the project.
Cohen and Deng states that although the emergency projects are concerned with alleviating the immediate suffering on the onset of a disaster or conflict, there is need for room where emergency projects develop into long-term development programmes than to be viewed as different entities (Chen et al, 1998:167). To manage this it is important that peoples’ needs are prioritised, communities are empowered by utilising their knowledge of the situation on the ground with the ultimate aim of making projects sustainable and locally manageable (NRC, 2003:118).

2.2.1 Emergency Humanitarian Assistance

One of the key criticisms of humanitarian assistance is that it is too focused on short-term relief. Assistance is often provided in the immediate aftermath of a conflict or disaster and is designed to save people’s lives by providing basic resources such as food, water and shelter. However, the problem remains that “humanitarian relief often has done nothing to address the causes of suffering of those whom it intended to help” (Anderson, 1993:23). When assistance comes from external sources, it rarely builds on the capacities and capabilities of those involved. This is something that is, and should be, at the forefront when developing projects. If relief is not built on the capabilities and the community’s ability to survive, it can result in dependency, particularly if those requiring assistance are IDPs\(^1\) or refugees\(^2\), as they often are displaced with few possessions, assets or access to their previous livelihood.

2.2.2 Development Humanitarian Assistance

In order for humanitarian assistance to do more good than harm, there needs to be a greater focus on providing assistance that builds on development, not just saving people’s lives. As Anderson states, NGOs “must be clearly on the side of those who are poor and marginalised, those against whom societies discriminate, and their aid must support systemic change toward justice rather than simply keeping people alive to continue to live in situations of injustice” (Anderson, 1999:7). Therefore it is crucial to identify and provide support and assistance to the most marginalised; providing short-term relief is not enough to achieve long-term changes. Cohen & Deng emphasise the need to “re-focus the

\(^1\) Internally displaced persons are “persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalised violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognised State border.” (Kälin, 2002)

\(^2\) A refugee is a person who outside her country of origin or habitual residence because she has suffered persecution on account of race, religion, nationality, political opinion, or because she is a member of a persecuted ‘social group’. Such a person may be referred to as an ‘asylum seeker’ until recognized by the state where she makes her claim. (Steiner, 2009)
provision of humanitarian assistance… through a ‘development lens’ viewing it not as ‘charity’ but as an investment in the maintenance of human and social capital towards an eventual transition to peace and a reintegration of these populations into a peacetime society” (Cohen et al., 1998:290). Although this view refers specifically to those affected by conflict, the theory is also applicable to all societies affected by an emergency. The only way this can be achieved is through long-term planning of simultaneous projects; it is not possible to plan a relief project first and then start a development project separately. In order to achieve this, Cohen suggests the idea of transition from relief to development (Cohen et al., 1998:167). In most cases this type of thinking does not easily fit into the main institutional donor funding frameworks who, in the short-term, may want to ‘assess the return on investment’ quickly (Goodhand, 2001:15). Therefore, the ability to address diversity determines the outcomes of humanitarian assistance.

2.3 Cultural awareness in a general approach

Research by Hofstede in 1980 showed that culture of a nation can be described, or exhibited, in terms of specific criteria or within chosen groups of countries (Ronen et al., 1985). Culture has an impact on technology transfer, managerial thought and attitudes, and even businesses and government relations. This is visible in the business world where culture affects how people think and behave (Schein, 1968:45). Subsequently, culture has a big influence on the decision making and actions of expatriates. Even though culture has an influence at all levels within an organization, it is imperative that substantial attention be given to its influence because culture touches on the socialization and adjustment discourse of the foreign workplace (Black, 1992:231).

2.3.1 What is culture?

This thesis will not talk about Culture with a capital C such as literature, arts, music, theatre, museums and architecture. It is about culture with a little c. It is about the familiar way people think, feel and behave. Culture as a common word as used in academic research has no commonly agreed definition. For more than 50 years Kroeber and Kluckhohn (1952) came up with 164 definitions of culture.

The existence of difference in culture has been merely understood as barriers created by language. In many instances assumption has been made on the basis that behaviour difference and customs are enough to understand cultural differences among people. In many researches which have been carried out, it is evident that cognition, structural differences on behaviour and judgement has been awarded
very little attention. “What is then the level of cultural awareness and sensitivity in humanitarian organizations?” It is not surprising to see that many humanitarian aid workers pay less attention to learning these cognitive differences. Only thinking of culture as a set of customs and costumes, which give rise to temptations of categorising culture to only a mere memorization of details. In this way culture is viewed as a static set of personalities that has little causal sense, sustained by apathy and resistance to change but culture should be put as a framework of thinking and acting.

The difference between cultures is always due to the different evolution from different distinct physical and social contexts. Culture is a multi-dimensional concept which is studied at different levels. According to Schein, culture consists of layers like an onion. In many humanitarian projects cultures which inter-play are from the humanitarian aid organizations and the beneficiaries.

For humanitarian organizations two levels can be considered; the organizational culture and professional culture of the aid workers within the organization. Organizational culture as per Schein is, “a pattern of basic assumptions invented, discovered, or developed by given group as it learns to cope with its problems of external adaption and internal integration that has worked well enough to be considered valid and, therefore to be taught to new members as the correct way to perceive, think and feel in relations to those problems” (Schein, 1985:9). Within a humanitarian organization several professions coexist; each having a different way of acting as per their training whilst bringing in the aspect of professional culture. The professional culture as per Thomsen is a collective of values, rules, beliefs, practices and attitudes shared by a specialized group of people that shape their behaviour (Thomsen et al., 2011:6). The local communities who are mainly the beneficiaries of the humanitarian organizations constitute a collection of national cultures. National culture taken from Hofstede’s definition is, “the collective programming of the mind, which distinguishes the members of one human group from another” (Hofstede, 2001). By this definition, Hofstede emphasises that culture is not a property of the individuals, but of groups. It is a collection of characteristics possessed by people who have been conditioned by similar socialisation practices, educational procedures, and life experiences. This definition further clarifies the earlier definition of Hofstede’s (1980) notion that a country has a specific culture which has been disputed by many researches that culture is what one learns as he/she grow-up in an environment. At this level he developed five dimensions that describe national cultures. These dimensions are power distance, uncertainty avoidance, individualism, masculinity and long term orientation, which if not taken into account can easily cause culture clash.
2.3.2 Culture clash within the international domain

The idea in the 1970s of people having a culture was seen to have been a notion which the West could intervene. By measuring, classifying, describing, representing and using it as a means of knowing others, ‘the objects of that knowledge’ came to be new a form of power and control (Asad 1973:45). This idea was also emulated by the reverting ways by nationalists who used it not only for independence claims but for pursuing racial intolerance, exclusion and ethnic cleansing.

The Melinowski criticism of rational Victorian conception of man, by disagreeing that people from Asia, Africa or even The Pacific as being far from being unrestrained and unscientific, they have a distinct and legitimate way of life which others should value; the genuineness and logic of this cultures was a way of repelling civilising missions which fundamentalists from Europe had seen as their colonial project, (Merry 34). The rationale of the idea that the world is made up of people diverse ways of life or culture was widely accepted by many anthropologists (Wright 8).

The designers of projects for interventions have sent academics to look back at colonialism where questions are raised concerning the original image of colonial power and the capitalism on impacting on, and inserting themselves into a native local culture which appears as single entity in this image (Asad 5).

Anthropologists have also been criticized for treating culture as if it is a set of ideas or meanings which is being shared by whole homogeneous individuals as seen from the argument of Asad. He criticised the approach anthropologists had taken concerning their pursuing of a sole authentic culture of another society in the form of a unified structure of meanings replicating themselves irrespective of economic or political change. He wonders how social transformation would take place if anthropologists constructed the social order out of indispensable meanings that did not change in new historical and economic conditions. Instead he contends that indispensable meanings were discourses which persons in the society had managed to make authoritative by persistently blocking the space of fundamentally conflicting discourses. The difficulty Asad thought anthropologists should address is how an authoritative discourse is formed in specific historical settings (Asad, 1993:5).

Culture can provide cognitive tools to help make sense of the world, whereas national culture is responsive to the physical and social ecology. It also gives advantage of survival particular in protecting the physical and social setting from extinction. Civilization requires adaptation, one change
in the system has far reaching consequences especially in the demands of industrial development which in many cases has changed social and education patterns along with changes in family structure as stated by Berry in his framework of ‘Eco cultural’ (Barry, 1986).

2.3.3 Cultural Awareness dimensions in an international setting

Cultural awareness involves continually developing your awareness of your own and others cultures to assist in the performance of your professional duties (Marx 45). Cultural awareness is crucial since it helps to counter the inevitable urge to see the world through a lens tinted by the hypothesis that our own culture has “got it right” and that its norms, behaviours and values are universally applicable (Rehbein, 2001).

Cultural awareness is information or meaning which people ascribe to what they perceive to know about a culture. The main task undertaken to achieving cultural awareness is collection of information and transforming it by adding a continuous broader meaning as understanding deepens. It is important to note that there is no single solution to apply in all levels one weight of cultural awareness. The level of understanding required at different levels will vary according to the specific needs of the mission. For this study one question was “What is the relationship between humanitarian assistance and cultural awareness analysed through the Lens-Model on cognition differences within humanitarian workers?”

Therefore, using the cultural lens by Klein, after looking at the origin of culture and clash areas, next is to look at how people see the world in international-exchanges especially in humanitarian action. It is assumed that members of a group growing up in similar ecological and social context have the same and shared experience but compared to those from different context there exist barriers to common vision (Klein 253). Hence, the research notes that to remove the barriers to common vision and fault lines along which international interchanges on planning and designing falter within humanitarian action, it is important to describe differences of cognition and behaviour and social context through employing Klein’s cognitive dimension.

Klein came up with the Time Horizon dimension which was adopted from the research of Kluchohn et al. (1961) using anthropological methods to identify differences among pre-industrial groups. It was discovered that in planning some groups were drawing up their plans for only weeks ahead while others looked at the long term needs of their grand-children. In the same research the dimension of
Achievement vs Relationship was adapted after observation of two groups where it was noticed that while some groups valued work more, others valued people and relationships more. Similarly, the dimension of Mastery vs Fatalism was adapted through the same research after observing that some groups accommodated to events in the world while others seemed motivated to mastering them (Klein 255).

Another dimension that Klein came up with which is taken as crucial in analysing the cultural aspect in this paper is Tolerance for Uncertainty. This dimension was adapted from the research of Hofstede, (1980), where Hofstede used social psychology methods to identify differences amongst staff of an international corporation. He observed that some groups among the staff were comfortable with ambiguity while others worked to provide meanings. Likewise in the same research the dimension of Power Distance was adopted on the observation of Hofstede on some groups who valued and conformed to hierarchical structure while others exhibited an egalitarian structure (Klein 255).

In the research of Markus et al., (1991), they examined how groups reasoned and acknowledged that while most people were capable of reasoning in a range of ways, some groups only preferred reasoning based on a grounded concrete reality while others favoured more speculative hypothesis based reasoning. From this, Klein adapted the Hypothetical vs. Concrete Reasoning dimension (Klein 255).

The last dimension adapted by Klein and which will be used in this paper is Attribution. This dimension were adapted from the research by Nisbett et al., (2000), where it was observed that some groups attribute cause to individual characteristics while others looked to situational factors. Correspondingly, the research by Nisbett et al., (1999) found out that some groups of people could make decisions by seeking distinctions and choosing between options while others seek commonality (Klein 255).

Seeing the world through the lens of these dimensions will help to diagnose if culture is important in the designing and planning of humanitarian projects. The dimensions also help to understand how mismatches develop between people in their enduring patterns of thinking. For example planning mismatches can occur by taking the example of the Americans who become disconnected when group members do not criticise their ideas.
2.4 Cultural awareness in humanitarian organization

“A fish only discovers its need for water when it is no longer in it. Our own culture is like water for the fish. It sustains us. We live and breathe through it”.

“Is there cultural awareness in the designing and planning of humanitarian projects” Cultural Awareness is the foundation of communication and it involves the ability of standing back from ourselves and becoming aware of our cultural values, beliefs and perceptions (Quappe et al., 2007). Therefore, Cultural awareness and competency is an essential part of working in a humanitarian environment. Cultural competence is a set of attitudes, beliefs, behaviours, and policies that enable organizations and staff to work effectively in cross-cultural situations.

A study by Stott of an ‘unsuccessful international partnership’ concluded that a failure to address diversity, and how the stereotypes involved regard the other, highly contributes to a project’s failure (Stott, 2007: 34). There have been several incidents where practitioners continue to face increasing challenges in providing aid without taking into account local practices (Anderson, 1999; Inter-Agency Standing Committee (IASC), 2007). For example in Rwanda 1996, western groups involving churches came together to set up care centres for orphans of whom many were unaccompanied and separated children of the 1994 genocide. These children were grouped and placed in small orphanages or centres. This brought in unintended and unforeseen consequence where the children who had parents were also abandoned by their parents on orphanages’ doorsteps. Instead of this program decreasing family separation it increased it due to the creation of new family separation. Likewise in 1999 in Tirana, Albania, in the effort to counsel women survivors of rape in Serb attacks, an American psychologist managed to set-up camps filled with Kosovo survivors. All the women who entered into the program had to identify themselves as survivors of rape which was seen by the community as a stain to family honour and the only remedy was the killing of the survivor. This meant that all the women in the program could not be accepted back in the society.

In humanitarian action, the longer one is engaged in humanitarian work, the more one learns to appreciate its complexity and the possibilities of cultural clash are high. Therefore, there is need to address a number of important issues on cultural awareness practices and learning. These issues include and are not limited to context sensitivity, on to the cultural, structural, operational and political aspects of emergency situations in intervention. Excessive focus on completing the job without sufficient attention to resilience, coping mechanisms and natural setting cognition awareness, the
project aims and objectives will not be realised if provision of adequate training is not provided for the staff. Thus It is safer to assume differences until similarity is proven (Adler, 1991)

In becoming culturally aware, people realize that:

We are not all the same

Similarities and differences are both important

There are multiple ways to reach the same goal and to live life

The best way depends on the cultural contingency. Each situation is different and may require a different solution.

2.4.1 Theoretical Framework to measure cultural awareness in humanitarian action

For this thesis, the framework for analysis is the Cultural Lens Model which provides a framework for understanding the origins of cognitive differences in people’s physical and social contexts. The shared experiences contribute to a group’s cohesion of behaviour, social values, and cognition. Collective experiences provide a functional blueprint for a dynamic system of integrated behaviour, social roles and personality, and understanding.

This model captures the way experiences in a diverse group are translated into a view of the world. It describes the mismatches created when people differ and how knowledge of these mismatches can reduce barriers in multicultural interactions in complex project or work settings (Klein 252). This thesis uses the Model to describe the implications of these cognitive differences when assessing the needs of the affected for better project designing and planning.

Cultural awareness is not a do-don’t-do type of knowhow, but it provides a broader level of capabilities through the use of cultural lens for one to understand the kind of situation at hand in an international diverse setting. Using the questions like ‘Why’ and ‘What’ helps to incorporate generic cultural concepts when the needs of those affected are being assessed so as to know how and why people behave differently and to be able to make wise cultural considerations.

The figure below shows the cultural lens model which assumes that persons of similar ecological and social contexts have shared experiences. Therefore, the model captures the dimensions that typify national group differences.
The three main components that define culture are cultural influences, cultural variations, and cultural manifestations. Understanding each of these is important to the development of cultural awareness.

- **Cultural influences.** Every person is influenced by cultural aspects in a different way. It depends on the country you are from, the language you speak, the environment you have grown up in and the education you had.
• **Cultural variations** Includes styles of behaviour, values, and ways of thinking that are common to a culture. Behaviours are the outward, observable artefacts of a culture. They consist of the language, social rules, customs, structures, and institutions of a given culture. Values are principles that members of a culture use to evaluate alternatives or consequences in decision making.

• **Cultural manifestations** are the concrete displays of a culture’s thought and behaviour, whether through its members’ view of authority, negotiation style, willingness to compromise, embracing of risk, or some other form.

Another question for this research was **“What are the indicators of cultural awareness within humanitarian organizations?”** The researcher will therefore outline below some of the indicators to identify cultural awareness in organizations through cognition differences.

**Cognition differences as cultural awareness Indicators for this research**

The ways of thinking, or cognition, refers to preference-based strategies and processes used in decision making, perception, and knowledge representation of a given culture. It is “the mental process of knowing, including aspects such as awareness, perception, reasoning, and judgment. These indicators are the building blocks of testing the cultural awareness within humanitarian organizations.

**2.4.2 Indicators for cultural awareness for this research**

Cultural interactions, in humanitarian action, expand awareness of national differences in cognition. Experience with diversity in natural settings provides a more complex picture of cognition. As stated earlier, Klein proposes five cognitive and social dimensions necessary through the use of the Cultural Lens Model which captures the nature and origin of the cognitive differences; **Time Horizon, Mastery vs. Fatalism, Achievement vs. Relationship, Power Distance and Tolerance for Uncertainty** (258).

In the following part of the research, the researcher highlights how these dimensions apply to humanitarian action.
Time Horizon

Time Horizon describes how far ahead people set goals and look to justify their actions. It influences how people assess information, plan, and make decisions. Time Horizon contributes to priorities about resources and actions. It influences customary responses to delay and impediments to actions.

In designing humanitarian projects; emergency or developmental in nature, always time factor is an issue.

- The present horizon groups seek short-range goals, even at the expense of long-term ones (Adler 1991:43)
- The distant goals and system building are downplayed because it is believed that nobody can see the future
- The problem at hand need to be solved in any means possible (Lane et al. 1992: 76)
- Projects build on future perspective thinking will sacrifice immediate payoffs for the expectation of long-term gain for the beneficiaries
- There is less concerned with limits imposed by immediate circumstances (Adler, 1991:43; Lane et al., 1992:76)

In many other work environments, Time Horizon can be important. For example how can the various tasks are prioritized. When do reassign resources from short-term goals to a longer-term goal. Do you build costly infrastructure for the alleviation of suffering or speed intervention for the need only of finishing the job. Time Horizon directs the priorities for emergency management.

Mastery vs. Fatalism

A mastery orientated culture is grounded on the belief that people are dominant over nature. This means that

- with enough time, and money anything can be realised
- The ability leads to search for answers to problems and working to implement change as fast as possible without clear needs assessment on the actual needs of those to be helped.
- They are less likely to accept events as being beyond their control.

Those who hold a fatalistic orientation
Respect the external factors that control their lives (Kluckhohn et al., 1961; Lane et al., 1992).

**Achievement vs. Relationship**

For achievement groups,

- work related activities are a central focus and accomplishing a defining goal
- They are task oriented and “live to work”
- They look for task demands and how best to accomplish them.

In relationship groups, cultures,

- Interpersonal dynamics, and nurturing relationships are central focus
- They are more relationship oriented and thus “work to live”

Achievement vs. relationship is highly visible within humanitarian organizations. It is a challenge for Humanitarian organizations from typical achievement cultures that run projects in countries other than their own and who are typical relationship oriented cultures or vice versa. Let’s think of a typical Dutch/ Germany Humanitarian organization that sets up a project in Tanzania or Kenya. The typical Dutch/Germany will go for the project with the end achievement as a driving force. They are highly motivated by a job well done. While a typical Kenya or Tanzanian will first invest time on building the relationship then the requirements of the project. They are highly motivated by a friendly environment. Thus if Humanitarian organizations are not aware of such differences this leads to irritations and thus clashes that could even determine the failure of projects.

**Power Distance**

The differences in interpersonal power and influence between superior and subordinate team members reflect differences in this dimension. This includes the acceptance of unequal distribution of power by institutions (Dorfman at al., 1988).

In high power cultures such as parts of East Africa,

- People just accept that their superiors have more power and that is it
- They expect that those with power will provide leadership and make decisions
- Those who hold power maintain their rank in decision making
Cultures with low power distance,
- All are treated as equals and normally take initiatives
- They expect to listen to others based on the merit of their ideas not on their rank
- They expect that their own ideas will be evaluated based on merit
- In contrast, those with high Power Distance

Within humanitarian organization people may have limited experience on working together. The structure and the lines of command for decision making and for implementation in most cases cross national boundaries. Managers may need to coordinate actions to maximize project impact. This works best when everyone in the team adheres to and respects the same command structure regarding responsibility and decisions. If team differ in Power Distance, they may struggle to define a working relationship rather than accomplishing goals. Humanitarian operations are complex; sometimes the lower ranking operation staff have the expertise to make the best decision. Discrepancies in Power Distance can interfere with the use of expertise and can delay or compromise the desired goal.

**Tolerance for Uncertainty**

Complex natural environments can include considerable uncertainty. Tolerance for Uncertainty describes how people function in the face of uncertainty.

Those with low Tolerance for Uncertainty
- Experience uncertainty as stressful and work to avoid it
- They seek stability by adhering to formal rules and ritualistic behaviours (Lane et al., 1996)
- They prefer detailed plans and abhor incomplete information
- They want to have meticulously structured operations where all details are specified

Those high in Tolerance for Uncertainty
- May ignore rules and rituals or treat them flexibly because they view them as ineffectual (Helmreich et al., 1998)
- They accept dissent and are not threatened by deviant ideas
- They are comfortable with the uncertainty of the general plans
- They encourage team members to identify and express problems with planning along the way
- “Over planning” is viewed as counterproductive because you can never anticipate everything
Hypothetical vs. Concrete Reasoning

Hypothetical thinkers use mental representations of future events to consider alternate outcomes (Markus et al., 1991).

- They examine situations by going beyond the actual occurrence
- They ask “what if” questions
- External events are analysed in the abstract and do not have to be grounded in reality
- It is a mental playing out of alternative strategies to imagine different outcomes (Markus et al., 1991)
- They separate reasoning from reality to consider options in an abstract, hypothesis-driven manner (Markus et al., 1991).

Concrete reasoning is a different approach to the same goal (Markus et al., 1991).

- They respect the constraints imposed by context and carefully integrate those constraints into their thinking
- Reasoning is grounded in past personal and national experience not in mental simulation activities
- Concrete thinkers work to improve future performance in similar contexts
- Rather than abstract speculation, concrete thinkers review past events and their context in order to improve future performance
- Concrete thinkers view hypothetical reasoning as distorted because it is not grounded in reality

During times of rapid and unanticipated change, hypothetical thinking will be more successful. A challenge is posed when different organization’s members have different backup plans and switch at different times. This flexibility also comes at the expense of strictness.

Attribution (Root Cause vs. Systems Approach)

Faced with complex pressures or opportunities, people assign probable cause or describe dynamics. Attribution focuses attention and narrows the selection criteria for approaches or remedies. National groups differ in their Attribution of causality (Ji et al., 2000).

Cultures that have root-cause attribution
- Attend to the unique characteristics of the person or object
- They locate responsibility primarily in the individual (Choi et al., 1999)
- They consider retraining and counselling to be an appropriate remedy
- They expect employee selection and promotion to be based on skills and knowledge
- Loss of face is an uncommon emotion. They work to avoid occasional failures, but not because it is a personal threat.

Cultures with a systems approach to attribution

- Adopt context-dependent and occasion-bound thinking (Wegner, 1987)
- When a problem arises, the cause is attributed to the broader context and holistic solutions are implemented
- Those with systems Attribution are uncomfortable with retraining that targets specific individuals
- They favour efforts to modify organizations and procedures while placing less weight on selection standards
- Negative statement about their work is viewed as a threat to their integrity. Loss of face occurs because of a criticism

It should be noted that cultures of some nations will need more adjustment to fit than others. How well the foreigners adjust to their international attachments is in part, concerned with the country of specific assignment (Mendenhall et al. 1985: 58). The paramount importance of effectiveness of humanitarian aid is mainly in understandings of beneficiaries and their constructions of their needs (Zwi et al., 2002) as further elaborated in the figure 2:3 below.
Influencing factors on the specific situation of intercultural collaboration and learning

Figure 2:3 Intercultural collaboration context (Source: www.immi.se/intercultural)

2.5 Conclusion

Based on the literature review, it is clear that there is a lack of cultural sensitivity towards those in need in humanitarian assistance. The literature further proves that there is a cultural awareness gap since the cultural lens is missing.

Ideally speaking from a cultural awareness perspective not related to humanitarianism, finance, social or even economic perspective, cultural awareness can be seen as an onion with layers that carefully have to be peeled in order to reveal all the inner secrets of the importance of cultural awareness at national, regional and local levels.

As seen from the analysis in this chapter the main focus of humanitarian organizations within their projects has always been giving aid to people in need without helping them to have an inward look at themselves. This means not understanding more about the strengths and vulnerabilities of those in need.

It is apparent from this analysis that many multinational organizations always apply formulas in overseas areas that are derived from, and are successful in, their own culture. Surely, humanitarian
organizations should be aware that culture is the way in which a group of people solves problems and reconcile dilemmas which are part and parcel of the humanitarian world as seen from the analysis on cultural awareness within humanitarianism in this chapter.

Based on this literature review, it is clear that diversity in humanitarian space increases the level of complexity and confusion and makes agreement difficult to reach which can be a negative deterrent while designing and planning humanitarian projects.

It is therefore clear that for the designers especially of emergency projects, there is a need for them to have a broader context and recognise the fundamental patterns and processes of social change as put by Bakewell (113). This makes it crucial for all needs assessment not only be directed at those affected, but it must in all circumstances include a contemplation of the situation of those seemingly not affected. This will bring a comprehensive view of the whole community on its capabilities and strengths. Therefore makes it possible to understand the length emergency complements the existing protracted development issues in the community rather than assuming everything is connected to the emergency.

There have been situations where long-standing malnutrition rates among the general population are similar to those who have been affected directly by the emergency. How then can it be taken as still suitable to start feeding centres in the emergency when it may be deemed unacceptable as a development intervention which can cater for the whole population? Being able to ask such sensitive questions may uncover causal issues, which the end of the emergency program will not have solved, and this demands a different approach to intervention design.

Focusing solely on the emergency response which is always a rushed activity may raise an even more sensitive set of questions, as it has been seen when donors justify themselves by pulling out at the end of the emergency, while the situation of the affected on the ground still remains unchanged as Bradbury also asserts.

Based on these findings the researcher would like to further research within the current organizations on how they are tackling this persistent issues and the cultural gap.
CHAPTER 3. METHODOLOGY

3.1 Introduction

This chapter will describe the methodology that was used in the study and therefore, it will also clarify how the research problem could be solved. The chapter is mainly on how philosophical factors influence the research strategy and how to achieve a satisfactory research outcome. A research philosophy refers to the development of knowledge and the nature of that knowledge. Further, an explanation on the research choice will be given followed by a presentation of the research design, the sample selection and data collection process, the data collection tool and how data was analysed. Finally, the validity the reliability and the limitations of the research will be discussed.

Research philosophy can be influenced by the different assumptions and views that the researcher possesses which will impact on the research methods adopted. For a researcher to develop a philosophical standpoint it is required that several fundamental assumptions in regard to the two dimensions; the nature of society and the nature of science should be taken (Burrell et al. 1). These divergent views are often entirely contrasting schools of thought. The two main philosophical approaches are outlined by basic assumptions regarding ontology (reality), epistemology (knowledge), human nature (pre-determined or not), and methodology (Holden et al. 3).

As stated by Slife and Willems, (1995), philosophical ideas remain largely hidden but still influence the research. Therefore, Creswell, (2009) suggested that individual researchers make explicit the larger philosophical ideas they espouse.

Saunders et al. (2003) identified three main ways of thinking about research philosophy; positivism, interpretivism and realism (199).

3.2 Research Design Ontology

Positivism proposes the embracing of the natural scientists philosophical viewpoint. People who grasp this view decide to work with observable social reality and believe that the end product of such a research will be like law, similar to those created by the physical and natural scientists (Remenyi et al. 32). Moreover, this approach permits the research to be carried out in a transparent way; whereby the researcher is outside of the data collection zone and therefore has no direct influence on the process of data collection. Also, it is often recommended that a positivist researcher use a highly structured methodology in order to facilitate replication (Gill and Johnson, 20). This thesis will be measuring by...
use of questionnaires the actual level of cultural awareness/sensitivity in designing planning and implementation in humanitarian organizations. The researcher is external and thus has no direct influence on the data collection and thus little can be done to alter the contents of the data collected.

3.2.1 Epistemology

According to Easterby-Smith (2002) and Crotty (2003), there are four elements necessary for a research which are; Ontology-theoretical perspective, epistemology, methodology and methods. As stated;

“Positivist Research methods usually incorporate the assumptions that there are true answers, and the job of the researcher is either to start with hypothesis about the nature of the world, and then seek data to confirm or disconfirm it”, (Easterby-Smith 2008:84).

The researcher has adopted this approach of positivism since the researcher’s approach is based on seeking data and then adjusting to the gained information, additionally, it enables the generalization of the findings. Thus this calls for a positivist approach to the research setting.

Positivism provides the best way of investigating human and social behaviour originated as a reaction to metaphysical speculation (Easterby-Smith 2008:57). Its key idea is that social world exists externally, and that its properties should be measured through objective methods, rather than being inferred subjectively through sensation, reflection or intuition. The following table defines the terms as follows;

<table>
<thead>
<tr>
<th>Viewpoint</th>
<th>Positivism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Validity</td>
<td>Drawing meaningful and useful inferences from scores on the instrument reflects or assesses the specific concept. Do the measures correspond closely to reality.</td>
</tr>
<tr>
<td>Reliability</td>
<td>Are items responses consistent across construction to provide same results on trials. Will the measures yield the same results on other occasions.</td>
</tr>
<tr>
<td>Generalizability</td>
<td>Relevance to respondents and their trust as a valuable finding. To what extent does the study confirm or contradict existing findings in the same field.</td>
</tr>
</tbody>
</table>

Table 3:1 Case study related to positivism epistemology (Easterby-Smith 2008:109)
This thesis was to investigating culture and its implication on project design and planning within humanitarian organizations. Therefore, positivism suites the study for it ensures that the results provide accurate reflection of reality (positivist validity). This method also encourages clarity about what is to be investigated while at the same time eliminating many alternative explanations. Easterby-Smith concludes that it is easier for another researcher to replicate the study (86).

In the positivist research discussed earlier, assumptions are that there are true answers therefore calls for the need to conduct survey research. This allows the people being studied to provide their own explanation on the subject being studied and to measure the presence or absence of phenomena being studied (Crotty, 2003).

### 3.2.2 Outline of the research strategy

To be able to investigate the role and the presence or absence of cultural awareness and also the cognition differences of humanitarian aid workers, the researcher conducted a formal study that comprised quantitative research design.

The formal study started off with the research questions which involve specific procedures and data source specifications. The main aim of the formal research was to answer the research questions proposed (Cooper and Schindler, 2001:95). Therefore, the research design was on the basis of the literature review which clarified weather the research questions posed at the beginning of the study are relevant and which scales are seen by previous research as valid.

A deductive approach was used. According to Saunders, et al. deductive approach has certain important characteristic that makes it scientific. It explains the relationships between variables. Likewise it dictates that the researcher remain independent to what is being observed. In addition it allowed for the concepts to be operationalized in such a way that it is becomes possible to measure all the facets quantitatively. Lastly the approach allows for generalization. For generalization to take place, it is important to select samples of sufficient numerical size. This strategy also had economic benefits as it enabled collection of large amounts of data from a large population. The data collected were standardized allowing ease of comparison and it enables the researcher to gain more control over the research process. Furthermore, the use of quantitative research design enabled the researcher to collect data that was quantifiable that could be analysed and correlations deduced from. The strategy
had the advantage of being easily understood and was perceived as authoritative by most people. The figure below shows the philosophical worldwide framework for research design.

**3.2.3 Justification of Quantitative vs. Qualitative research method**

Creswell, (2009:148) states that when discussing a survey design a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population should be taken in to consideration.

In this study, the quantitative method of data collection was used due to the nature of the sample size which was selectively picked so that inferences could be made. This type of survey is economical to conduct and easy to obtain a rapid turnaround in data collection.
3.2.4 Quantitative method

Information was gained in a quantitative way through the use of a questionnaire. In quantitative research, Creswell states that investigators use quantitative research questions. Quantitative research questions inquire about the relationships among variables that the investigator seeks to know. “Data in form of, or be expressed as words” (Easterby-Smith 2008:82). This is a pre-determined instrument based on questions, performance, attitudes, observational, and census data by statistical analysis and interpretation (Creswell, 2009:15). One of the key assumptions of post positivists is that research seeks to develop relevant, true statements, one that can serve to explain the situation of concern or that which describes the casual relationships of interest. In quantitative research, researchers advance the relationships among variables and pose these types of questions or hypothesis (Phillips et al., 2002).

3.2.5 The survey design

As per the research methodology discussed above, the researcher begun this survey by using the conceptual model to specify the research questions and the purpose of the research; the necessary level of cultural awareness/sensitivity in designing planning and implementation in humanitarian organizations.

Finally, the actual questionnaires in which cultural awareness and cognition differences indicators, cultural knowledge and the level of cultural awareness presence within organizations were outlined through the use of category scales. Three scales were mainly used being the nominal, ordinal and ratio scale to differentiate the variables for the survey. Open ended questions were avoided in the survey so as to eliminate any complications in data analysis through the use of SPSS.

The researcher did a pilot study where it was tested to see if the questionnaires covered the intended topics and if the wording gave the intended meaning.
3.2.6 Sample

A researcher’s initial question is: “how much research is enough research?” In grounded theory the objective is always to generate sufficient data to learn concepts, dimensions, patterns, categories and properties from among the occurrences (Glaser and Straus). How might this translate into sufficient numbers for this thesis?

This research targeted all the humanitarian organization in Nairobi Kenya. As per the Wango world Ngo directory (2012) there are 21 international humanitarian organizations within Nairobi. In these 21 organizations the researcher estimated to target at least 10 to 12 people from this organization, which means 250 people are targeted. This is from experience since the researcher worked in one of this organization. In estimate there are 15 to 20 people working in these offices.

The sample size was calculated according to Burns as follows (Burns 2006:372; Israel, 2009)

\[
\frac{n}{z^2(pq)} = e^2
\]

Correction of population if small \(n = \frac{n}{1+(n-1)/N}\) where \(n\) is sample and \(N\) is the population.

The level of confidence is estimated at 95% as this is one most commonly used. This gives a set value of 1.96 from the \(z\) statistical tables.

\(P\) as the estimated percentage in the population is expected by the researcher to be a 50% since the researcher expects a diverse response from the respondents.

\(q\) is the remaining percentage of \(p\) thus since \(p\) is 50% then the remaining which is \(p\) is also 50%.

\(e\) being the acceptable sample error. In this research, the researcher chooses to work with a \(\pm 5\%\) precision since the researcher finds it an acceptable average error.

Calculating the sample size

\[
\frac{1.96^2(50\times50)}{e^2} = 385
\]

Since the population is estimated to be around 250 people and so small as from the above calculation, the researcher corrected the sample as below
\[
\frac{385}{1 + \left(\frac{384-1}{250}\right)} = 154
\]

Therefore, the sample size for this survey is 154 questionnaires.

What would be a sufficient sample size for a valid data sample given these numbers? Strauss et al., argue sufficiency occurs at the point where there is ‘theoretical saturation’. The researcher will then continue distributing the questionnaires until there are no more responses.

The main focus of this research was to measure cultural awareness within the humanitarian field and find out how it is embedded in the planning and designing of projects based on different literature. Secondly a focus was to be on the exploration of the cultural awareness within the humanitarian in all levels of the organization. A list of comprehensive cultural awareness indicators were generated from the literature review (See Chapter 2.4.2) and the obligations will be discussed further in the discussion part of this research.

3.2.7 Choice of Research

As per Easterby-Smiths’ definition, “methodology is the combination of techniques used to enquire into a specific situation”. In other words, it is the development of knowledge and the nature of that knowledge. This can be influenced by the different assumptions and views that the researcher possesses and this can impact on the research methods adopted. The methodology may also be influenced by practical considerations but the main influence will be the researcher’s perspective of the relationship between knowledge and the process by which it is developed.

The researcher chooses to analyse Nairobi Kenya. Nairobi has been the hub of most of the organization working within The Horn, East, and Central of Africa. The organizations are mixed; emergency oriented and developmental oriented. Additionally, for practical reasons for the researcher since it is the researcher’s country of origin and the researcher has contacts already developed over there.

In this study, the focus is to test the Aid worker’s involvement with project planning, how they involve the beneficiaries on the day to day work, how they function with different cognition differences, the humanitarian organization’s ability to offer cultural training to its workers and if there is any difference in people’s cultural up bringing in how they think beneficiaries should be involved in...
projects. This choice was made so as to find out the dynamics of cognition differences and how people function with these differences.

The researcher targets all humanitarian organizations in Nairobi. The researcher believes this will increase reliability while on the other hand generalization will also increase. This will help in giving recommendation on how organizations could embed some aspects of cultural awareness in their projects for better project planning and designing. On the part of the response rate, the researcher is aware of the possibility of some organizations’ unwillingness to participate.

As stated earlier in this thesis, there are questions that were answered through the literature review; which will be further elaborated in the discussion part of this thesis. However, the researcher intends to answer the following question through the survey respondents. This question is;

1. To what extent is cultural awareness currently present within Humanitarian Organizations?

In reference to the above questions, the study measured the aid workers cultural cognition difference and how it influences their behaviour towards project implementation. The study targeted as much as possible the respondents’ cultural knowledge and awareness.

3.3 Ethical considerations

Accuracy and ethical consideration are very important for this research. All the data that would be collected has the authorization of the company selected. Employees were not asked their personal details not only to increase the quality of information gathered but to respect their privacy. The author will protect the employees’ privacy and keep the information collected privately so that no harm will befall the participants.

3.4 Research Limitations

As with all studies, this research faced some challenges. There were limitations during data collection as well as throughout the research.

The limitation occurred from the timing of the study. The data collection of questionnaires was administered by the researcher’s representative. This influenced the sampling process which the researcher could not claim full control over. The second limitation was distance and expense of
communication to get and to be able to distribute the questionnaires to the organizations which may have influenced the number of the respondents.

3.5 Validity, Reliability and Generalizability

Positivist method demands that the data generated is valid and reliable for the scientific results to be applied. Therefore, the quantitative methodology would provide data in a numeric form or information that is valid while concepts have to be defined so that they can be measured. However, this is dependent on the respondent’s feelings and perception and data collected may be generalized. To increase validity, two same questions were asked differently.

Generalization in this research might not be satisfactory since the number of organizations participating in the data collection is not as many as were anticipated in the beginning, but the researcher believes considering the sensitivity of the topic 164 respondents would represent the whole population partially and the data set would be useful in this study and further studies will be needed especially to include qualitative methods.

3.6 Conclusion

This chapter outlined the research design, strategy and methods that were used to collect information on the research study. It also justified the choice of the method used. The questionnaire was used as the main method of collecting data for this research. Therefore, the researcher had to be sure that the questionnaires questions were well formulated and gave the meaning the researcher intended. This was confirmed when piloting was done. The chapter also discusses the ethical issues and the research limitations involved while conducting the research. The next chapter will discuss the statement of findings and analysis of the data based on the responses from the questionnaires.
CHAPTER 4. DATA ANALYSIS

4.1 Introduction

This chapter gives an overview of the level of cultural knowledge of Aid workers and organizations within the city of Nairobi. The research methodology was based on quantitative data collection method.

A total of 250 questionnaires were distributed and a total of 180 were returned but only 164 were fully filled in and used for the analysis. As a result, a response rate of 72% was acquired.

The data analysis includes descriptive and inferential statistics, to measure central tendencies and variability in the average as well as helping deductions to be made from the data collected thus relating findings to the sample population.

The SPSS software was used for data analysis.

4.2 RESEARCH FINDINGS

Descriptive statistics

4.2.1 Description and analysis of the sample

Analysis of the sample was done to describe the mean and standard deviation of the respondents. Ages, gender, motivation for the job and length of service, the results are as indicated below;

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>101</td>
<td>61.6</td>
</tr>
<tr>
<td>Female</td>
<td>63</td>
<td>38.4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;30</td>
<td>68</td>
<td>41.5</td>
</tr>
<tr>
<td>31-35</td>
<td>35</td>
<td>21.3</td>
</tr>
<tr>
<td>36-40</td>
<td>24</td>
<td>14.6</td>
</tr>
<tr>
<td>&gt;41</td>
<td>37</td>
<td>22.6</td>
</tr>
</tbody>
</table>
### Region grown-up in

<table>
<thead>
<tr>
<th>Region</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>28</td>
<td>17.1</td>
</tr>
<tr>
<td>North America/Australia</td>
<td>3</td>
<td>1.8</td>
</tr>
<tr>
<td>Africa</td>
<td>133</td>
<td>81.1</td>
</tr>
</tbody>
</table>

### Orientation of the organization

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency</td>
<td>24</td>
<td>14.6</td>
</tr>
<tr>
<td>Development</td>
<td>75</td>
<td>45.7</td>
</tr>
<tr>
<td>Both</td>
<td>63</td>
<td>38.4</td>
</tr>
</tbody>
</table>

### Responsibility of those who responded

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subordinates</td>
<td>26</td>
<td>15.9</td>
</tr>
<tr>
<td>Operations</td>
<td>50</td>
<td>30.5</td>
</tr>
<tr>
<td>Coordination</td>
<td>41</td>
<td>25.0</td>
</tr>
<tr>
<td>Management</td>
<td>47</td>
<td>28.7</td>
</tr>
</tbody>
</table>

### Where respondents are based

<table>
<thead>
<tr>
<th>Location</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters</td>
<td>50</td>
<td>30.5</td>
</tr>
<tr>
<td>Regional Office</td>
<td>62</td>
<td>37.8</td>
</tr>
<tr>
<td>Field Level</td>
<td>52</td>
<td>31.7</td>
</tr>
</tbody>
</table>

Chart 4:1 Demographics table
Out of the total number of the people who responded to this survey, 38.4 percent were female while 61.6 percent were male.

Out of these 41.5 percent were below the age of 30. 21.3 percent were between the age of 31 and 35 years, while 22.6 percent were of the age of 40 years and above and only 14.6 percent were between the ages 36 to 40 years.

Mainly those who responded on this survey were people working for developmental aid organization with 46 percent.

Generally there was an average response across all levels of responsibility within these organizations. Those who are subordinates are people with less or no responsibilities on the planning but get orders from those on higher authority on daily functions of the organizations. These are the secretaries, the drivers, the storekeepers, clinical assistance.

The people in operations are the assistance of the coordinators. These are the logistic assistance, the coordination assistance, finance assistance human resources assistance, the medical personnel, and the pharmacists.

The people in coordination are those coordinate all the activities within the different departments of the organizations. These are Logistics coordinators, the Finance and Administration coordinators, the field coordinators, and Human resources officers.

While those people working in the management level of these organizations are those in charge of running the whole program within the main offices of these organizations. These are the Country managers, the field office managers, the regional logistics managers and the Human resources heads.

There was an average response of those working in the regional office, field level and headquarters. Those working within the regional office were mainly based in Nairobi and those working within the headquarters and the field level of this organization were people who happen to be in Nairobi but were mainly based within the field offices and the headquarters of these organizations which are out of Nairobi or Kenya.

Most of the respondents had grown-up in Africa with a total of 81.1 percent and only 1.8 percent had grown-up in North America and the remainder 17.1 percent had grown-up Europe.
4.2.2 Influence to change project ready plans and approved budgets

Q10. In your opinion do you have influence to change any content on project ... * Q7. Where are you based in (work area)? Cross tabulation

The above result was on level of influence of the respondents to be change project planning and budget on project which have already been planned and agreed upon.

The above showed that headquarters is leading with 59 percent followed by the regional office with 27 percent and lastly the field level with 14 percent.

This response shows that most people at the headquarters are able to change the content of the project which has already been approved and budgeted for. This group is mostly those who had grown up in Europe which means mostly were people in management positions. Most people in the field and mainly this were a group which had regularly contact with beneficiaries did not have influence to change project content. Which means even if the needs of the beneficiaries change the project content cannot be changed.
4.2.3 How new Projects are started within organization

Q4. Which area is your organization oriented in? * Q13. In the organization you work for, which of the following most apply for... Cross tabulation

The above result was on responses on what applies to the organization during start-up of new project.

Respondents from organization which were both emergency and development oriented 64 percent agreed, that beneficiaries are consulted, 25 percent do not know what happens, 8 percent shows that management decides on what projects to start and only 3 percent showed that the headquarters drafts all project proposals.

Within developmental organizations 49 percent agreed that beneficiaries are consulted, 7 percent do not know what happens, 9 percent shows that management decides and 35 percent shows that headquarters drafts project proposal.

Whereas in emergency organizations, 13 percent agreed that beneficiaries are consulted, 42 percent does not know what happens, 33 percent show that management decides on their projects start-up and only 13 percent shows that headquarters drafts all project proposals.

This results show a big difference between emergency and developmental organizations. It is evident from this result that most people working for the emergency organizations to not know how projects are initiated and even are not involved on its inception. Also it is evident that most of the emergency projects start-up is done only by the management without consultation with beneficiaries. The
developmental organizations shows that in most of its projects the beneficiaries are consulted before projects are initiated.

### 4.2.4 Ability of the organizations to offer Cultural Awareness Training

Q11. Does your organization provide any cultural awareness training? * Q4. Which area is your organization oriented in? Cross tabulation

#### Provision of cultural training per organizations

![Chart 4:4 Cultural training provision](image)

The above result was on responses on the ability of the organization to provide cultural training awareness, 44 percent were from development organization, 39 percent from organizations working on both development and emergency programs and only 15 percent were from emergency organizations.

This result shows that mainly organizations on developmental work provide cultural training for its employees than the emergency oriented organizations. This shows then that developmental organizations are more sensitive on cultural awareness issues of their staff compared with emergency organizations.
4.2.5 The organizations’ staff ability to interact with Beneficiaries

Q12. Do you regularly interact with project’s beneficiaries? * Q5. What is your level of responsibility in this organization? Cross tabulation

Interaction with Beneficiaries

The response to this question was on those who agree that they regularly interaction with the beneficiaries seeing from the level of responsibility of the respondents within an organizations 35percent were in operations, 26percent were in management, 23percent in coordination and only 16percent were in sub-ordination.

The group which mostly interacted with beneficiaries were those in operations. The least group which interact with beneficiaries were those in the management. This is quite interesting to see because this later group is the one making most policies on the project design and planning which can have direct impact to the beneficiaries and yet they are the least group in contact with the beneficiaries.
4.2.6 The organizations’ ability to consult beneficiary - needs assessment

Q4. Which area is your organization oriented in? * Q14. Beneficiaries are consulted whenever needs assessment is being carried out

The above result was on the ability of the organization to consult its beneficiaries during needs assessment.

From emergency organizations 60 percent said it always, 28 percent regularly, and only 12 percent rarely.

In the development organization 33 percent said always, 29 percent frequently, 24 percent rarely and only 5 percent never.

While in organization which are oriented in both development and emergency, 42 percent said always, 25 percent frequently, 22 percent sometimes, 9 percent rarely and only 2 percent never.

It is positive to see that at least the beneficiaries are always consulted when needs assessment is being carried out. The leading organization for this is the emergency oriented.

The researcher is surprised by this outcome due to the knowledge that in most developmental projects the beneficiaries are always consulted and was expecting that especially during the needs assessment beneficiaries could have more say about the projects more than in the emergency projects.
4.2.7 The visibility of project evaluation reports within organizations

Q4. Which area is your organization oriented in? * Q16. In this organization I see new project evaluation reports at least every year

![Chart 4:7 Visibility of evaluation reports organization type](image)

The above result was on the agreement that the respondents see new project evaluation at least every year within their organization.

In the emergency organizations 25 percent strongly agreed, 12 percent agreed, 29 percent were neutral, 21 percent disagreed and another 12 percent strongly disagreed.

In the development organization 33 percent strongly agreed, 13 percent agreed, 21 percent were neutral, and 31 percent disagreed.

While in organization which is oriented in both development and emergency, 27 percent strongly agreed, 37 percent agreed, 27 percent were neutral, and only 6 percent strongly disagreed.

The result shows that there is a big difference on project evaluations per organization. It is evident that in emergency oriented organizations; most of the staff does not see evaluation reports as compared with development organizations.
Q5. What is your level of responsibility in this organization? * Q16. In this organization I see new project evaluation reports at least every year

![Chart 4:8 Visibility of evaluation reports level of responsibility](chart)

The above result was on the agreement that the respondents see new project evaluation at least every year within their level of responsibility or in the departments within the organization they work for. Those in sub-ordinate department, 23 percent strongly agreed, 54 percent were neutral, and another 23 percent strongly disagreed.

Those in the operation departments 52 percent strongly agreed, 20 percent agreed, and another 20 percent disagreed, only 8 percent strongly disagreed.

Those in coordination departments, 20 percent strongly agreed, 29 percent agreed, 17 percent were neutral, 27 percent disagreed and only 7 percent strongly disagreed.

While those in management departments; 23 percent strongly agreed, 30 percent agreed, 43 percent were neutral, and only 4 percent disagreed.

Seen from the above chart, and the chart before, the staffs in the operation departments have more access to reports than other departments followed by those in management department.
4.2.8 The ability of the organization to consult beneficiary - evaluation

Q4. Which area is your organization oriented in? * Q16. In this organization I see new project evaluation reports at least every year

![Graph showing consultation of beneficiaries during evaluation](chart)

The above result was on the respondents’ agreement with statement that beneficiaries are consulted during project evaluation within their organization.

In the emergency organizations 54 percent strongly agreed, 8 percent agreed, 25 percent were neutral, and 13 percent disagreed.

In the development organization 36 percent strongly agreed, and another 36 percent agreed, 11 percent were neutral, 316 percent disagreed and only 1 percent strongly disagreed.

While in organization which is oriented in both development and emergency, 48 percent strongly agreed, 16 percent agreed, 33 percent were neutral, and only 3 percent strongly disagree.

This result shows a positive result on the way organizations consult their beneficiaries during evaluation. This means at least beneficiaries can air their views on the outcome and impact of the projects towards their needs.
4.2.9 Motivation of staff to being humanitarians

Intrinsic and Extrinsic motivation

Intrinsic motivation refers to performing an activity for itself in order to experience pleasure and satisfaction inherent in the activity. On the other hand, extrinsic motivation pertains to a wide variety of behaviours where the goals of action extend beyond those inherent in the activity itself (Deci et al., Ryan, 1985).

Motivation by the self-wellbeing felt when servicing to others

Q6. How long have you been in this organization? * Q8. What is your motivation for this job? (Sense of well-being I feel while serving others)

![Chart 4:10 Motivation due to service to others]

This result was on the respondents’ agreement that self-wellbeing was the main motivator as being an aid worker.

The respondents who had stayed in the aid work for less than 1 year showed 60 percent strongly agreed with the statement, also 28 percent agreed and only 13 percent disagreed with the statement.

Those who had aid workers for 1 to 3 years showed 44 percent strongly agreed with the statement, 31 percent agreed, 17 percent were neutral and only 8 percent strongly disagreed.

Those with experience of 3 to 5 years as aid workers showed 55 percent strongly agreed with the statement, 26 agreed, while 11 and 8 percent disagreed and strongly disagreed respectively.
Aid workers who had 5 and above experience as aid workers showed 68 percent strongly agreed with the statement and also 20 percent agreed, while 10 percent were neutral and only 2 percent disagreed.

It is evident from this that aid workers main motivation in humanitarian aid work is service to others which is an intrinsic motivator of accomplishment. Mainly this is a motivator to do good which is shown by this result where majority of the respondents strongly agreeing with the statement. The main group being driven by this are those who have stayed in the organization for more than 5 years with a 68 percent response.

**Salary as a motivator for being an Aid worker**

Q6 How long have you been in this organization? * Q8. What is your motivation for this job? (Salary)

![Chart 4:11 Motivation due to Salary](chart)

This result was on the respondents’ agreement that salary was the main motivator as being an aid worker.

The respondents who had stayed in the aid work for less than 1 year showed 60 percent strongly agreed with the statement, also 28 percent agreed and only 13 percent disagreed with the statement.

Those who had been an aid workers for 1 to 3 years showed 44 percent strongly agreed with the statement, 31 percent agreed, 17 percent were neutral and only 8 percent strongly disagreed.

Those with experience of 3 to 5 years as aid workers showed 55 percent strongly agreed with the statement, 26 agreed, while 11 and 8 percent disagreed and strongly disagreed respectively.

Aid workers who had 5 and above experience as aid workers showed 68 percent strongly agreed with the statement and also 20 percent agreed, while 10 percent were neutral and only 2 percent disagreed.
This result show a difference between aid workers who have been in the humanitarian work for long to those who had recently joint. The difference is that the salary is the main motivator for those joining the humanitarian work but after being in service for long then it changes although most of despondence on this statement decided to be neutral.

4.2.10 Cultural Awareness of Aid workers

This section will test cultural awareness within humanitarian organization in Nairobi. The analysis is based on the cultural awareness indicators in chapter 2.4.2. The survey was measured using 5point likert scale where 1 was Strongly Disagree and 5 Strongly Agree.

However to get a clear picture using the charts, the researcher has grouped those who chose to Strongly Agree and those who Agreed into one group also those who Strongly Disagreed and Disagreed likewise in one group. The ones who remained neutral in their response have been grouped as undecided.

Mastery vs. Fatalism Test

As per the indicators, People with a mastery orientation are less likely to accept events as being beyond their control their belief is grounded on that people are dominant over nature and can control their environment. Those who hold a fatalistic orientation respect the external factors that control their lives.

For this survey those who agree with the statement are mastery oriented and those who disagree are fatalistic oriented based on the indicators generated.
Mastery vs. Fatalism of aid workers (level of responsibility)

Q5. What is your level of responsibility in this organization? * Q20. I would rather as an aid worker come up with a solution for the affected people quickly than waste time discussing with the affected what they need.

![Mastery vs. Fatalism level of responsibility](chart412.png)

Mastery vs. Fatalism test of aid workers (as per orientation of the organization)

Q4. Which area is your organization oriented in? Q20. I would rather as an aid worker come up with a solution for the affected people quickly than waste time discussing with the affected what they need.

![Mastery vs. Fatalism organization type](chart413.png)

The above result was a check on the respondents’ agreement with statement that it is better to come up with solution for the affected quickly than waste time consulting them. The test aid workers seeing from their level of responsibility in the departments within the organization they work for.

This result shows how the respondents have adopted fatalist approach in this response. More people in the sub-ordination and coordination responsibilities are in the middle of Mastery and Fatalism.

The above result is connected to above test on mastery and fatalism but it test on the organization level.

Page 54
The check between the organization orientation on this aspect shows that organization in development are more fatalistic than the emergency organization, where even more people decided to remained neutral concerning the statement. It is surprising that when the emergency and development is combined within an organization then people tend even more to be fatalistic.

**Hypothetical vs. Concrete Reasoning**

Most Hypothetical thinkers as per the indicators generated in literature review make plans and examine their implications. They separate reasoning from reality to consider options in an abstract way, they are hypothesis-driven asking what if questions. On the other side, concrete thinkers work to improve future performance in similar contexts. Rather than abstract speculation, concrete thinkers review past events and their context in order to improve future performance. Concrete thinkers view hypothetical reasoning as distorted because it is not grounded in reality.

Those who agreed with the statement are hypothetical thinkers and those who disagree possess concrete thinking.

Q4. Which area is your organization oriented in? * 19. As an aid worker I should accept the beneficiaries’ decision even though personally I have a different opinion

![Chart 4:14 Hypothetical vs. concrete Reasoning organization type](image)

The above result was a test on respondent’s agreement on the statement that they should accept beneficiaries’ decision even though they have a different opinion. The test was on the organization level.

It therefore shows that more people working in the developmental oriented organization are more hypothetical thinkers than those from emergency organization although more respondents in the emergency organization decided to be neutral which means they are either in between or do not know
what do answer so they have been classified as undecided. It is surprising to see that when the organization is oriented in development and emergency programmes people tend to be more concrete thinkers.

Q5. What is your level of responsibility in this organization? * 19. As an aid worker I should accept the beneficiaries’ decision even though personally I have a different opinion Crosstabulation

![Graph](chart4:15)

The above result was a test on respondent’s agreement on the statement that they should accept beneficiaries’ decision even though they have a different opinion. The test was on level of responsibility.

From this result, it clear that as the level of responsibility increases the person in aid programmes becomes a more hypothetical thinker. This is seen within the level of operations, managers and coordinators where they agree on the statement raised. People in operations and on subordination level show a more concrete thinking approach.

The age also shows some significant differences where the young are concrete thinkers than those above the age of 31 and above.
**Attribution Root Causes vs. System Approach Test**

Those with root-cause attribution group their traits and abilities; loss of face is an uncommon emotion. They work to avoid occasional failures, but not because it is a personal threat. In contrast, those with a systems attribution view a negative statement about their work as a threat to their integrity. Loss of face occurs because of a criticism.

Those who agreed with the statement are people with root-cause attribution while those who disagreed are those with system attribution.

Q4. Which area is your organization oriented in? * 27. Many times I feel that I have little influence over the things that happen to me

This result shows a dominance of people with system approach than those with root-cause approach. Although within the emergency and developmental organization there is nearly the same number of people who have either root-cause thinking or those with system approach thinking. While in the organization which operate in both development and emergency the majority are system approach mind set.
Achievement vs. relationship Test

Achievement versus relationship is about Doing or Being. It affects the way people approach life, work, and relationships. For achievement groups, work related activities are a central focus and accomplishment a defining goal. In the achievement cultures people are task oriented and “live to work”. They look for task demands and how best to accomplish them. In relationship groups, cultures, interpersonal dynamics, and nurturing relationships are central focus. In relationship cultures, people are more relationship oriented and thus “work to live”.

Q4. Which area is your organization oriented in? * Q23. As an aid worker I am able to successfully overcome many challenges affecting people I serve in the position I hold Cross tabulation

The above result was a test on respondent’s agreement on the statement that they are able to successfully overcome challenges affecting people within the position they hold in the organization.

It is therefore clear that within organization oriented in emergency and development, majority of the workers re more relationship base while organization which are oriented in both emergency and development the majority of the workers are undecided on exactly what kind of orientation they are in but those who responded the relationship based are leading.
However within the management and operation level most of the people are relationship based but within the coordination level both relationship and achievement persons exist in equal basis.

On the level of responsibility, those who are in sub-ordination show that they are either not sure of their orientation or are in between achievement and relationship base.

**Tolerance for Uncertainty**

Those with low Tolerance for Uncertainty want to have meticulously structured operations where all details are specified. In contrast, those who are high in Tolerance for Uncertainty are comfortable with the uncertainty of the general plans. They are also more likely to encourage team members to identify and express problems with planning along the way. Over-planning is viewed as counterproductive because you can never anticipate everything.

Q4. Which area is your organization oriented in? * Q24. As an aid worker I have usually found out that what is going to happen to people will happen regardless of my action Cross tabulation

![Chart 4:18 Tolerance for Uncertainty organization type](image-url)
Q5. What is your level of responsibility in this organization?  

Q24. As an aid worker I have usually found out that what is going to happen to people will happen regardless of my action 

Crosstabulation

Chart 4:19 Tolerance for Uncertainty

Those who strongly disagreed and disagree with the statement were grouped as having low tolerance for uncertainty and those who strongly agreed and agreed were grouped as having high tolerance for uncertainty.

As seen from the above result it is clear that most aid workers in Nairobi are more on low tolerance for uncertainty. As seen also within the level of responsibilities, it clear that still many of the workers have low tolerance to uncertainty.

**Time Horizon Test**

The present horizon seek short-range goals, even at the expense of long-term ones while the distant goals and system building are downplayed because it is believed that nobody can see the future. In contrast, future horizon perspective thinking will sacrifice immediate payoffs for the expectation of long-term gain. They are less concerned with limits imposed by immediate circumstances.
Q4. Which area is your organization oriented in? * Q26. As an aid worker it isn’t wise to plan too far ahead because most things turn out to be a matter of good or bad fortune anyhow Cross tabulation

**Chart 4:20 Time Horizon**

Those who strongly agreed and agreed with statement have been grouped as Present Horizon thinkers while Strongly Disagreed and Disagreed has been grouped to Future Horizon thinkers. Those who were neutral have been grouped as undecided.

It is clear that from this survey aid workers are more on Future horizon thinking. Comparing this outcome with the cultural awareness indicators, it can be said that within the organizations in Nairobi there can be some sacrifices for immediate payoffs for the expectation of long-term gain for the beneficiaries within these organizations.

**Power Distance**

Those with low Power Distance expect to listen to others based on the merit of their ideas not on their rank. They expect that their own ideas will be evaluated based on merit. In contrast, those with high Power Distance expect that those with power will provide leadership and make decisions. Those who hold power maintain their rank in decision making.
Q4. Which area is your organization oriented in? * 28. Managers of aid projects should be able to make the right decisions without consulting their beneficiaries

Chart 4:21 Power Distance

Those who strongly agreed and agreed with statement has been grouped as High Power distance while who Strongly Disagreed and Disagreed has been grouped to low power distance. Those who were neutral have been grouped as undecided group.

It is clear from this result that in general across all the levels of responsibilities the dominant group was people with low power. Only in the operation it can be seen that there is only a difference of 2 percent. However in management those with low power were 3 times those with high power distance. Moreover in the analysis on the organization level show that, within developmental organization aid workers are more low power distance. Whereas in emergency organization many aid workers have
high power distance. However in the organizations which have both emergency and developmental programmes the majority of aid workers show low power distance.

4.3 Discussion

In this chapter principal facts of the analysed results will be discussed in details and a comparison and critical analysis will be done to synchronise the findings with the literature review.

Sample description

The acquired results imply that in Nairobi male are dominating the humanitarian work place. The results also imply that the young generation below 30 years old are the majority working within these humanitarian organizations. The results also show that age corresponds with the level of responsibility. As it can be seen within managerial responsibility most are people who are 41 years and older while those in the sub-ordination are mainly those below the age of 30 years.

Influence to change project planning and budgeting already agreed during planning

The response on this issue shows that most people at the headquarters and those in the management positions are able to change the content of the project which has already been approved and budgeted for. Most people in the field do not have influence to change project content however they are in regularly contact with beneficiaries. Which means even if the needs of the beneficiaries change the project content cannot be changed.

This therefore is an example of how humanitarian projects try to insulate their projects from being influenced by external factors. This influence is more present in the field level where the beneficiaries interact with organization’s workers on a regular basis. This insulation is achieved by organizations through the use of log-frames which makes project planning static with no option of being change from any other quarters except in the main office which are normally the headquarters. This therefore confirms Fowler’s argument as given in the introduction of this thesis that organizations has always tighten up aid projects in the effort of insulating them from external factors by employing detail data and log-frames (Fowler 59).

Ability of the organizations to offer Cultural Awareness Training to its staff

This result shows that mainly organizations on developmental work provide cultural training for its employees than the emergency oriented organizations. This shows then that developmental
Humanitarian Organizations and Cultural Awareness

organizations are more sensitive on cultural awareness issues of their staff compared with emergency organizations.

How new Projects are started within organization

The results concerning this topic showed a big difference between emergency and developmental organizations. It is evident that most people working for the emergency organizations to not know how projects are initiated and even are not involved on its inception. Also it is evident that most of the emergency projects start-ups are done only by the management without consultation with beneficiaries. The developmental organizations shows that in most of its projects the beneficiaries are consulted before projects are initiated.

This result confirms the findings in the literature review chapter 2.2.1 where humanitarian relief has continued to side-line the beneficiaries in their project designs, where they do not try to find the root causes of the suffering of those they are helping especially within the emergency organizations as stated by Anderson (1993:23).

Likewise seeing from the responsibility level of the aid workers view, the group which mostly interact with beneficiaries are those in operations. The least group which interact with beneficiaries are those in the management. This is quite interesting to see because this is the group (management) which makes most policies on the project design and planning which have direct impact with beneficiaries and yet they are the least group in contact with the beneficiaries.

The organizations’ ability to consult beneficiary during its projects needs assessment

It is positive to see that at least the beneficiaries are always consulted when needs assessment is being carried out. The leading organization for this is the emergency oriented.

The researcher is surprised by this outcome due to the knowledge that in most developmental projects the beneficiaries are always consulted and was expecting that especially during the needs assessment beneficiaries could have more say about the projects more than in the emergency projects.
The visibility of project evaluation reports within organizations

The result shows that there is a big difference on project evaluations per organization. It is evident that in emergency oriented organizations; most of the staff does not see evaluation reports as compared with development organizations.

The results also show that people in the operation departments have more access to reports than other departments followed by those in management department, surprising result because the researcher expected to see more visibility of reports within the management and coordination.

The ability of the organization to consult beneficiary during evaluation of its projects

There was a very positive result on this test on the way organizations consult their beneficiaries during evaluation. This means at least beneficiaries can air their views on the outcome and the impact of the projects towards their needs.

Motivation of respondents to being humanitarian aid workers

Motivation by the self-wellbeing felt when servicing others

It is evident from this that aid workers main motivation in humanitarian aid work is service to others which is an intrinsic motivator of accomplishment. Mainly this is a motivator to do good which is shown by the majority of the respondents. The main group being driven by this are those who have stayed in the organization for more than 5 years of service.

Salary as a motivator for being an Aid worker

From this survey it is clear that, there is a difference between aid workers who have worked in the humanitarian field for long to those who have recently joined. The difference is that the salary is the main motivator for the new comers into humanitarian work than the experienced ones. This can be said that humanitarians after being in service for long the motivation changes to the self-wellbeing they feel in the work they are doing. Although most of respondents on this statement decided to be neutral the majority chose the motivator showed this inclination of the researcher’s opinion.
Cultural Awareness Indicators within humanitarian organizations in Nairobi and the influence on project design and planning

Designing of humanitarian projects starts from needs assessment which is problem diagnostic aspect. This can be said as problem definition which includes both problem detection and sense making of the situation of those affected by catastrophes or precarious development.

For these, experts are needed to understand and make sense out of these events which are in many cases confusing especially during an emergency. They must construct an explanation for anomalies and use that construction to define what counts as relevant data.

This active view of problem definition means that it is vulnerable to differences in cognition as will be highlighted below.

In planning, planners may lack the time and resources needed to generate a set of options and then compare each to a measure. Experienced planners may use past experience to generate a plan as they make sense of the situation (Klein, 1998). Alternately, they may use a constructive process to identify and combine potential weight points.

This means both strategies constantly meet the stressful planning demands of some natural settings. As planning demands increase, so does vulnerability to diversity differences.

Time Horizon Test

It is clear that from this survey aid workers in Nairobi are more on Future horizon thinking than those on present time horizon.

Mastery vs. Fatalism Test

Most of the respondents in this survey have adopted fatalist approach. However those in the sub-ordination and coordination level are in the middle of Mastery and Fatalism.

A check between the orientation of organization on this aspect shows that organization in development are more fatalistic than the emergency organization. It is surprising that when the emergency and development is combined within an organization then people tent even to be more fatalistic.
**Hypothetical vs. Concrete Reasoning**

This survey showed that more people working in the developmental oriented organization are more hypothetical thinkers than those from emergency organization although more respondents in the emergency organization decided to be neutral. This means that they are either in between or do not know what do answer so they have been classified as undecided. It is surprising to see that when the organization is oriented in development and emergency programmes people tend to be more concrete thinkers.

It is clear that as the level of responsibility of person increases within aid programmes, the person becomes a more hypothetical thinker. This is seen within the level of operations, managers and coordinators where they agree on the statement raised. People in operations and on subordination level show a more concrete thinking approach.

The age also shows some significant differences where the young are concrete thinkers than those of the age of 31 and above.

**Attribution Root Causes vs. System Approach**

The test showed significant dominance of people with system approach than those with root-cause approach. Although within the emergency and developmental organization there is nearly the same number of people who have either root-cause thinking or system approach thinking. While in the organization which operate in both development and emergency the majority are system approach mind set.

**Achievement vs. relationship Test**

Within organization oriented in emergency and development, it is clearly shown that majority of the workers are more relationship base while organization oriented in both emergency and development the majority of the workers are undecided on exactly what kind of orientation they are in but all in all those who responded the relationship based are the leading.

However within the management and operation level most of the people are relationship based but within the coordination level both relationship and achievement persons exist in equal basis.
On the level of responsibility, those who are in sub-ordination show that they are either not sure of their orientation or are in between achievement and relationship base.

**Tolerance for Uncertainty**

Aid workers in Nairobi are more on low tolerance for uncertainty. Seen from the level of responsibilities, it is clear that still many of the workers have low tolerance to uncertainty.

**Power Distance**

In general across all the levels of responsibilities within the organizations in Nairobi, the dominant group was people with low power distance. However in the operation there is only a difference of 2 percent between low and high power distance groups. Nevertheless in management those with low power were 3 times those with high power distance. Furthermore in the analysis on the organization level it is seen that, within developmental organizations, aid workers are lower in power distance. Whereas in emergency organization many aid workers have high power distance. Yet still in the organizations which have both emergency and developmental programmes the majority of aid workers show low power distance.

As seen from the above results the researcher would like to highlight how the aid workers in Nairobi can be influenced by this cultural cognition dimensions on designing and planning of projects.

**Influence in Project Designing**

Those high in Tolerance for Uncertainty change more easily and select a new explanation with less data. A person with a low Tolerance for Uncertainty is more reluctant to change and more likely to wait for more information. Each pattern carries its own strength and weakness. People who are high in Tolerance for Uncertainty are comfortable reframing situational understanding but slow to settle on a final interpretation.

Most aid workers in Nairobi showed a low Tolerance for Uncertainty which means if they were be part of the needs assessment then they will be more complete in their review of information and quick to settle on final interpretation of the situation they are evaluating although slow to act if the situational information are not clear.
Those with a sense of mastery assume that they can make sense of an ambiguous situation and that there is a solution to detected problems. They initiate an active process of discovery and aggressively construct explanations. In contrast, a fatalistic orientation which is most applicable to the aid workers in Nairobi leads to a passive process of problem detection and sense-making. This passive approach can help in involving more people for example those who have been affected in the process of needs identification than being a master of problem solving which applies to mastery orientation.

Those with hypothetical reasoning typically use this as a mechanism for sense-making. Mental simulation allows them to evaluate their efforts to organize confusing events. For humanitarian work this means, during the project designs, designers will use data they have gathered and use brainstorming in coming up with the desired project or solution for those in need.

While for concrete thinkers, in contrast, would seek comparable cases for sense-making which means the designers with this mind set will use past experience or manuals created for interventions during disasters which in many cases does not fit or even are acceptable to some cultures. This two reasoning approaches would generate different outcome on project impact and success.

Attribution is expected to contribute to the problem detected during needs identification and eventual designing of projects especially in humanitarian assistance. For the person with root cause Attribution, individual contributions are very important. For a person with systems Attribution, situation contribution would be expected to play a major role.

Differences in Attribution lead to the identification of different problems. This is important because problem identification directs the search for solutions and a broader inclusion of the all community in needs assessment can be realised.

**Influence in Project Planning**

Time horizon, Tolerance for Uncertainty, Hypothetical vs. Concrete reasoning and Attribution illustrate cognition differences vulnerability in planning.

The nature of plans is dependent on the Time Horizon of the planner. Those with a future horizon make plans that consider longer term consequences and goals more than those with a present horizon. Comparing this outcome with the cultural awareness indicators, it can be said that within the
organizations in Nairobi there can be some sacrifices for immediate payoffs for the expectation of long-term gain for the beneficiaries within these organizations.

As indicated in the literature review on the importance of emergency organization to change their mind set from the thinking of only immediate alleviation of suffering, it is therefore positive that the emergency organizations in Nairobi are also of future horizon thinking. This means with this reasoning the organization can input some aspects of long term effect of their programmes towards their beneficiaries.

Tolerance for Uncertainty influences planning. Planning often assume an assessment of risk related both to the situation at hand and the proposed remedy.

Both judgments depend on the Tolerance of Uncertainty. Those who are low in Tolerance for Uncertainty want more information before formulating plans. They generate detailed, fixed plans and may be reluctant to engage in improvisation and adaptation. They may see people with high Tolerance for Uncertainty as rashly.

People with high Tolerance for Uncertainty are comfortable initiating plans with incomplete information and adapting their plans as additional information becomes available. People with low Tolerance for Uncertainty are uncomfortable with this seemingly casual planning.

With the new actors in humanitarian assistance for example the military, they will easily overtake the civilian humanitarian actors due to their way of working which is mainly low in Tolerance for Uncertainty compared with civilian humanitarian actors. This could create conflicts during aid deliveries.

Planning in humanitarian assistance is vulnerable to reasoning differences brought in by Hypothetical vs. Concrete reasoning. Concrete thinkers will come up with plans through detecting patterns within previous cases that provided the best match. This thinking might create problems due to the fact that even if they worked well in certain cultures it might not work in some cultures. This plan therefore becomes a time-tested instead of an innovative plan. While Hypothetical thinkers see planning as a practical activity of recognizing and creating control points. This helps in humanitarian work since in many cases this goes with the reality of what is happening on the ground.
All the above differences can create contention and mistrust during collaboration when operating with diverse groups with different cognitive reasoning. The differences, however, have the potential for enriching the designing and planning process by incorporating the strength of divergent cognitive approaches.

This research outcome from organizations in Nairobi calls for further research. There is a need to see the kind of impact these projects designed with these various thinking have created. This will help to compare how this cognition difference plays a role on the eventual outcome and impact of the project.
CHAPTER 5. Conclusion and Recommendations

5.1 Conclusion

Taking you back, the purpose of this thesis was to investigate the role cultural awareness plays within humanitarian organizations in general and see how it applies within humanitarian organizations in Nairobi, Kenya. The problem statement was ‘whether cultural awareness/sensitivity is necessary in the planning and designing of humanitarian projects’. Likewise the aim was to positively contribute to educating humanitarians on the sensitivity of creating sustainable programmes through the inclusion of the beneficiaries’ capabilities and strengths within their projects.

The main research was that within humanitarian assistance, cultural awareness and sensitivity are prerequisite elements. However, to what extent has this been put in place by organizations within their operations and why are failures still being experienced when the organizations hand over projects to their beneficiaries. In what way should aid organizations bring cultural awareness and local capabilities in their planning methods and design, take away their cultural biases and synergize; while learning and respecting each other?

To answer the problem statement one of the conclusions to come to is that cultural awareness and sensitivity play a major role in creating a beneficiary participation within humanitarian operations.

Based on the analysed primary data and the literature review, the level of cultural awareness and sensitivity in humanitarian organizations operating within development projects is high compared with emergency organizations. Developmental organizations are more aware of the importance of this sensitivity within their staff and towards their beneficiaries within their projects.

Most of the respondents from these development organizations showed their organizations are providing cultural training which is a positive endeavour by these organizations to sensitise their staff. Rather than rely on the staffs’ own initiative to sensitize themselves as can be seen from responses from the emergency organizations.

This is very crucial to highlight because it might be the cause why within emergency organizations consultation of beneficiaries when initiating projects is non-existent as seen in the primary data analysis. As shown in the literature review, many of the failed projects; for example the ones stated in chapter 2.4 are due to lack of cultural awareness and if the organization does not take this into
consideration then problems will still be expected within humanitarian assistance. It is then time to think deeper if organizations should still operate only as emergency organizations or they should have at least a department for development work.

As introduced already in the literature review, the Cultural Lens Model is a framework for understanding the origins of cognitive differences in people’s physical and social contexts. This model with the cultural indicators generated in the literature review will help researchers to understand the shared experiences of the aid workers on what contributes to their group’s cohesion on behaviour, social values, and cognition. In the literature review, an analysis was done on how these differences could have profound effects on the function of people within complex international assignments. Also in the survey done on the organizations in Nairobi, it is clear that there is quite a difference in these cognitive ways of thinking and performing by aid workers.

In conclusion it is clear the cultural lens model is well suited to be used within humanitarian research in analysing why organizations behave differently towards their beneficiaries. The model also can be an asset for recruitment process within humanitarian organizations. This will help in knowing a person’s cultural awareness level which is very important towards the success of building better and well prepared humanitarian workers for their overseas assignments. This will help to eliminate the cultural lens gap which arises when a person meets different cultures where they have to work, while adjusting their own cultural biases and ways of seeing people from other regions of the world.

It is commonly and easily misunderstood that humanitarian workers as far as cultural awareness is concerned, should only know what they have to say, what they have to wear, how to greet while on their overseas assignment; which is a list of ‘dos and don’ts’. However from the various analyses from the literature review it is crucial for humanitarian workers to have cultural awareness which goes beyond this. They need to understand how the people they intend to help have been sustaining themselves before the kind of emergency or development need occurred. This especially calls for more understanding from those who are designing and planning these projects. As shown in the literature review this is something that is, at the forefront when developing projects.

If humanitarian assistance is not built on the capabilities and the community’s ability by understanding their cultures on how they used to sustain their livelihoods for their survival, it can result in dependency on the help they are being provided with instead of rebuilding using their own capabilities which will thus lead to sustainability and self-resilience in future catastrophes.
From the results of the analysis and the literature review it is clear that within humanitarian assistance cultural awareness and understanding is the only vital element which will bring participation of all actors within the humanitarian setting. Last but not lastly, Cultural awareness activities should be the focal point of humanitarian designers and planners so as to include all relevant parties especially the beneficiaries.

5.2 Recommendations

From the conclusion the researcher can strongly assert that cultural awareness comes with accepting cultural diversity which can be well understood when seeing an onion with its layers. This is where each layer presents another opportunity for a group to discuss the best ways to work together in greater harmony, understanding and mutual respect.

This therefore involves interacting with humans at different levels within and out of the organizations. Subsequently, a knowledgeable capacity of awareness of a person’s cultural influences as well as of personal peculiar inclinations is important for critical self-assessment as emphasised by Barham (1991: 56).

Undertaking work in a diverse group stretches and challenges each and everyone's internal sense of the world. Gender, race, generational issues and other layers cause all to take a new look at biases and narrow-mindedness and ensure that there is higher level of success that develops from employing the strengths attained through mutual respect and cultural understanding.

The foundation of good communication in diverse groups is the Cultural Awareness which involves the ability of one taking a step back and becoming aware of cultural values, beliefs and perceptions surrounding their environment. Interestingly, becoming aware of own cultural dynamics is an up-hill task because culture is not conscious to us. Since one is born he/she learns to see and perform at an unconscious level. Experience shows that values and cultural background lead one to see and behave in particular way. However, it is imperative that in some unfamiliar environments one has to step outside of his/her own cultural boundaries to be able realize the impact that culture has on behaviour.

Although on the positive side, cultural diversity can be an advantage where the organization can expand its solutions and its sense of identity and begin to take different approaches to problem solving. Therefore diversity in such situations creates valuable new skills and behaviours which
humanitarian organizations can use to their advantage while planning and designing and even executing their projects.

The act of acknowledging diversity and cultural sensitivity in humanitarian organization should be used as a valuable asset by humanitarian organizations since this determines at a higher degree the success or failure of humanitarian projects. Having a high degree of knowledge of cultural awareness differences and of the world wide diversity of norms and values is equally important for instituting a logical basis for international interaction effectiveness as Fantini (2000) also emphasises.

Cultural sensitivity is a continuous learning process which can help to question existing practices, norms, policies and rationales which are not working to develop beneficiary participation. Such generative cultural learning and sensitivity also brings self-consciousness to aid workers while they endeavour to make compliance towards the rigid contractual nature of aid projects which push organizations to deliver according to pre-defined goals, methods and targets.

In response to this, and the perceptions of continued learning failures, agencies need to start pushing the boundaries of current humanitarian practice and be able to perform on ‘string dancing’ to balance both sides. If established aid organisations fail to prioritise innovative designs and planning, they are in danger of losing popular support and risk being overtaken by new types of relief organisations.

All the above is on bringing innovative approaches which are dynamic processes requiring cultural sensitivity. It focuses on the creation and implementation of new means of beneficiary participation at all levels of project stages from initiation to implementation. Planning should be innovative where it results in improvements in efficiency, effectiveness, quality and social outcomes. Project designs should be innovative in bringing a paradigm shifts in humanitarian assistance. This should go towards bringing beneficiary participation, local ownership and capacity development. Exploring these ideas in the context of humanitarian work sheds new light on the understanding and harnessing of organisations’ creative potential.

At the macro level, it is more effective to prevent disasters than to respond to them, even more so as global vulnerability increases. As shown in this research, development organizations are improving although at a slower pace than desired. For example seeing from the tsunami response where emergency response was huge without any thought of developing local capacities. It is therefore far more effective to build projects and support local capacities, thereby re-orienting the humanitarian
system. By contrast, humanitarian disasters, whether natural or not, are somehow seen as abnormal despite their regular occurrence, which makes response to them purely reactive.

Although a shift in the attitude of humanitarian designers may have been difficult, it is now essentially needed in order to create a culture which encourages real and lasting humanitarian innovation on the designing and planning of projects. In the long run it will be possible to create models that are capable of meeting a complex and volatile future. Therefore, the perspective that is needed for humanitarian work is clear: humanitarian organizations must seek to move beyond catastrophe first model of humanitarian project designs and plans, and move towards putting vulnerabilities first.

5.2.1 For future research

As mentioned already in the conclusion of the discussion part, there is a need to research further on the effects of cognition differences on impact and eventual outcome of projects designed with various cognition differences.

As mentioned in the limitation part, the researcher believes that another research is needed where humanitarian workers in the field level and beneficiaries could be interviewed so as to get a clear picture of how this cultural lens gap can be reduced. studies on similar topic should be done in the field and the headquarter level since the researcher felt a huge information and research gap on this topic.

Therefore there is need for a more in depth interviews and more diverse sample for example more variety of humanitarian organization (Local and International NGOs and IGOs) should be included to make the results more accurate and easy to generalise. Lastly, more time and accessibility possibilities are needed to get a complete view and opinion of humanitarian workers.
II. REFERENCES


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### III. APPENDIX I Definitions and Terminologies

<table>
<thead>
<tr>
<th>Concept</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
<td>Acquired knowledge that people use to interpret and generate social behaviour. This knowledge forms values, creates attitudes, and influences behaviour (Keizer, et al. 2009).</td>
</tr>
<tr>
<td>Cultural awareness</td>
<td>The ability to interact effectively with people of different cultures. Cultural competence comprises four components: (Moule, Jean 2012).</td>
</tr>
<tr>
<td>Humanitarian projects</td>
<td>Assistance given, on favourable terms, by richer, usually industrialized, countries to war-damaged or developing states for humanitarian reasons.</td>
</tr>
<tr>
<td>Humanitarian Space</td>
<td>This is a space where there is access and freedom for humanitarian organizations to assess and meet humanitarian needs to those in need (Guttieri 5).</td>
</tr>
<tr>
<td>Humanitarian actors</td>
<td>People who work or are involved in the humanitarian service sector providing relief in emergencies and protracted displacement situations.</td>
</tr>
<tr>
<td>Humanitarian intervention</td>
<td>The threat or use of force across state borders by a state (or group of states) aimed at preventing or ending widespread and grave violations of the fundamental human rights of individuals other than its own citizens (J. M. Welsh, 2004)</td>
</tr>
<tr>
<td>NGOs</td>
<td>Organizations which are not based in government; and not created to earn a profit.(<a href="http://www.globaleducation.edna">www.globaleducation.edna</a>)</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme (UNDP)</td>
</tr>
<tr>
<td>Sustainability</td>
<td>To meet the need of the present without compromising the ability of future generations to meet their own needs (United Nations 1987)</td>
</tr>
<tr>
<td>Sustainability of projects</td>
<td>A shift from implementing a plan of action to programs creating an on-going transformation process that will address different participant and community interest. (<a href="http://www.aidainc.net">www.aidainc.net</a>)</td>
</tr>
<tr>
<td>Indicators of cultural awareness</td>
<td>Ways to measure how well a project is incorporating the needs and expectations of the intended beneficiaries.</td>
</tr>
<tr>
<td>Project designing, planning and implementation</td>
<td>Situation analysis, problem identification, definition of the goals, formulating strategies, mobilization, utilization and control of resources and project operation. (P. Bartle, 2007)</td>
</tr>
</tbody>
</table>

*Table 5:1 Definitions and Terminologies*
IV. **APPENDIX II (Questionnaire)**

**Cultural Awareness Survey in Humanitarian Action**

This survey is about measuring cultural awareness in Humanitarian Action. It is part of a master’s project and your input will surely go a long way in enhancing the effectiveness of humanitarian projects on assessing weather culture is important in project planning and designing within humanitarian action.

This questionnaire will take at most five to six minutes to fill. Please tick or click in the appropriate boxes.

<table>
<thead>
<tr>
<th>1. Age</th>
<th>25 - 30</th>
<th>36 - 40</th>
<th>41 and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Gender</td>
<td>Male</td>
<td>Female</td>
<td></td>
</tr>
<tr>
<td>3. Region</td>
<td>Europe</td>
<td>South America</td>
<td>Asia</td>
</tr>
<tr>
<td></td>
<td>North America/Australia</td>
<td>Africa</td>
<td></td>
</tr>
<tr>
<td>4. Organization</td>
<td>Emergency</td>
<td>Development</td>
<td>Both Emergency/Development</td>
</tr>
<tr>
<td>5. Level</td>
<td>Sub-ordinate</td>
<td>Coordination</td>
<td>Management</td>
</tr>
</tbody>
</table>
6. How long have you been in this organization?
- Less than 1 year
- 1 to 3 years
- 3 to 5 years
- More than 5 years

7. Where are you based in (work area)
- Headquarters
- Regional Office
- Field Level

8. What is your motivation for this job

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pleasure of learning new ways of reducing suffering</td>
<td></td>
<td></td>
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<tr>
<td>Sense of well-being I feel while serving others</td>
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<tr>
<td>Pleasure I feel as I work in another culture</td>
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<tr>
<td>Because I want to be viewed more positively by others</td>
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<tr>
<td>Salary</td>
<td></td>
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</tbody>
</table>

9. Do you participate in your organization’s yearly planning, budgetary, assessment or evaluation
- Yes
- No

10. In your opinion do you have influence to change any content on project planning already budgeted for?
- Yes
- No
11. Does your organization provide any cultural awareness training?
   - Yes
   - No

12. Do you regularly interact with project’s beneficiaries?
   - Yes
   - No

13. In the organization you work for, which of the following most apply for Start-up of new projects
   - Beneficiaries are consulted
   - Management alone decides what projects to start
   - Headquarters drafts proposals
   - I don’t know/I am not involved

14. Please tick the one answer per question that applies best to the organization you are working for

<table>
<thead>
<tr>
<th>Question</th>
<th>Never</th>
<th>Occasionally</th>
<th>Regularly</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>14. Beneficiaries are consulted whenever needs assessment is being carried out</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Beneficiaries are consulted when evaluation of projects are being carried out</td>
<td></td>
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<tr>
<td>16. In this organization I see new project evaluation reports at least every year</td>
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<tr>
<td>17. In this organization beneficiaries are invited during general assembly</td>
<td></td>
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</tbody>
</table>
The following section is based on an answer scale as shown below. Please tick the one answer per question that you think most appropriately represents your opinions.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>18. Local people who depend on themselves get ahead in life</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>19. As an aid worker I should accept the beneficiaries decision even though personally I have a different opinion</td>
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<tr>
<td>20. I would rather as an aid worker come up with a solution for the affected people quickly than waste time discussing with the affected what they need</td>
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<tr>
<td>21. As an aid worker I feel strong ties with this organization</td>
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<tr>
<td>22. This organization feels it can solve any problem it encounters for the beneficiaries</td>
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<tr>
<td>23. As an aid worker I am able to successfully overcome many challenges affecting people I serve in the position I hold</td>
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<tr>
<td>24. As an aid worker I have usually found out that what is going to happen to people will happen regardless of my action</td>
<td></td>
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<tr>
<td>25. Many times I feel that in our projects we might just as well make many of our decisions by flipping a coin</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>26. As an aid worker it isn’t wise to plan too far ahead because most things turn out to be a matter of good or bad fortune anyhow</td>
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<tr>
<td>27. Many times I feel that I have little influence over the things that happen to me</td>
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<tr>
<td>28. Managers of aid projects should be able to make the right decisions without consulting their beneficiaries</td>
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<tr>
<td>29. In aid work related matters, project managers have right to expect compliance from their beneficiaries</td>
<td></td>
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<tr>
<td>30. An organization’s rule in aid projects should not be broken even when the implementers of the project thinks it is in the organization’s best interest</td>
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<tr>
<td>31. Even if it takes more time, intervention decisions should always be made based on analysis, not intuition.</td>
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<tr>
<td>32. Formal plans in aid operations are more of a hindrance than a help in my work.</td>
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<tr>
<td>33. I am more effective when my work involves a clear sequence of tasks to be performed and its outcomes.</td>
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<tr>
<td>34. In aid work you shouldn’t worry about working when you don’t feel like it.</td>
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<tr>
<td>35. I think quite often about how life used to be for the affected before deciding on what project to propose.</td>
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<tr>
<td>36. Accomplishing a great deal of work in my job as an aid worker is more rewarding than spending time in leisure.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>37. It is sometimes necessary to change our own habits and ways to make people who are affected (beneficiaries) feel more comfortable.</td>
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<td>38. Many cultural customs and habits in aid work hold back or get in the way of workplace productivity.</td>
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<tr>
<td>39. Organizational rules and procedures in aid programs should not have to change according to beneficiaries different beliefs.</td>
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</table>

Thank you for taking your time to fill out this questionnaire.